



# Find What's True and Useful

Live Virtual Workshop  
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**Nothing is intractable.**



# HSD Vision

People everywhere thrive because we see patterns clearly, seek to understand, and act with courage to transform turbulence and uncertainty into possibility for all.

## HSD Simple Rules

- ▶ Stand in inquiry
  - ▶ Turn judgment into curiosity
  - ▶ Turn conflict into shared exploration
  - ▶ Turn defensiveness into self-reflection
  - ▶ Turn assumptions into questions
- ▶ Find the energy in difference
- ▶ Zoom in and zoom out
- ▶ Connect through stories and impacts
- ▶ Search for the true and useful
- ▶ Celebrate life



## Today's Adaptive Action

- ▶ WHAT?  
Explore Four Truths
- ▶ SO WHAT?  
Discover what is useful
- ▶ NOW WHAT?  
Find what's true and useful for you





## What is your Wicked Issue?

- ▶ Keeps you awake at night
- ▶ Repeats, but never exactly
- ▶ Too many parts
- ▶ Too many interconnections
- ▶ Too much certainty—stuck
- ▶ Too much uncertainty—chaotic
- ▶ No root cause

Write three sentences about it.





**WHAT?**  
Explore Four Truths



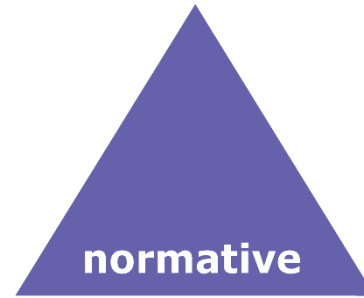
# Four Truths

**objective**

What everyone can  
see and understand  
by data and  
evidence  
**THE TRUTH**



# Four Truths



What members of a  
group agree is true  
and useful  
OUR TRUTH



# Four Truths

**subjective**

**normative**

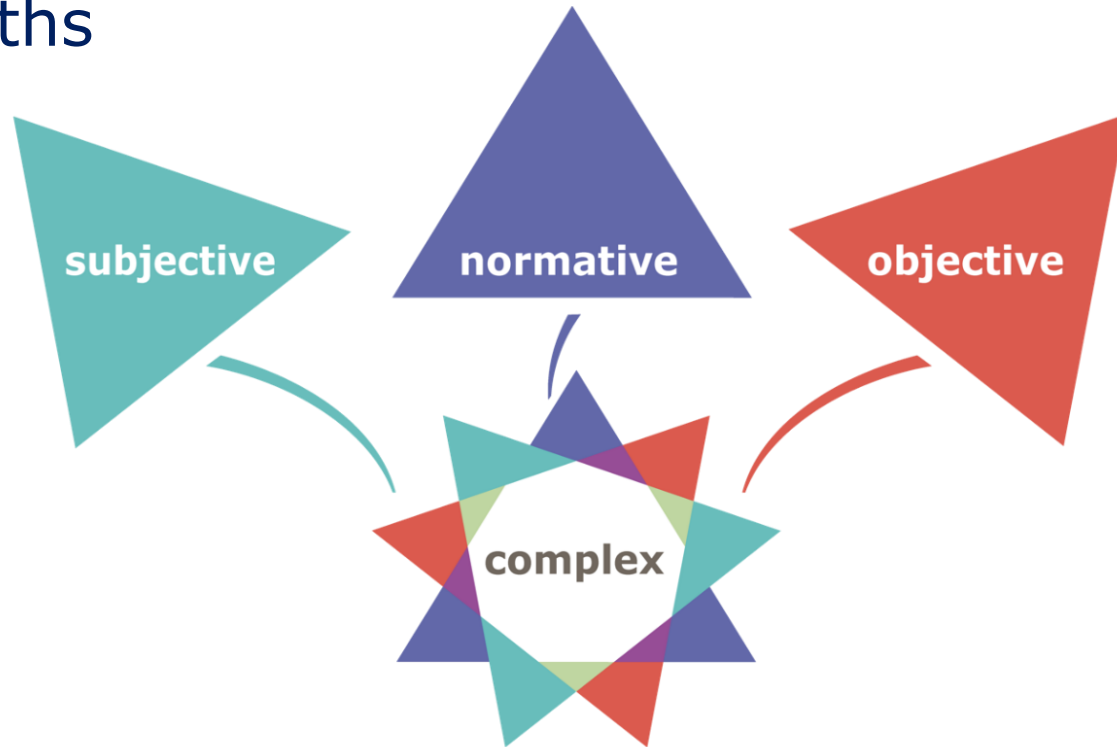
**objective**

What an individual  
sees and believes  
to be true, based  
on personal  
experience and  
interpretation  
MY TRUTH





# Four Truths



The group recognizes that all are true and chooses the one that is most useful here and now  
**USEFUL TRUTH**



# Four Truths

## **Subjective**

Personal values and beliefs  
Connected with identity and culture of origin  
Revealed and shifted through stories



# Four Truths

## **Subjective**

Personal values and beliefs  
Connected with identity and culture of origin  
Revealed and shifted through stories

## **Normative**

Group norms and collective beliefs  
Connected with community and belonging  
Revealed and shifted through dialogue



# Four Truths

## **Subjective**

Personal values and beliefs  
Connected with identity and culture of origin  
Revealed and shifted through stories

## **Normative**

Group norms and collective beliefs  
Connected with community and belonging  
Revealed and shifted through dialogue

## **Objective**

Evidence-based, scientific beliefs  
Generally applicable, valid and reliable  
Revealed and shifted through data



**SO WHAT?**  
Discover what's  
useful



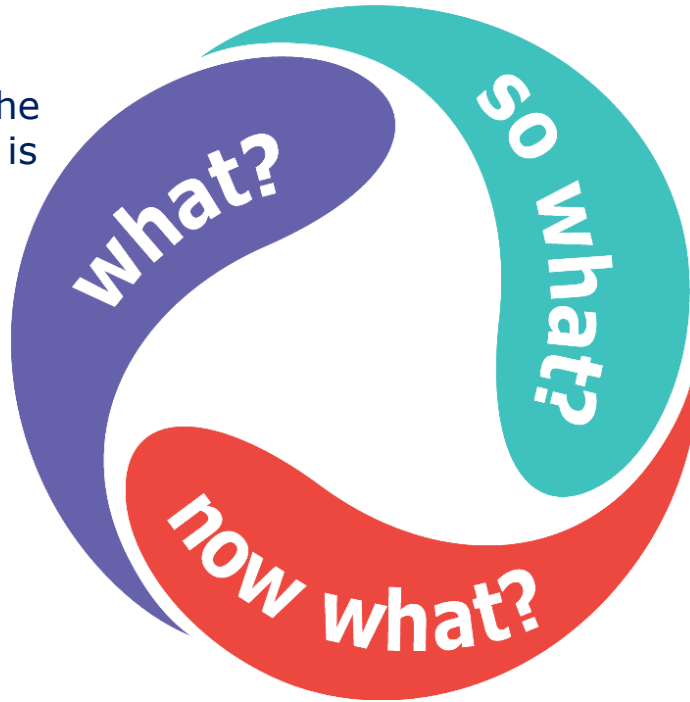
## True AND Useful

WHAT is true:

My happiness is not the means to any end. It is the end. It is its own goal. It is its own purpose.

Ayn Rand

NOW WHAT action could be prompted by this truth?



SO WHAT are:

- ▶ Benefits and risks of this truth?
- ▶ Situations where this is useful, and to whom?
- ▶ Patterns likely to emerge from this truth for individuals and for communities?

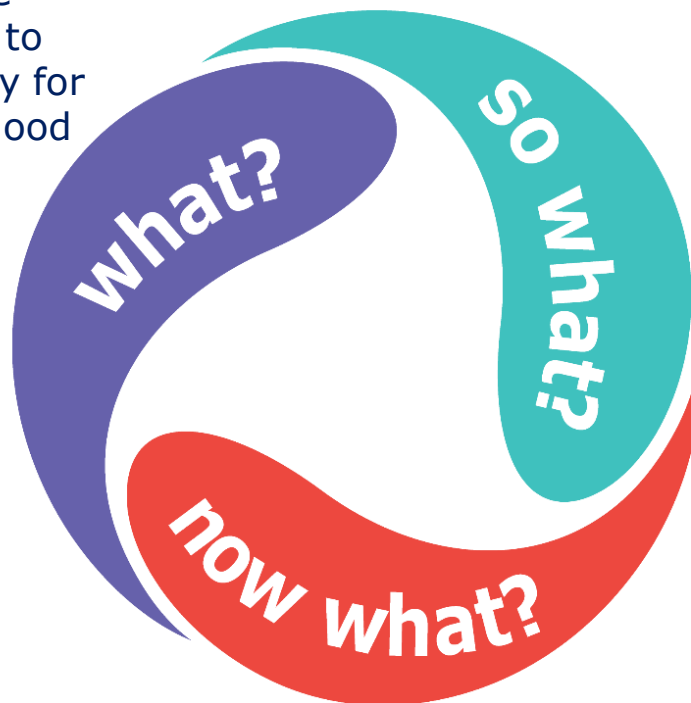


## True AND Useful

WHAT is true:

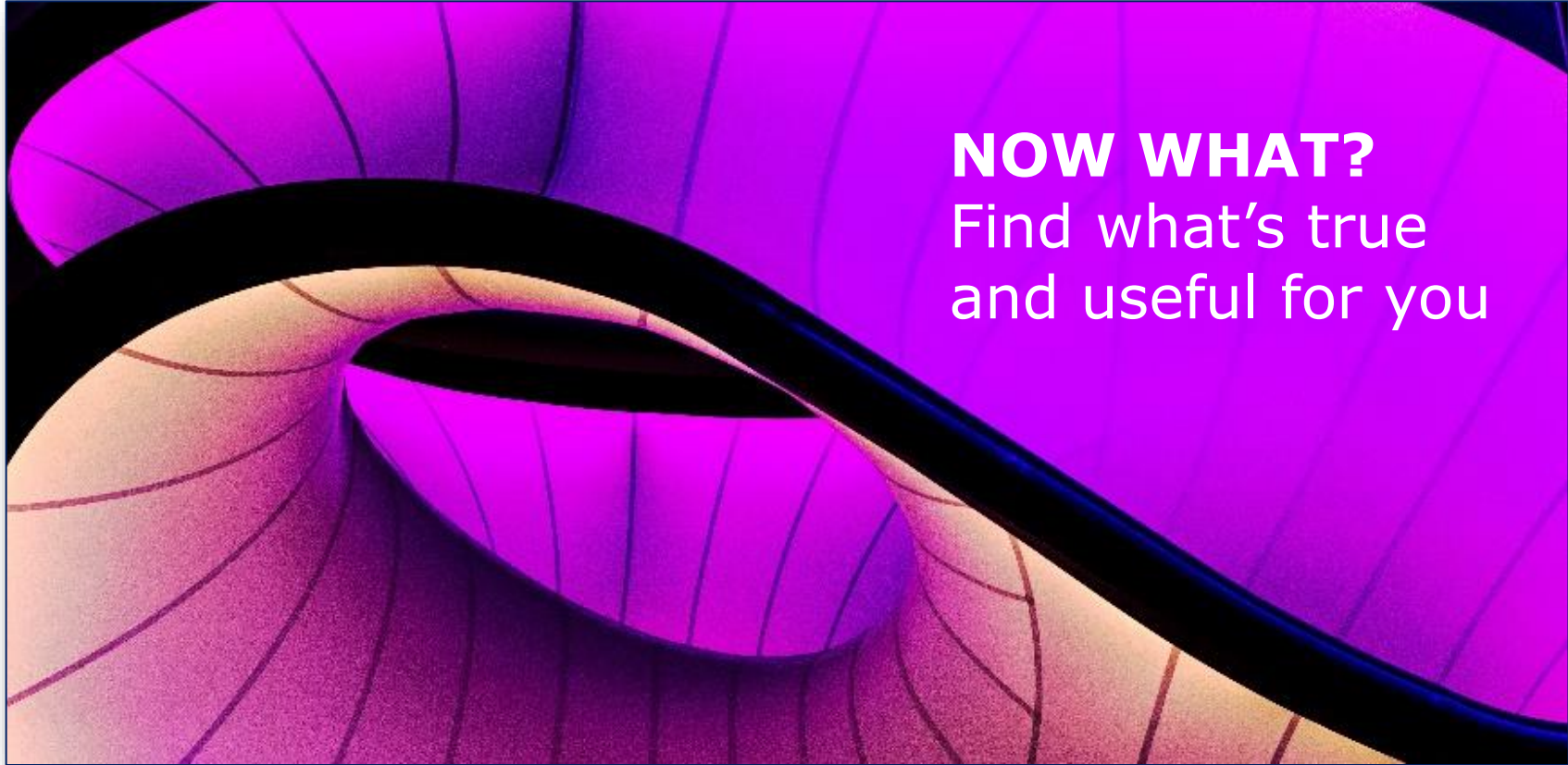
A nation is formed by the willingness of each of us to share in the responsibility for upholding the common good  
Barbara Jordan

NOW WHAT action could be prompted by this truth?



SO WHAT are:

- ▶ Benefits and risks of this truth?
- ▶ Situations where this is useful, and to whom?
- ▶ Patterns likely to emerge from this truth for individuals and for communities?







# Four Truths and Adaptive Action

	<b>WHAT seems true now?</b>	<b>SO WHAT tensions emerge?</b>	<b>NOW WHAT is possible in practice?</b>
<b>Subjective</b>			
<b>Normative</b>			
<b>Objective</b>			



## Today's Adaptive Action

- ▶ **WHAT?**  
Explore Four Truths
- ▶ **SO WHAT?**  
Discover what is useful
- ▶ **NOW WHAT?**  
Find what's true and useful for you

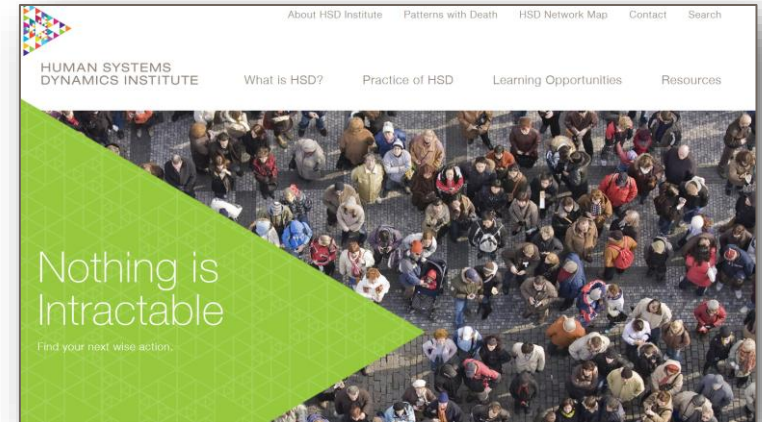




## Want to learn more?

- ▶ Daily Power of Questions
- ▶ Free, monthly webinars
- ▶ Blog posts and event announcements
- ▶ Adaptive Action Labs  
(2, 3-hour sessions on relevant topics)
- ▶ HSDP Certification  
(on-line and face-to-face)
- ▶ Website with many resources
- ▶ Books and more!

**[www.hsdinstitute.org](http://www.hsdinstitute.org)**





## Our Adaptive Action

