



Welcome! We are glad you're here!

We want to give you a choice about your participation, so please note:

- ▶ We will record today's session to share.
- ▶ We post the recordings (and occasionally the chat content) on our website and incorporate them into training programs.
- ▶ Please engage as fully as you feel comfortable.
- ▶ You can change your display name by clicking on the dots in the upper-right corner of your screen.



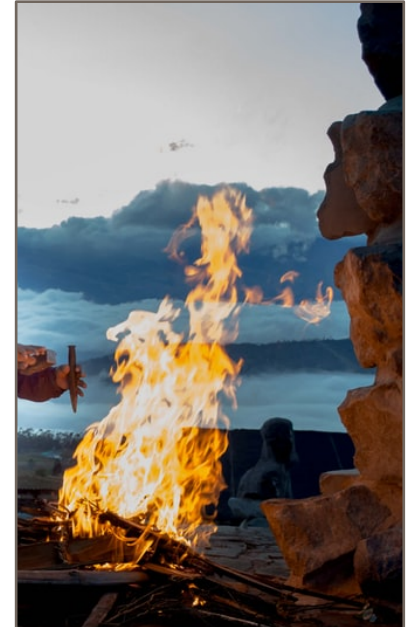


Acknowledgement and Gratitude

Minnesota, the place where the water reflects the sky, is the place of Dakota origin. The Dakota have thrived in this area since time immemorial.

Prior to 1862, the Minnesota Dakota, also known by the French term, “Sioux,” consisted of four bands known as the Mdewakanton and Wahpekute (together comprising the “lower bands”), and the Sisseton and the Wahpeton (known as the “upper bands” or “Dakota Sioux”), all of whom lived along the Minnesota River.

<https://lowersioux.com/about-us/>





Lead in the Age of Uncertainty

Step Boldly into the Future

6 February 2020

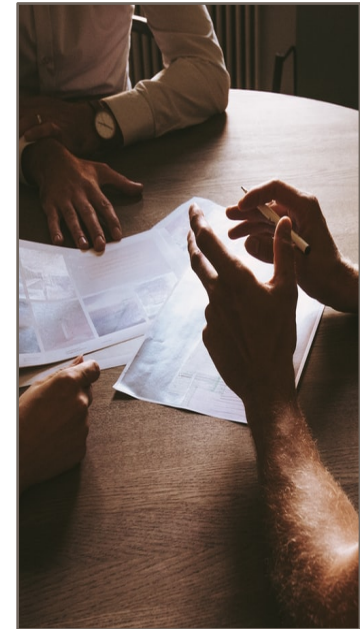
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Nothing is intractable.



Today We Will Explore . . .

- ▶ WHAT are challenges of leadership in the Age of Uncertainty?
- ▶ SO WHAT questions will guide Adaptive Action for leaders?
- ▶ NOW WHAT is your leadership practice in the Age of Uncertainty?





WHAT are challenges of leadership in the Age of Uncertainty?



Into the Age of Uncertainty

Information Age	
Evidence-based decisions	
Expertise	
Power in precision	
Single scale	
Fast is best	
Closed system/Finite games	
Compliance	
Predictability	
Learn in sequence	
Content	
Directive	
Operational and Strategic	



Into the Age of Uncertainty

Information Age	Age of Uncertainty
Evidence-based decisions	Pattern-based decisions
Expertise	Inquiry
Power in precision	Power in accuracy
Single scale	Cross scale
Fast is best	For everything a season
Closed system/Finite games	Open system/Infinite Games
Compliance	Coherence
Predictability	Emergence
Learn in sequence	Learn in cycles
Content	Context
Directive	Engaged
Operational and Strategic	Strategic and Adaptive



Into the Age of Uncertainty

Age of Uncertainty	
Pattern-based decisions	
Inquiry	
Power in accuracy	
Cross scale	
For everything a season	
Open system/Infinite Games	
Coherence	
Emergence	
Learn in cycles	
Context	
Engaged	
Strategic and Adaptive	



Leading in the Age of Uncertainty

Age of Uncertainty	Leadership Competencies
Pattern-based decisions	Pattern spotting
Inquiry	Question asking
Power in accuracy	Perpetual confirming
Cross scale	Seeing part, whole, greater whole
For everything a season	Creativity and responsiveness
Open system/Infinite Games	Imagination
Coherence	Judgment and fit for function
Emergence	Patience and resilience
Learn in cycles	Memory and storytelling
Context	Multiple points of view and systemic
Engaged	Relationship building and sustaining
Strategic and Adaptive	Agility



The problem with competencies

- ▶ They DESCRIBE, they don't EXPLAIN
- ▶ They say WHAT to do, they don't tell you HOW
- ▶ They are clear AFTER the FACT, not BEFORE
- ▶ They are GENERIC, they're not SPECIFIC for person or place or time
- ▶ They can be TAUGHT, but they cannot be LEARNED
- ▶ They sound OBJECTIVE, but they are fundamentally SUBJECTIVE



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SO WHAT is the pathway
to leadership in the
Age of Uncertainty?
ADAPTIVE ACTION!



SO WHAT questions will guide
Aaptive Action for leaders?



Tasks of Leadership

- ▶ Deal with conflict
- ▶ Assess and improve performance
- ▶ Plan and execute on plans
- ▶ Collaborate inside and outside organization
- ▶ Set expectations and delegate (DOWN)
- ▶ Manage expectations and visibility (UP)
- ▶ Create cultures of engagement
- ▶ Accumulate and allocate resources



Deal with conflict

WHAT is the core of the tension?

SO WHAT holds that same tension but holds it in a “safe” space?

NOW WHAT question will release the tension safely and generatively?





Assess and improve performance

WHAT is a pattern of performance over time?

SO WHAT is staying the same? What is changing?

NOW WHAT next wise action will adapt in the present to prepare for the future?





Plan and execute on plans

WHAT is our desired outcome? What are our constraints?

SO WHAT do we know for sure? What do we wonder?

NOW WHAT individual, co-ordinated, or collaborative wise action will move toward the desired outcome?





Collaborate inside and outside

WHAT are our significant similarities and differences?

SO WHAT could optimize our shared patterns?

NOW WHAT can we expect from each other, when.
How?





Set expectations and delegate

WHAT is the work to be done?

SO WHAT are gifts and gaps of team members?

NOW WHAT will leverage the gifts and fill the gaps?



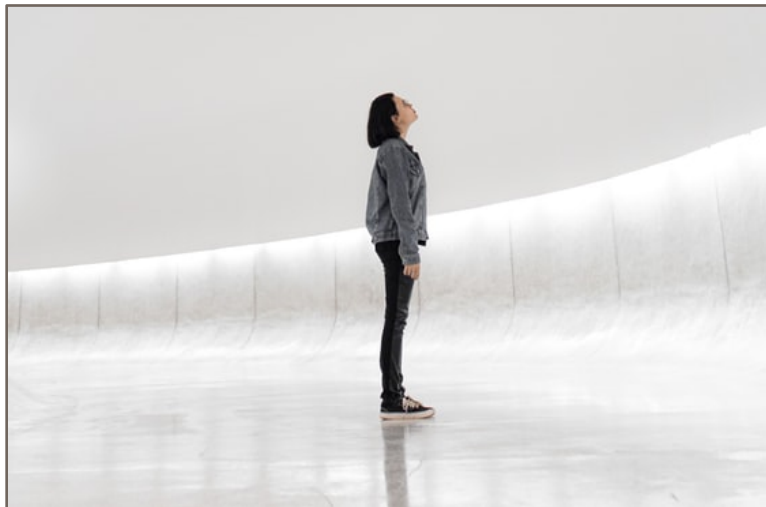


Manage expectations and visibility

WHAT subjective and normative truths inform leaders' values and hopes?

SO WHAT are the subjective, normative truths and values and hopes do I hold? How are they same or different?

NOW WHAT choices and actions can I take to best serve the system, clients, leaders, and self?





Create cultures of engagement

WHAT are current patterns of culture and engagement?

SO WHAT tensions are ripe for connection?

- ▶ Within my span of action?
- ▶ Visible and tangible?
- ▶ Sources of positive energy, hope, or fun?
- ▶ A bit surprising, but not too much?
- ▶ Promising a response in the not-too-distant future?

NOW WHAT will I do, talk about, and look for in the next WHAT?





Accumulate and allocate resources

WHAT resources are available (human, financial, and other kinds)?

SO WHAT resources do I/we need to do our best work?

NOW WHAT will help me access and be accountable for those resources?





NOW WHAT is your leadership practice in the Age of Uncertainty?



Your Leadership Journey

WHAT is your challenge?

- ▶ Deal with conflict
- ▶ Assess and improve performance
- ▶ Plan and execute on plans
- ▶ Collaborate inside and outside organization
- ▶ Set expectations and delegate (DOWN)
- ▶ Manage expectations and visibility (UP)
- ▶ Create cultures of engagement
- ▶ Accumulate and allocate resources

SO WHAT patterns do you discern?

NOW WHAT will you do to move yourself, your team, and your system along?



Other Resources

- ▶ *Adaptive Action: Leverage Uncertainty in Your Organization* (Eoyang & Holladay, 2013)
- ▶ *Facilitating Organization Change: Lessons from Complexity Science* (Olson & Eoyang, 2001)
- ▶ *Leading in Complexity: Essential Skills in Action* (Mennin, Eoyang, Nations, 2014)
- ▶ *Leading in Complexity: A program for non-profit leaders* (Negstad and Eoyang, online 2020)
- ▶ Free monthly webinars (1-hr session)
- ▶ Frequent Adaptive Action Labs (2, 3-hr sessions)
- ▶ HSD Professional Certification Training (virtual and in person)
- ▶ www.hsdinstitute.org
- ▶ Join our community to receive regular mailings (info@hsdinstitute.org)



Today We Explored . . .

- ▶ **WHAT** are challenges of leadership in the Age of Uncertainty?
- ▶ **SO WHAT** questions will guide Adaptive Action for leaders?
- ▶ **NOW WHAT** is your leadership practice in the Age of Uncertainty?



