



# HSD Simple Rules: Search for the true and useful

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**Nothing is intractable.**



# What Is Your Wicked Issue Today?

- ▶ Have no single root cause
- ▶ Allow multiple perspectives
- ▶ Require those affected to be involved
- ▶ Appear in many guises
- ▶ Measure success in many ways

*Will NEVER be solved, but . . .*

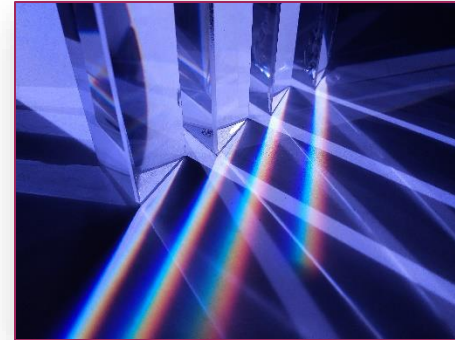
*Can ALWAYS be shifted.*

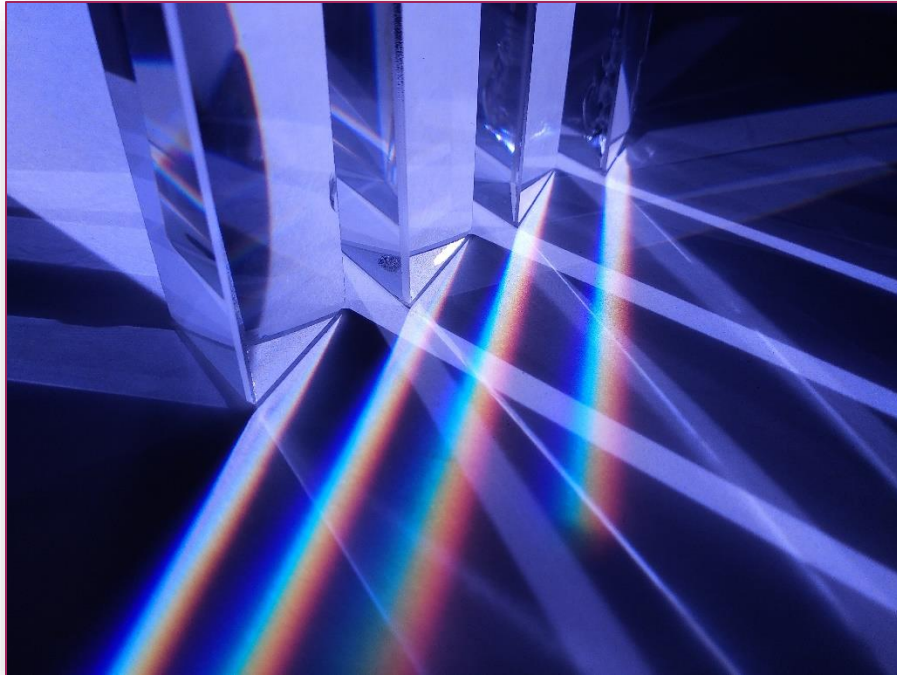




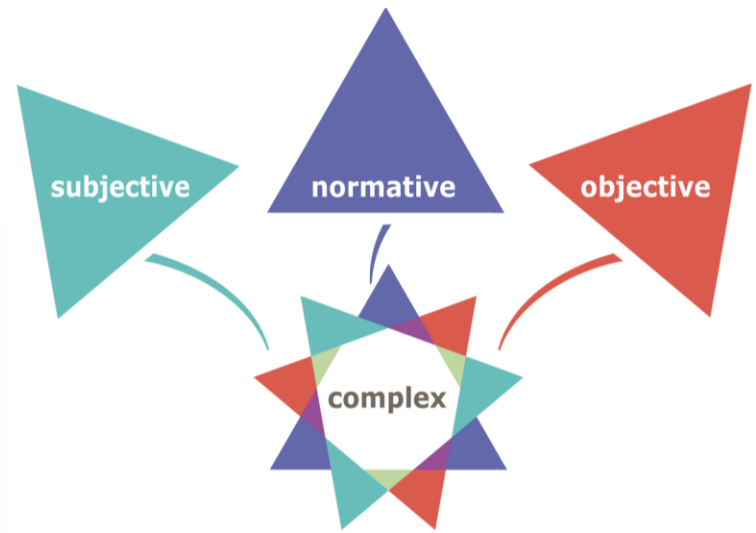
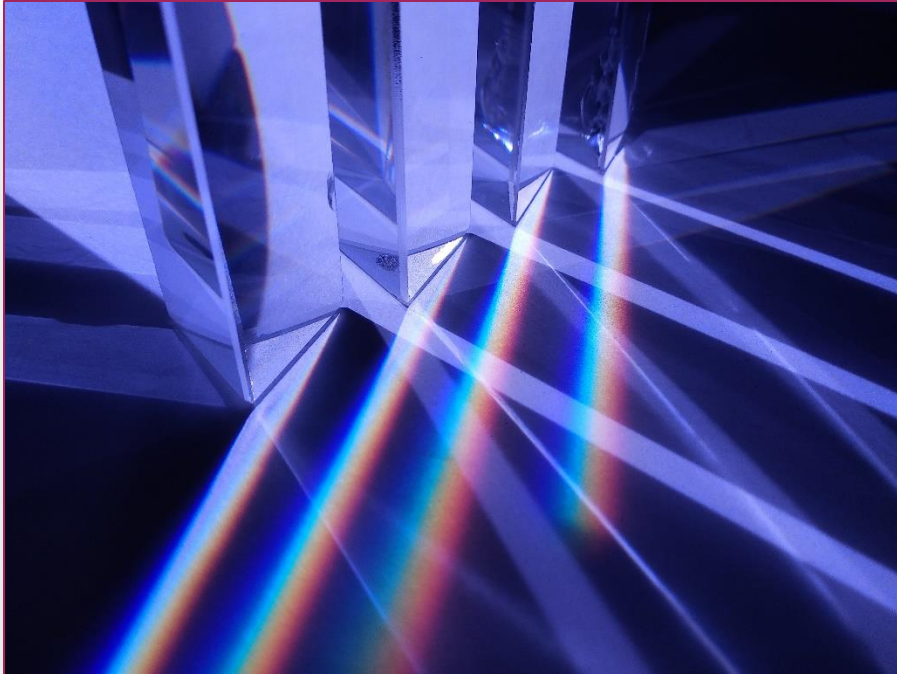
# Our Adaptive Action

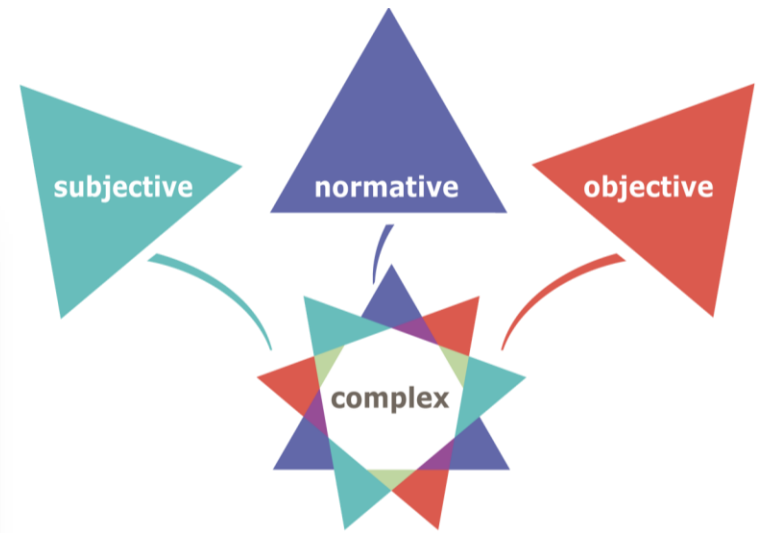
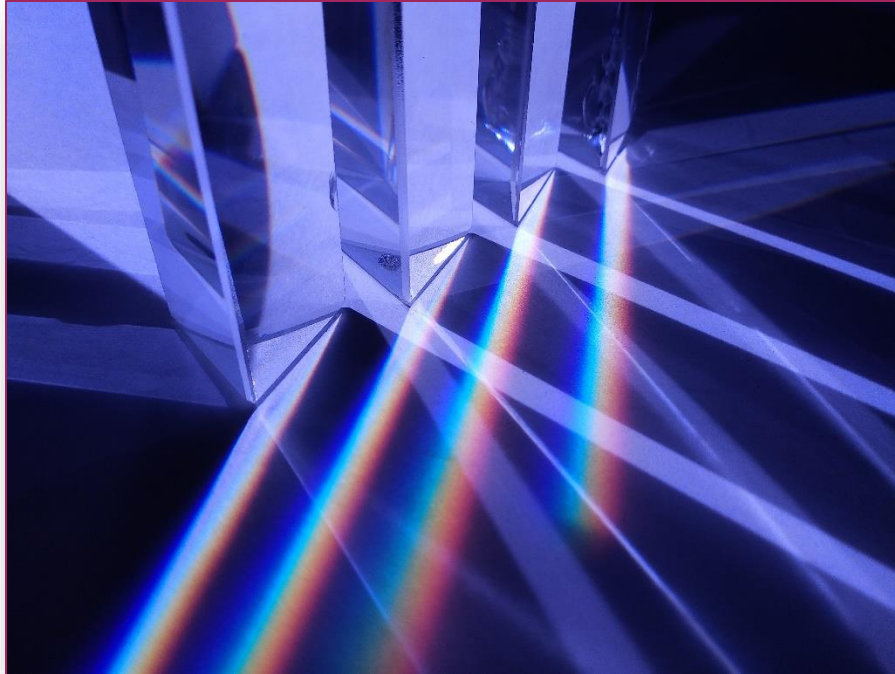
- ▶ **WHAT?**  
What is so important about TRUE and USEFUL?
- ▶ **SO WHAT?**  
So what can you see in your own Wicked Issue?
- ▶ **NOW WHAT?**  
Now what will you do to shift the pattern?





**WHAT?**  
What is so  
important about  
TRUE and USEFUL?





Whole?  
Part?  
Greater Whole?



## In a complex environment . . .

Truth can be good, and . . .

Depends on perspective

Can be unknowable

May emerge over time

Might lock a system in place

Can be manipulated

Can invite you to avoid learning

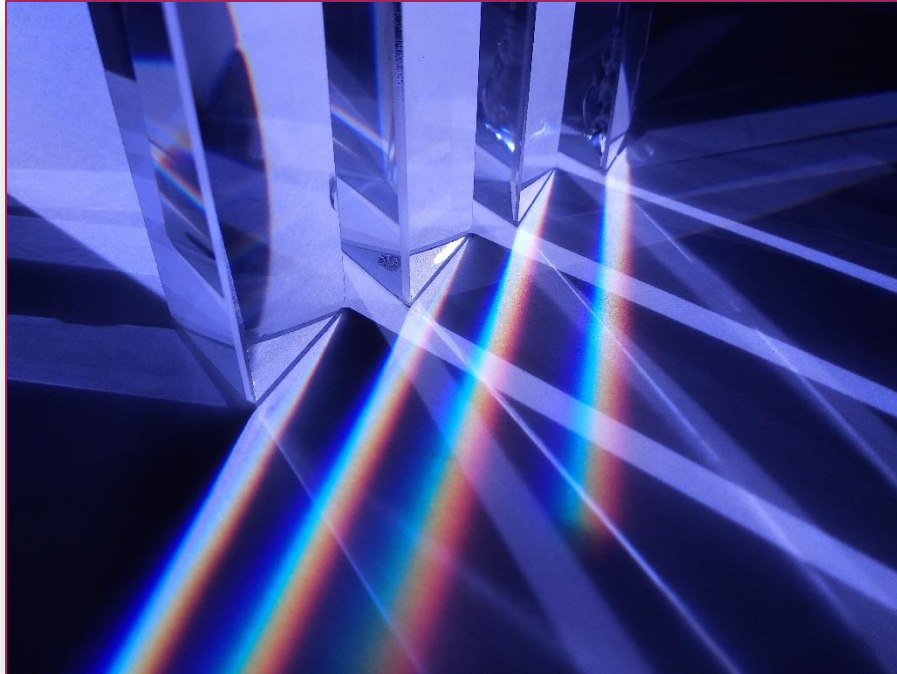
And . . .



## In a complex environment . . .

Truth is good, and . . .	Usefulness is good, and . . .
<p>Depends on perspective Can be unknowable May emerge over time Might lock a system in place Can be manipulated Can invite you to avoid learning And . . .</p>	<p>Depends on context Is known or discoverable Fits in the present moment Supports adaptation Requires testing Supports learning And . . .</p>





**SO WHAT?**  
So what can you  
see in your own  
Wicked Issue?



# In a complex environment . . .

	NOT TRUE	TRUE
NOT USEFUL		
USEFUL		



## In a complex environment . . .

	NOT TRUE	TRUE
NOT USEFUL	<ul style="list-style-type: none"><li>• Gossip</li><li>• Political name calling and blaming</li><li>• Taking things out of context</li></ul>	
USEFUL		



## In a complex environment . . .

	NOT TRUE	TRUE
NOT USEFUL	<ul style="list-style-type: none"><li>• Gossip</li><li>• Political name calling and blaming</li><li>• Things out of context</li></ul>	<ul style="list-style-type: none"><li>• Some reference materials (irrelevant)</li><li>• Blame and shame</li><li>• Things out of context</li></ul>
USEFUL		



## In a complex environment . . .

	NOT TRUE	TRUE
NOT USEFUL	<ul style="list-style-type: none"><li>• Gossip</li><li>• Political name calling and blaming</li><li>• Things out of context</li></ul>	<ul style="list-style-type: none"><li>• Some reference materials (irrelevant)</li><li>• Blame and shame</li><li>• Things out of context</li></ul>
USEFUL	<ul style="list-style-type: none"><li>• White lies</li><li>• “I had a lovely time tonight”</li><li>• Santa Clause and other myths</li></ul>	



Take a minute to reflect on your own Wicked Issue...How might you see any of these?

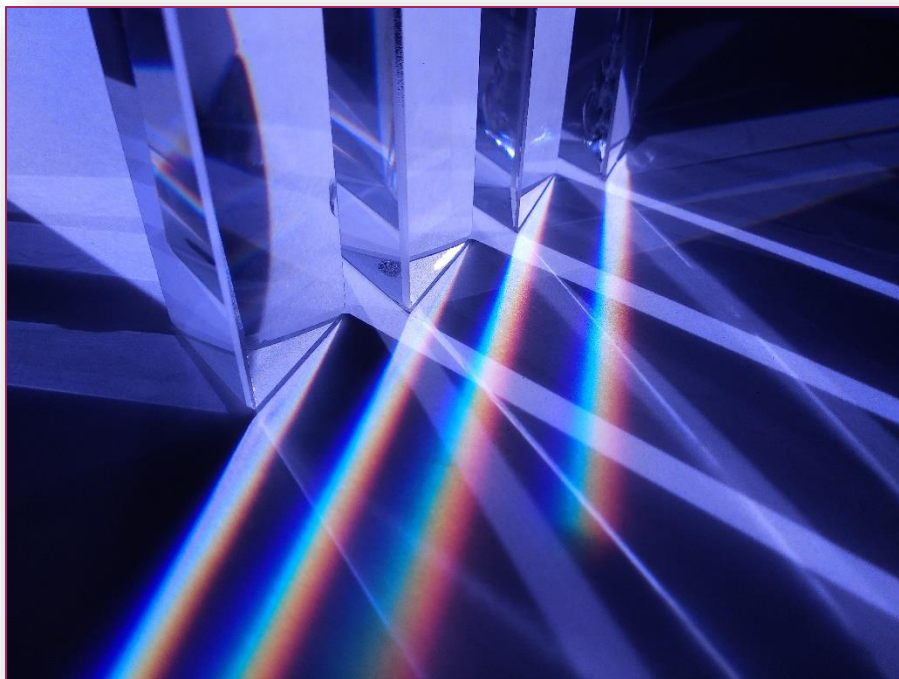
ment . . .

		TRUE
NOT USEFUL	<ul style="list-style-type: none"> <li>• Gossip</li> <li>• Political name calling and blaming</li> <li>• Things out of context</li> </ul>	<ul style="list-style-type: none"> <li>• Some reference materials (irrelevant)</li> <li>• Blame and shame</li> <li>• Things out of context</li> </ul>
USEFUL	<ul style="list-style-type: none"> <li>• White lies</li> <li>• “I had a lovely time tonight”</li> <li>• Santa Clause</li> </ul>	<ul style="list-style-type: none"> <li>• Sweet Spot</li> <li>• Fit for Function</li> <li>• Educational, helpful</li> </ul>



# In a complex environment . . .

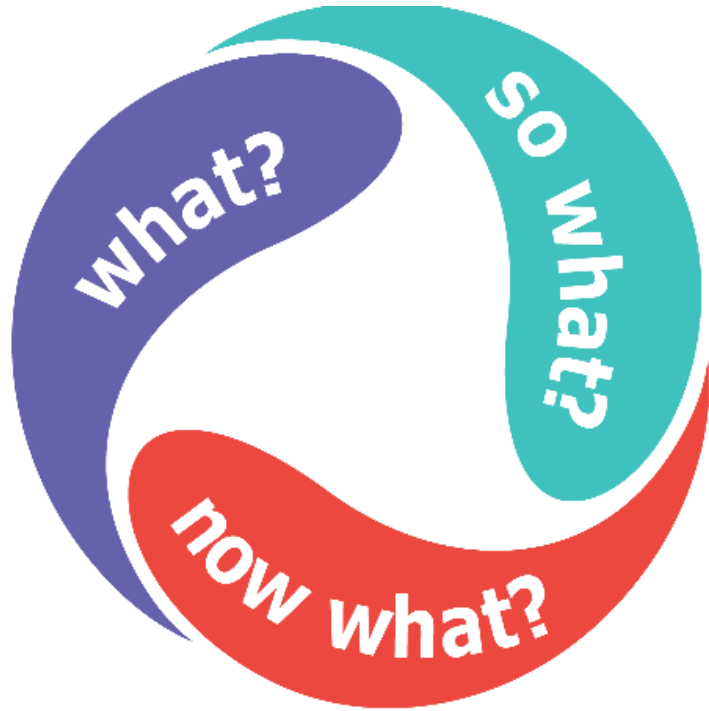
	NOT TRUE	TRUE
NOT USEFUL		
USEFUL		



## **NOW WHAT?**

Now what will you do  
to shift the pattern?





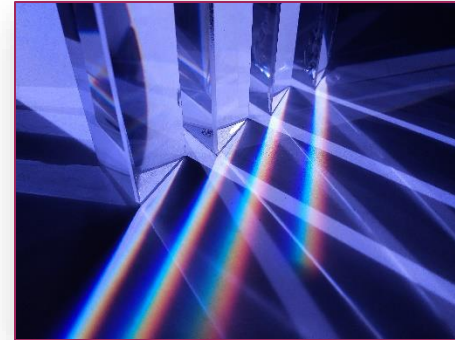
NOW WHAT will you commit to do?

- ▶ Tame your Wicked Issue?
- ▶ Share with your team?
- ▶ Develop your Adaptive Capacity?



# Our Adaptive Action

- ▶ **WHAT?**  
What is so important about TRUE and USEFUL?
- ▶ **SO WHAT?**  
So what can you see in your own Wicked Issue?
- ▶ **NOW WHAT?**  
Now what will you do to shift the pattern?





# Additional Resources

- ▶ Books:
  - Adaptive Action: Leveraging Uncertainty in Your Organization*
  - Coping with Chaos: Seven Simple Tools*
- ▶ Online Programs:
  - Free Live Virtual Workshops*
  - Adaptive Action Labs*
  - Dragons of Complexity*
  - HSD Professional Certification*
- ▶ Website:
  - [www.hsdinstitute.org](http://www.hsdinstitute.org)*



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