

**Live Virtual Workshop | 03SEP20**  
**Leverage Ambiguity: Manage Tensions in Uncertainty**

- 00:19:21 Brian Rowe: Brian from Minneapolis, USA
- 00:20:12 Royce Holladay: Welcome to everyone. Introduce yourself in the chat space, please put your name and where you are calling in from
- 00:20:23 Allison Titcomb: Allison Titcomb- Tucson AZ
- 00:20:35 Katrina Zabriskie: Tyler Zabriskie in Minneapolis, MN
- 00:20:41 Liz Coenen: Hello! Liz from Cottage Grove, Minnesota, US
- 00:20:42 Royce Holladay: I apologize for the doorbell. We forgot to turn it off.
- 00:21:06 Ruthann: hello from Langley, BC
- 00:21:18 stacy becker: Stacy in New Jersey
- 00:21:32 Hilary Heishman (she/her), New Jersey USA: Hilary in New Jersey
- 00:21:33 Sam Bradd: hello! Vancouver canada, unceded musqueam, squamish and tseil waututh territories
- 00:21:54 David Persky: David in Brooklyn
- 00:21:58 Charles Lee: Charles from Vancouver, BC
- 00:21:59 Elaine Van Melle: Elaine - Kingston, Ontario
- 00:22:02 Bridget Kelly: Hi all — Bridget in Port Townsend, Washington
- 00:22:04 5. Janet du Preez: Hi Everyone. Janet du Preez from Johannesburg South Africa
- 00:22:06 Tamela Handie: Tamela in Kansas City, Missouri
- 00:22:07 Miriam: Miriam in Fullerton
- 00:22:18 Uta Langley: Uta in Cirencester, UK
- 00:22:21 Chris Medvescek: Hello, Chris in Tucson, Arizona, US
- 00:22:24 Elizabeth McNamee (Elizabeth): Hello- Elizabeth McNamee in Phoenix, Arizona
- 00:22:35 juli: Hello from the midwest (Wisconsin)- still at home:)
- 00:23:16 Kerry Priest (she/her) - Manhattan, KS USA: Hi Kerry here, from Kansas, USA
- 00:25:23 Guillermina Ferrari: Hi, Guillermina from Argentina
- 00:25:50 Royce Holladay: And I still believe it....

00:26:00 JJ (Switzerland): +Royce

00:26:10 Sharon Matthias: Hi! Sharon Matthias from Edmonton Alberta

00:26:59 Royce Holladay: Do you ever find that phenome

00:27:08 Royce Holladay: In your organizaiton

00:28:09 Royce Holladay: Open boundaries—multiple forces from inside and outside the system have impacts on your system.

00:28:47 Royce Holladay: Too much diversity ...even differences that matter a lot and differences that don't matter so much...and that can change in a heartbeat.

00:29:23 Royce Holladay: Everything is connected to everything, so there is not root cause...and whatever you do has unpredictable and uncontrollable impacts on the rest of the system.

00:30:51 Katrina Zabriskie: What do C, D, and E refer to?

00:31:09 Charles Lee: Container, Differences and Exchanges

00:31:21 Katrina Zabriskie: Thanks

00:31:55 Michael K. Spayd: Containers are the similarities that hold things; Differences are between things, and Exchanges are interactions that transfer energy or resources.

00:32:10 Royce Holladay: Just like the exchange of doorbell that we can't disconnect, so it creates an additional distraction in this system. Hopefully it's not a large distraction.

00:32:35 Kerry Priest (she/her) - Manhattan, KS USA: It's interesting that some members of our community are trying to make decisions about continuing in-person elementary school by "disconnecting" from what is happening at the university (increasing covid cases in 18-24 year olds). But they are still connected in the community system even though they seem separate for most people ...

00:33:10 Tamela Handie: That's an interesting statement about diversity @Royce. There are times when the topic of discussion or situation needs more similarities rather than diversity or differences.

00:33:59 Hilary Heishman (she/her), New Jersey USA: But can people/institutions with enough power close containers or disconnect exchanges? Does power change this>

00:34:15 Uta Langley: How do you know when the boundaries are open?

00:34:53 Royce Holladay: Those with power can control the conditions of the system...

- 00:35:15 Elaine Van Melle: If this leaves you with differences - different from what?
- 00:35:46 juli: The difference that makes a difference!
- 00:36:29 Royce Holladay: You look at the differences that exist between and among those in the systems...age, experience, race, gender, ability, interests, etc.
- 00:36:42 Royce Holladay: What are the differences that matter most in this decision?
- 00:37:14 Allison Titcomb: positive connecting on Facebook vs. their algorithm that keeps boosting stuff I actually don't want to hear, engage in
- 00:38:09 Royce Holladay: Absolutely, Allison. They look at the differences you choose—what do you look at and what do you ignore...they their algorithms leverage those differences.
- 00:39:32 Allison Titcomb: I've done a pretty good job liking and commenting on things I want more of and ignoring or blocking the things I don't. Somehow, I still see garbage. Lots of my friends are getting off completely. I'm not there yet.
- 00:39:57 Tamela Handie: @Glenda. I love that thought about building your muscles within the space or in the middle.
- 00:40:02 Royce Holladay: Navigating in the middle between the two extremes of difference...that's where you look for whatever fits best at a given moment or situation.
- 00:40:46 Royce Holladay: Allison....The thing is they also include your friends' differences, I think. I am one of those who never goes there any more.
- 00:41:03 Brian Rowe: @Glenda - nice, succinct way you unpacked a 'wicked' problem space
- 00:41:53 Kerry Priest (she/her) - Manhattan, KS USA: Something that makes the "in between" hard is when it is resource intensive and exhausting (example: for parents and teachers constantly shifting format to best fit conditions).
- 00:42:01 Royce Holladay: The question about what differences or tensions exist in the system.
- 00:42:57 Royce Holladay: I agree with that Kerry...so true...it can be exhausting as you work to shift from one space to another as the situation changes...and how these are interdependent with each other.
- 00:43:25 Royce Holladay: Makes it even more difficult and unpredictable.

- 00:45:32 Charles Lee: How are Interdependent Pairs and Simple Rules same and different?
- 00:46:30 Allison Titcomb: That number of people one is HUGE for me.
- 00:46:39 Royce Holladay: @ Uta, I just saw your question about when the boundaries are open. The question I ask myself is who or what can impact this decision from the "outside"...vendors, family, government, etc. And I ask myself even with those inside the system, how are they connected beyond the system.
- 00:47:16 Katrina Zabriskie: Degree to which I can accomplish a goal without being face to face
- 00:47:16 Uta Langley: @Royce - thanks
- 00:47:26 Guillermina Ferrari: I understand in this case but it is hard to me to see it in other situations
- 00:47:30 Allison Titcomb: A bit nerdy, but I want to know about the HVAC system in the rooms if I have to be inside-- high exchange, low exchange, good filters or not...
- 00:47:32 Tamela Handie: I am very particular and vocal about others not honoring the social distancing in the public...like when I'm shopping and paying at the register.
- 00:47:32 Barrie McClune: I might add their connection to vulnerable people, whether or not they are vulnerable themselves. Do they live with a grandma?
- 00:47:36 Bridget Kelly: A knowledge variable: Evidence available — no evidence available
- 00:47:38 Kerry Priest (she/her) - Manhattan, KS USA: It is a privilege for some of us even to be able to choose between these.
- 00:48:02 Kerry Priest (she/her) - Manhattan, KS USA: For some, like essential workers, they may not have a choice ...
- 00:48:23 JJ (Switzerland): Zoom/Technology vs. In person contacts
- 00:48:25 juli: Thanks for pointing out the priviledge.
- 00:49:21 Barrie McClune: If they are working in person, the type of safety protocols in their workplace.
- 00:49:27 Royce Holladay: In those instances, we can control our own conditions to some extent...that is the level of privilege we have....How much can I control these questions?
- 00:50:08 Royce Holladay: Good point, Barrie another choicepoint.

00:50:37 Tamela Handie: I am using the pandemic as a way to draw boundaries between myself and those in my circle as well as strangers.

00:51:10 Royce Holladay: Interesting, Tamala. That's a nice insight.

00:51:18 Karen Wagner: is this a pair: change(behaviour) vs no change? in face of dangerous situation

00:51:57 Royce Holladay: Great choice pair, Karen. That is pair we have to choose between ...am I going to change or am I not...

00:53:06 Volker Göbbels: There's an approach on adoption of innovation founded by Robert Axelrod in the 1990ties to simulate networks of agents represented by cellular automata following simple rules.

00:53:16 Guillermina Ferrari: I hope you are recording this!!

00:53:40 JJ (Switzerland): My Choice to work from home vs. The demand of my boss to work at the office

00:53:44 Royce Holladay: Yes, Volker, that's an interesting way of thinking about innovation.

00:53:45 Tamela Handie: There's a lot of energy here in Kansas City around getting the Mayor recalled because of how he's handled COVID. For example, the Mask Mandate, and limiting the number of customers allowed within a business, etc.

00:53:50 Algar Goredema-Braid: who gets to decide what interdependent pairs are important- thinking about power

00:53:53 Beverly Parsons: Would the definition of the "we" be setting the container?

00:53:56 Charles Lee: Thank you, Glenda, for elaborating on Interdependent Pairs and Simple Rules.

00:54:09 Neha Buch: Physical Safety and emotional nourishment

00:54:15 Barrie McClune: How lack of contact/isolation negatively affects other important things like early childhood development.

00:54:58 Royce Holladay: Neha and Barrie, your examples are closely related to each other,...and huge considerations...

00:54:59 Barrie McClune: (ie. masks and language social/emotional development in small children.)

00:55:22 stacy becker: @Neha—nice!

00:55:53 Tamela Handie: I find it interesting that some parents are adamant about not requiring children to wear masks simply because they don't want to wear them.

00:56:32 Barrie McClune: I'm constantly impressed by how adaptable children are @Tamela

00:56:34 Michael K. Spayd: Yes, that is rationalizing on their part, imo @Tamela

00:56:48 Elaine Van Melle: I wonder if ease of exit versus difficult to leave might be one important difference if other variables are not as well known.

00:57:05 juli: ah, parenting...my stuff turns into their stuff more often than I want to admit...

00:57:20 Tamela Handie: I've heard that some parents are making it like a costume game @Barrie.

00:57:36 Royce Holladay: Great point, Elaine.

00:57:38 PS: @Elaine - interesting suggestion. That'd be an "Exchange" pair.

00:57:42 Michael K. Spayd: This is just one dimension of reasons, right? You also have "how important is the meeting or event" in your life or profession or whatever.

00:58:06 Shawna Vivant: I LOVE how its the space between difference HSD brings meaning!

00:59:04 PS: Glenda/Royce - can you pls explain the concept of "in-between space" again?

00:59:42 Guillermina Ferrari: Please! Glenda/Royce - can you pls explain the concept of "in-between space" again?

00:59:45 Tamela Handie: Curious to know what Glenda thinks about the efforts to recall the Mayor of KC based upon his choices made around the pandemic.

00:59:58 stacy becker: @Michael, nice point- safe v non safe dimension. You and Neha added others

01:00:02 Mary Nations: Tamala - similar to the recall effort you mention, I see signs that topic will play into the governor's race here in NC this November. The challenger to the current gov holds rallies without masks, and mocking the safety efforts that have been mandated.

01:00:41 Elaine Van Melle: Yes! Brilliant. I have gotten into rouble with different approaches and assumptions. This makes it so safe to see differences and that it's okay.

- 01:01:29 Tamela Handie: That's very interesting @Mary. So many differences even within one state and one city.
- 01:01:56 Bridget Kelly: Seems like a challenge we're naming here is when an option is safe on one dimension/outcome (eg risk of transmission, the focus of this example in the tool) but risky on another (eg emotional wellbeing). This whole table is in an interdependent pair with a lot of other tables...
- 01:02:27 Michael K. Spayd: Yes, exactly @Bridget!
- 01:02:31 stacy becker: @Bridget, yes!
- 01:02:34 bhav patel: From a design point of view, does that mean the two ends should be both good, and they could also be both bad - but never good and bad?
- 01:02:39 Michael K. Spayd: That's why it's so overwhelming to navigate.
- 01:02:49 Royce Holladay: IN moving between the two that are both good....what you are looking for is the best "fit"....what works best at this time, and sometimes it might be a little of one and a little of theater....like a slider moving between the two...not going to the extreme, but toward one extreme
- 01:02:54 Myron Lowe: Does fit for function find the middle?
- 01:03:13 Elizabeth McNamee (Elizabeth): This is so helpful in providing a way to have a meaningful conversation that recognizes/ concretizes the different values we hold --no right or wrong --just different.
- 01:03:15 stacy becker: @Michael, which why identifying the most important pairs for you is key
- 01:03:24 Charles Lee: Bridget, Open Boundaries!
- 01:03:25 Michael K. Spayd: Yes! @Stacy
- 01:03:27 PS: @bhav - I think what Glenda means is to define neutral poles
- 01:03:33 Roya Damabi (she/they): Yes!
- 01:04:05 Royce Holladay: Bhav, you want both ends to be same value, and I can't think about when I would put negatives on both ends...that doesn't make sense to me...except in looking for avoidance.....
- 01:04:11 Michael K. Spayd: Yes, this one could have been "risk-taking" rather than At Risk, which might reveal its positive side more
- 01:04:20 Hilary Heishman (she/her), New Jersey USA: In case it's of interest... This wicked issue is reminding me that in the field of public health we have a term for an adaptive approach to navigating safety and risky

situations that respects complexity. Harm reduction. It's about not treating safety as all-or-nothing. Some people are applying it guidance for life in COVID. <https://www.bloomberg.com/news/articles/2020-06-30/applying-harm-reduction-theory-to-coronavirus-risk>

01:04:39 bhav patel: @PS/Royce - thanks.

01:04:49 stacy becker: @Hilary- thanks

01:05:21 Mary Nations: Thanks Hilary!

01:05:49 5. Janet du Preez: Hi What Glenda said about different perspectives was really important. We have a large family and the different concerns, fears, beliefs and perspectives have been very difficult to navigate. Our navigation of one lodger's concerns resulted in us proposing to his parents that they move him to live with a relative. We ended up needing to figure out what was important for OUR family. This is also so important in mitigating wicked problems. Different perspectives are often the greatest issue - and the stakeholders may not event agree with how these interdependent pairs are framed and organised. How do you resolve that?

01:05:58 Marie Murtagh: I would like to suggest using force as a word to describe power in that example.

01:06:19 Bridget Kelly: @Hilary agreed that is the mindset and knowledge base we (as society and as the field of public health) need to shift to in this pandemic!

01:06:48 David Persky: I really like how this is constructed. It reminds me of Lewin's forcefield analysis, simple, yet it broadens the conversational space for infinite contexts.

01:06:48 Tamela Handie: Since the Mayor is black, the recall effort is thought to be based on differences (race). The thought is that the effort wouldn't be taken to recall if the Mayor were white and making the same healthy choices.

01:07:05 Michael K. Spayd: Yes @Marie, fascism uses 'force' not 'power'

01:07:26 Roya Damabi (she/they): if harm reduction is in the messy middle...what is the spectrum where both ends are advantageous at some point in time...any thoughts? Abstinence and addiction came to mind, but not sure if addiction is ever advisable in any situation...

01:07:37 Barrie McClune: What risk are we talking about? Is this risk of contracting the disease (riskier for some than others), developmental risk (riskier for some than others), emotional/psychological risk (riskier for some than others.) And then consider these risks within a family or



community—with the diversity of people and their susceptibility to risk. Complex!

- 01:07:41 stacy becker: @Janet- one thing we do is the Power of Questions- to open up problems to broader perspectives. <https://bit.ly/HSDINQ>
- 01:07:41 Guillermina Ferrari: Which are the questions that might help us to take a wise action?
- 01:07:43 Michael K. Spayd: Thanks for pointing that connection out, @David
- 01:08:14 Elaine Van Melle: Science = Evidence based versus anecdotal assumptions
- 01:08:36 Marie Murtagh: he is in a position that by nature has power but he's deploying force in making his decision making.
- 01:08:46 Royce Holladay: It is complex....Lots of differences to consider...Lots of outside forces to consider...everything is interdependent and there is no one cause of anything.
- 01:09:06 Marie Murtagh: sorry, chatting here from phone. thanks for your understanding.
- 01:09:08 Bridget Kelly: @roya I think the spectrum is less any specific behavior and more between complete absence of risk and complete exposure to risk, so the middle is reducing risk
- 01:09:25 Roya Damabi (she/they): Nice - thanks, Bridget!
- 01:09:56 Royce Holladay: Good point, Bridget...
- 01:10:48 stacy becker: @Roya, I think of the middle as the space where we have options. Just as Glenda is saying... where do I want to be? Helps expose and provide a process for being intentional
- 01:11:01 Beverly Parsons: Thanks much! I need to leave for another meeting. Best wishes to all.
- 01:11:10 Royce Holladay: What is fit for function? How much safety or risk am I willing to live with in this moment—in this situation—in this context.
- 01:11:24 Royce Holladay: Thanks for being here, Beverlyly.
- 01:11:38 Margaret McIntyre: We skipped over the question of another dimension such as importance
- 01:11:43 Allison Titcomb: So uncovering patterns of white supremacy or white privilege-- constantly adapting to listen, notice, learn, try and try again.
- 01:11:53 JJ (Switzerland): Great approach for "Zoom Out" and "Zoom In" and then make an informed decision: The power of Choice based on awareness

01:12:15 Roya Damabi (she/they): Thanks Stacy :)

01:13:05 Brian Rowe: Resilience includes ability to perspective shift

01:13:53 Royce Holladay: It does, Brian.

01:14:10 Brian Rowe: Cheers, Royce :)

01:14:39 Michael K. Spayd: Happy and Healthy is for me a clearer pair to show the tension — we want both; sometimes we must trade them off

01:14:50 Royce Holladay: Good example, Michael.

01:15:35 Michael K. Spayd: Thanks @Glenda :-)

01:16:31 stacy becker: Thanks all!

01:17:03 Brian Rowe: @Glenda - thanks for reinforcing the need to immediately ask What? again... probe, sense, respond—probe! :D

01:17:04 Tamela Handie: Thought provoking topic. Thank you @Glenda and @Royce.

01:17:15 Mary Nations: two layers of pandemic at once, it sounds like, Tamela - Covid and racism both. complexity squared?

01:17:21 Chris Medvescek: Wonderful content - practical and thought provoking. Thank you!

01:17:26 Uta Langley: thanks Royce & Glenda. Really thought provoking

01:17:29 Donna Bivens: I think the way safety is being framed in U.S. is safe vs free

01:17:33 Tamela Handie: Yes @Mary.

01:17:33 Margaret McIntyre: Thanks for this session! My first time here with you

01:17:48 Guillermina Ferrari: Thank you for this meeting!!

01:17:54 Katrina Zabriskie: 7th or 17th?

01:17:54 Royce Holladay: Thanks to all of you for being present and active here in the chat. It's such good learning ..

01:18:08 bhav patel: 07 or 17 September?

01:18:13 Bridget Kelly: @Donna that really resonates for me!

01:18:18 Royce Holladay: 17th. Two weeks from today

01:18:20 Michael K. Spayd: Yes @Donna

01:19:00 5. Janet du Preez: Thanks very much. We had a really interesting conversation in a group I run this morning using adaptive action around

choice and decision-making applied to the future of our group. It was so useful. The generative outcome was that they want to keep meeting and PAY - their suggestion!!. Very cool.

01:19:02 juli: thanks so much - such a great reminder of our tools and mindsets.  
Be well!

01:19:03 Roya Damabi (she/they): Thank you Glenda and Royce!

01:19:04 bhav patel: Thanks!

01:19:04 France Larouche: Thank you so much from Ottawa! :)

01:19:09 Michael K. Spayd: Bye everyone

01:19:09 Olga Yiannakis: Thank you!

01:19:13 Bridget Kelly: Thanks so much!

01:19:13 JJ (Switzerland): THANKS :-)