

11:53:47 From Tamsen Wassell : Hi Glenda, Nope. Trump is all yours!
11:53:58 From Claudy to All panelists : Hi, this is Claudy, located in Kelowna, BC.
11:54:05 From Tamsen Wassell : Happy holidays!
11:54:21 From betsy to All panelists : This is Betsy. Sitting in Austin Texas today.
11:54:41 From Glenda Eoyang : Welcome everyone and please tell us where you're from.
11:54:48 From Claudy to All panelists : I will only be able to join for the first 30 minutes. Is that okay?
11:54:51 From Tamsen Wassell : I am eager for answers given the election in Spain this past week.
11:55:08 From Mary to Claudy, All Panelists : yes that is fine - we record!
11:55:13 From Claudy to All panelists : Hi Glenda, you are right. Most beautiful place, I immigrated here from Holland.
11:55:32 From betsy : Betsy is from Lady Lake Florida
11:55:50 From Claudy to All panelists : Hi royce, that's great. I will look at the recording.
11:56:22 From Tamsen Wassell : Far right won seats in the Andalucia region ... a lot of seats.
11:56:31 From 2lutNQLwsP8bxvAVy4Cs5Q== : Hi Brenda H from North Vancouver
11:56:34 From David LeBlanc : Morning All!
11:56:48 From Rich Ann : Hello from Washington, DC
11:56:48 From Jennifer Jones-Patulli : Good morning from Kauai
11:56:49 From David LeBlanc : hmmm...rough week
11:56:57 From Jennifer Jones-Patulli : Aloha!
11:56:57 From David LeBlanc : Good thing I dont have to talk today!
11:57:18 From Stephen Bosacker to All panelists : Good day from Anoka, MN!
11:57:31 From Jennifer Jones-Patulli : Hi David! Hi Brenda!
11:57:48 From Stewart Mennin to All panelists : Hi- Stewart in Sao Paulo
11:57:55 From 2lutNQLwsP8bxvAVy4Cs5Q== : Hi Jenn! From Kauai.....
11:58:46 From Royce : Royce - I am in Circle Pines. MN It's snowy here-Lots of cold and it's like the snowflakes are just forming in the air and falling from there...Very relaxed and lovely.
11:58:58 From Liz Coenen : Good Morning from snowy Minnesota
11:59:16 From Jennifer Jones-Patulli to All panelists : not seeing the name change option in the webinar space
11:59:21 From Heather Oxman : Hello, from Lethbridge
11:59:31 From james wigmore to All panelists : Hello - James from Whitehorse
11:59:33 From Marina to All panelists : Hi from São Paulo, Brazil
11:59:33 From Cathy Toll to All panelists : Hi!
11:59:41 From Helena Luginbuehl : Hello to everybody from Bern, Switzerland
11:59:57 From Stewart Mennin to All panelists : Hi Helena

12:00:00 From rbrooks to All panelists : Good morning from Memphis
12:00:03 From Christine Capra to All panelists : Hi Royce & Glenda!
12:00:04 From Cathy Toll to All panelists : Hi from Menasha,
Wisconsin, where it is COOOLD.
12:00:12 From Jennifer Jones-Patulli to All panelists : Hi!!!!!!
12:00:31 From Christine Capra : :-)
12:00:44 From Royce : Hi, Rachel, great to see ya here. Would love to
hear how things are going!
12:01:49 From Royce to Karen HG, All Panelists : glad you found us,
Karen ;)
12:01:59 From Mary to Jennifer Jones-Patulli, All Panelists : thanks
Jen - I know how to do it in meetings as an attendee but wasn't sure
here
12:02:09 From Karen HG to All panelists : YAY!
12:02:42 From John N Murray : Hello from St Paul! Glad to be able to
call in today
12:03:00 From Mary : Hi friends - I see a lot of familiar names in the
attendees list (sorry that you all cannot see it!) and welcome you and
newcomers alike!
12:03:01 From Tamsen Wassell : Hola de Barcelona
12:03:06 From Lbournelis to All panelists : Hi from Lisa.... finally
managed to get online!
12:03:06 From Gregoria to All panelists : Greetings from Raleigh.
Gregoria Smith, here.
12:03:09 From Royce to Deborah.edwards, All Panelists : It was great
to hear from you all the other day. Looking forward to another chat
sometime soon! Ive been hoping things are going well for you all
there.
12:03:21 From Jennifer Jones-Patulli to All panelists : Hi John!
12:03:51 From Royce to Carol Wickstrom, All Panelists : Hello carol...
how're you doing?
12:04:28 From Royce to glenn.kelso, All Panelists : Nice to see you
here, Glenn. I was so glad to hear from you this week.
12:04:40 From Janice Fingler to All panelists : Hello from Vancouver
Canada !
12:04:54 From Kim Braidwood : Hello all
12:05:31 From Royce : Hello, Janice...welcome
12:05:45 From eileenkwan : Hi from chilly Calgary, Alberta Canada all!
12:06:22 From glenn.kelso to All panelists : Thanks, Royce - an "Hi"
to everyone on the webinar.
12:06:29 From Alex Kollo to All panelists : Hello from Toronto,
Canada. Looking forward to the learnings today. Curious!
12:06:53 From Royce : Curious is good,
12:06:56 From Royce : Alex
12:07:24 From Royce : So as you are listening, everyone, what are your
thoughts and responses to what she is saying?
12:07:55 From Royce to Donna Bivens, All Panelists : good morning,
donna...
12:08:01 From Cathy Toll to All panelists : Boy, does this fit to the
field of education, where there is an emphasis on "data-driven" which

often leads to looking at data from too-small an N to be accurate and where the data are old by the time they are examined. Looking at patterns is so much better.

12:08:17 From David LeBlanc : agree that bracing the unknown is important...but in many organizations, that state of flux is very disconcerting for individuals, so need to have a way of making everyone "ok"

12:08:23 From David LeBlanc : Oops,,,embracing

12:08:55 From Royce : absolutely, Cathy, right? I'd rather be accurate about how a child is using language rather than precise about how many words they can recognize..

12:08:58 From Kate Hill to All panelists : Indeed! :-) xxoo, Kate

12:09:03 From Jennifer Jones-Patulli : https://en.wikipedia.org/wiki/Richard_Feynman

12:09:25 From Alex Kollo to All panelists : Can we "make" people okay? Maybe we arm them with tools to support a curiosity, complexity mindset?

12:09:49 From eileenkwan : have been thinking that orgs need to be prepared with the skills and aptitude to help this along

12:10:04 From Lbournelis to All panelists : Having a bit of a 'confused aha' around the notion that answers don't last long in complex environments. Curious around sustainability (and if sustainability is the action of continued adaptation)?

12:10:24 From Royce : what a great insight, lisa

12:11:05 From Jennifer Jones-Patulli : https://en.wikipedia.org/wiki/Ralph_D._Stacey

12:11:17 From lisagraves : I have tried to call in by phone and am not being let into the call-Lisa

12:11:18 From Kate Hill to All panelists : Anchored in values -

12:11:33 From Kim Braidwood : In a fast moving competitive business, decisions do need to be made quickly. What are your thoughts on making quick decisions in order to remain relevant

12:11:33 From Ahmed Avais : In corporations, there seems to be an interdependent pair of "standard work" and "exploring with a curiosity" - Wonder how the desire to have answers to operationalize drives away from curiosity

12:11:41 From 2lutNQLwsP8bxvAVy4Cs5Q== : Thanks for the links Jenn

12:11:58 From Jennifer Jones-Patulli : :-)

12:12:25 From Mary to lisagraves, All Panelists : hi Lisa - sorry to hear that, can you tell me more about the message?

12:13:03 From Janice Fingler to All panelists : It can be challenging on projects when there are different levels of uncertainty "needed" between long term and short term. (large, capital intensive projects)

12:13:10 From Bruce Pappas : We need to keep questions "alive," so they are continually in our minds as we go forward. Then the reflective practice comes more easily.

12:13:22 From Karen HG : I'm not seeing the usual mute option--are we being muted by default, or can someone enlighten me as to where to find this option? Thx

12:13:26 From Alex Kollo to All panelists : it's interesting the

comment about sustainability – I am seeing "resilience" rising up in narratives in so many spheres these days.

12:13:33 From Jennifer Jones–Patulli : <https://www.hsdinstitute.org/resources/adaptive-action.html>

12:13:42 From Royce : Right Eileen–adaptive capacity is critical...

12:13:43 From betsy to All panelists : There is other "house noise" around me and I am not sure I am on mute (via Control A); please let me know if I am not on mute. My apologies if too much external noise

12:13:54 From glenn.kelso to All panelists : It would seem to me that an external foundation of stability has an inherent danger. The external can change on me, shift and bring down inner confidence. I would suggest that the internal foundation for stability is the only option. Perhaps some are not ready (or currently capable) of leaning on an internal stable foundation. If that's the case, an external may be a useful "gateway drug."

12:13:54 From Andrew Smith : Karen I'm pretty sure we're all muted by default

12:14:16 From Andrew Smith : This is a special type of Zoom meeting where attendees don't have mics (to avoid the nonsense of "please mute your mics")

12:14:29 From Mary to betsy, All Panelists : Hi betsy – only Royce, Glenda and I have mics in this session, so no worries about your house noise!

12:14:39 From Stephen Bosacker : With quick changes and adaptive actions how do people in organizations maintain perspective on where they were at before and to hold lessons learned along the way?

12:14:41 From Jennifer Jones–Patulli : Yes, we are all muted by default. Only panelist have control over voice.

12:14:48 From Steve Trivett : We can get stuck in our own truth if we cannot accept uncertainty in our thinking.

12:15:27 From Royce : You are right–you all are automatically muted. I was causing the noise by typing when I was not muted...sorry for the confusion.

12:15:45 From Royce : Good point, Steve.

12:15:58 From glenn.kelso to All panelists : Well said, Steve Trivett.

12:16:39 From Mary to Jennifer Jones–Patulli, All Panelists : were you answering betsy re: muting? I thought she sent something only to panelists. maybe a different comment?

12:17:16 From Mary to Jennifer Jones–Patulli, All Panelists : oh I see now – multiple threads

12:17:56 From Royce : Glenn, I tend to agree that we need to look "internally" for the balance we seek–that helps us know where we are now so as the world shifts, we have a reference point–even if that shifts over time, we are shifting with it.

12:18:45 From Lbournelis to All panelists : Noticing a 'fight / flight' response, an inherent comfort in certainty and boundaries, and a general fear of what change means for themselves in terms of the bigger picture.

12:19:19 From Mary : some interesting comments coming in, sometimes only to "panelists" – you can choose "all panelists and attendees" in

chat to converse together as well!

12:19:42 From Royce : What is known? (we have the answer) What is unknown, but knowable? (we can go get answers we need) What is unknowable? (we need to park those things and come back to them—but not dwell there.)

12:20:59 From Jennifer Jones-Patulli : <https://www.hsdinstitute.org/resources/questions-in-uncertainty.html>

12:21:10 From rbrooks to All panelists : I think it's also useful to ask why I want or don't want things to change

12:21:41 From eileenkwan : love the visual – paying attention to the rock as opposed to the activity of the water

12:22:25 From Jennifer Jones-Patulli : I love how the picture shows stable, emergent, and unstable places.

12:22:50 From Royce : Rachel and Eileen, what connections can you see between your two comments...

12:22:59 From Kim Braidwood : Did you ask the healthcare people what they wanted to stay the same?

12:23:04 From Mary to Jennifer Jones-Patulli, All Panelists : so what is your caption for this one, Jen?? ;)

12:23:36 From John N Murray : Looks like my day yesterday... Jen, do I have a story for you

12:23:51 From Jennifer Jones-Patulli : Kate came up with a brilliant quote for one of my bike pics: "I've fallen and I can't get up"

12:24:03 From Mary : eek, John, hope you are not in a sling!

12:24:06 From Cathy Toll to All panelists : Are contradictions and tensions the same?

12:24:25 From Jennifer Jones-Patulli : John, I am all ears. Hope you are ok

12:24:40 From John N Murray : Luckily no, slightly bruised and sore – but I put on a show for some motorists!

12:24:41 From eileenkwan : royce – to answer your question – takes me to question what element really is "stable" in the picture

12:24:44 From Jennifer Jones-Patulli : I prefer to be on two wheels, not on the frame

12:25:11 From Helena Luginbuehl : I notice that people (at work) speak a lot about time problems/uncertainty – their fear of no time for going in depth but staying superficial about many issues. On one hand people moved to openness to change/uncertainty and surprises – on the other hand they are afraid of not being able to deal with all they are facing

12:25:23 From Gregoria to All panelists : In contradiction: looking at the fallen bike on the road. Caught between caring/ not caring. Where is the person? Action– look at the road– directions that may not be obvious– Right/left/ forward/back?

12:25:31 From Royce : Cathy–great question–tension (for good and for bad) comes from the differences in the system–and contradiction is one kind of difference.

12:26:43 From Andrew Smith : I'm confused, I've only heard 3 questions: what do you want to change/remain, what contradictions, what do you know/wonder... is there one I missed?

12:27:20 From Royce : That's what occurred to me, Eileen. Paying attention to the stable or to the changing--and seeing what that does to my own angst! (or joy!)

12:27:31 From Jennifer Jones-Patulli : Here is the full list of questions: <https://www.hsdinstitute.org/resources/questions-in-uncertainty.html>

12:27:50 From teresa : Andrew: the first question was "What are three things you notice?"

12:27:53 From Kate Hill to All panelists : Not seeing a new slide

12:28:00 From Royce : yes

12:28:23 From David LeBlanc : did that slide move forward from What do you know for sure? I am not seeing picture Glenda referenced

12:28:25 From eileenkwan : I think we might be on the wrong slide? are we on Q5?

12:29:59 From Rich Daudert : Thank you, I thought it was just me!

12:30:26 From Royce : thanks to all for the cues!

12:30:57 From Gregoria to All panelists : Working in the Quality Management, issues come out. Data is there and we can be lost in analysis. But if we look at "barriers" we may find where the organization can focus. For example why women do not get their important mammogram. Found out in a barrier survey that women did not like the machine, no time because they were taking care of everyone else in the family but themselves. Women are vulnerable in accessing health care. I was surprised that women said they cared for others but not so much for themselves.

12:34:21 From Gregoria to All panelists : One thing I can do. Stop and think before I ask my question, making sure that it's relevant to the particular group, not just to me and a few.

12:35:22 From Kate Hill to All panelists : The four truths would be useful in "noticing"

12:35:43 From eileenkwan : Curious - Are these questions as effective when not working at leadership level? I.E. when preparing staff themselves for change down the road?

12:36:04 From Stewart Mennin to All panelists : How do you choose a scale at which to see or zoom to or from?

12:36:09 From Lbournelis to All panelists : I'm curious if the desire for stability is generally individual / centrally related? (ie: if SCARF remains intact, are folks amenable to most changes?)

12:36:13 From Mary : yes, Kate, and being in inquiry too

12:36:15 From Kate Hill to All panelists : Great question, Eileen!

12:36:30 From Jennifer Jones-Patulli : when I am crossing a river, sometimes finding stable spots depends on the speed at which I am moving.

12:36:51 From Cathy Toll to All panelists : An insight I am having is that I think my sticky issues is actually part of a bigger sticky issue that my organization is not interested in addressing.

12:36:59 From Lbournelis to All panelists : Nice one Jennifer J-P!

12:37:32 From Janice Fingler to All panelists : Interesting Q Eileen. How to shift attention from power structures at different scale of system. We can get confused if we answer the Qs from different scales

12:37:35 From Jennifer Jones-Patulli : good reminder about the challenge of evaluating progress in changing environs

12:37:46 From David LeBlanc : And if there are no stable spots...as long as you can see the shore!

12:37:53 From Liz Coenen : Jen, love your reflection. Sometimes it is a quickening that brings stability and sometimes it's choosing to pause.

12:38:28 From Jennifer Jones-Patulli : yes Liz! And sometimes the slip is inevitable

12:38:55 From Jennifer Jones-Patulli : So true David!

12:39:13 From Steve Trivett : Uncertainty in the stepping stones that you choose can take you in unpredictable directions to unknown destinations

12:39:44 From tcasey to All panelists : How does the question "what if" work into the adaptive action model? If it doesn't, why is this question absent from the model?

12:40:01 From james wigmore : Can bias for action fall into this? Does this concept accomodate action over inaction if there is limited time for wise reflection?

12:40:29 From Royce to All panelists : I responded to TCasey on the q&a pate

12:41:31 From Jennifer Jones-Patulli : When I am in a canoe on the ocean, there seems to be no stable zones. but then I can look at the horizon or keep paddling and the motion sickness stops

12:42:02 From Mary : your sticky issue being part of a bigger unaddressed sticky issue is kind of fractal, in that it is in itself another sticky issue (ha)...and makes me think of broad scale movements in society, where amping up a message can shift attention, but in unpredictable ways. In the US, the Parkland students efforts after the shooting in their school comes to mind...

12:42:12 From Mary : to Cathy Toll-

12:43:32 From eileenkwan : thx for that comment Mary. really helpful to see sticky issues "nesting" within larger system sticky issue

12:44:24 From Gregoria to All panelists : Mirroring as in mimetics. We affect each other by repeating other's movement.

12:44:53 From Mary : thanks to Cathy for bringing up how layered our issues can be!

12:45:15 From Gregoria to All panelists : A good way to connect to people verbally.

12:45:40 From Gregoria to All panelists : I mean non-vrbally.

12:46:14 From eileenkwan : the articulation of the sticky issue seems to be really important. Is this the case or does the sticky issue also shift?

12:47:01 From Janice Fingler to All panelists : So the 3 things we notice could be 2 at one scale (ward) and 1 at another (policy)?

12:47:56 From Gregoria to All panelists : Interesting examples among patients developing some dementia, understanding other channels of communicating where patients are.

12:48:11 From Kim Braidwood : within an organization who chooses the sticky issue

12:48:31 From Reed to All panelists : This question set may be useful to help individuals cope with stress.

12:48:44 From Carol Wickstrom : Thanks, G and all! Great questions and juicy conversation!

12:49:47 From Kate Hill : Would one use the same process (6 Q's) as a follow up? As a way to hold accountability? Or another tools?

12:49:52 From John N Murray : YES - scaling, and the language to do so, helps to open up new perceptions at different scales too

12:50:00 From Leena Yahia to All panelists : Thank you all. This was fantastic! What a great way to think about all our sticky issues!

12:50:11 From Stephen Bosacker to All panelists : I'm not seeing Cathy Toll's comments. I want to learn from her questions and wisdom too!

12:50:16 From John N Murray : We found that to be especially true in the HSD and Peacemaking conversations

12:50:38 From Gregoria to All panelists : Effect of scales in system dynamics: we can be changing specific behavior, then the effect on a larger scale is partly unknowable.

12:50:56 From Mary : sorry Stephen - Cathy, care to share?

12:51:02 From Cathy Toll to All panelists : A question I have developed to get at the sticky issue: "When you think about [accomplishing your goals -- specify], what gets in the way?"

12:51:18 From Royce : That's how they all contribute to the whole--Each is working on the strategic direction by working on the manifestation of sticky issues locally

12:51:24 From Gregoria to All panelists : ; evident only after the change has happened. Then address another set of sticky issues...

12:51:32 From Stephen Bosacker : So do organizations that work on multiple sticky issues run into new problems because of this? Is some kind of coordination important?

12:52:48 From glenn.kelso : I appreciate the scalability of the process. It democratizes leadership and works well with our company's (largely undefined) value of "leaders at all levels." This provides a way to take tangible action on a value that can be dismissed as merely a catchphrase.

12:52:51 From Tamsen Wassell : It's always great to get a "shot" of HSD. Thanks everyone!

12:52:59 From Steve Trivett : I have to go. Thank you Glenda. Great stuff!

12:53:20 From tcasey to All panelists : Will you share this presentation so that I may view it later? Or share the powerpoint?

12:53:29 From Mary : Stephen - your question makes me think of how nature coordinates (or not), thinking back to the stream flowing around rocks...

12:54:04 From Royce : Everyone will get copies o the slides and of the recording and of the chat. thanks.

12:54:19 From Janice Fingler to All panelists : I want to bring this to my business mastermind group !

12:54:25 From John N Murray : Helps to get me out of my "ever and always" voice!

12:54:57 From Kim Braidwood : Opens up new possibilities the person

may not of thought of- helps them see the system
12:55:02 From Rich Daudert : I did this with a group at the medical school, and participants told me they were in deep thought about it for as much as one week later!
12:55:08 From Helena Luginbuehl : Gives you unexected perspectives
12:55:09 From Kate Hill : I'm always impressed by the difference in the partner's questions. Surprise! They don't look at things the way I do!
12:55:38 From Royce : Glenn-you are right..Lead wherever you stand... that's a lab I am doing next weke\
12:56:29 From Janice Fingler to All panelists : thank you everyone - much richness to apply !
12:57:01 From Patrick to All panelists : Thank you...
12:57:08 From Kate Hill : Thank you, Glenda! I'm inspired :-)
12:57:16 From Gregoria to All panelists : Thank you all.
12:57:18 From Rich Ann : Safe travels, Glenda! Thank you all
12:57:20 From Stewart Mennin to All panelists : Thank you G, wonderful, Royce and Mary thanks
12:57:23 From Liz Coenen : Thanks Glenda and All - perfect timing for me to return to the basics with a new and timely lens.
12:57:24 From Stewart Mennin to All panelists : Jen too
12:57:24 From Jennifer Jones-Patulli : Thank you Glenda and Royce and Mary!
12:57:31 From teresa : Thanks Glenda, Royce, Jen and Mary! Great session!
12:57:37 From eileenkwan : thank you!
12:57:42 From Mary : so glad to join you all here!
12:57:43 From Kim Braidwood : Thanks you
12:57:44 From betsy : Thank you guys! Enjoyed the presentation.
12:57:44 From Jennifer Jones-Patulli : Happy seasons!
12:57:52 From james wigmore : Thanks!
12:57:53 From John N Murray : Thank you Glenda, Royce, Mary, and Jen - Happy Holidays!
12:57:54 From Alex Kollo to All panelists : thanks so much! happy holidays to all
12:57:55 From 2lutNQLwsP8bxvAVy4Cs5Q== : Thanks!
12:57:56 From David LeBlanc : Thank you.
12:57:56 From Helena Luginbuehl : THanks - great as always!
12:57:56 From Rich Daudert : Thanks so much!
12:57:59 From Karen HG : Thanks!
12:58:05 From Ahmed Avais : Y'all be well now
12:58:07 From Stephen Bosacker : Peace and joy...
12:58:09 From Reed to All panelists : TYVM to all and to all a good day!
12:58:11 From suedavis : thanks aging for a super session
12:58:34 From Alex Kollo to All panelists : holidays are a great time to integrate some of this learning on the family scale!
12:58:40 From John N Murray : How many on FB?
12:58:50 From Jennifer Jones-Patulli : a couple hearts
12:58:52 From Jennifer Jones-Patulli : a share

12:58:57 From Jennifer Jones-Patulli : people in and out
12:58:59 From John N Murray : I should log in and give a heart :)
12:59:01 From Jennifer Jones-Patulli : not too busy
12:59:06 From Jennifer Jones-Patulli : :-)
12:59:09 From Jennifer Jones-Patulli : Thanks John
12:59:12 From John N Murray : Best!