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**THE CENTER
FOR JUSTICE &
PEACEBUILDING**

A PROGRAM OF EASTERN MENNONITE UNIVERSITY

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**ADAPTIVE ACTION:
NONVIOLENT RESISTANCE IN THE
21ST CENTURY
PAX 645**

Summer Peacebuilding Institute/SPI 2018
Session II: May 24 - June 1
8:30 a.m. to 5 p.m.

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INSTRUCTORS' INFORMATION:

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COURSE DESCRIPTION:

Today, you have many messages that invite you to action, from a spark of politics to broad social change movements dismantling structures of oppression. You work in contexts ranging from the tried and true to the emergent. You seek a more peaceful and just society, yet to find an effective way to contribute can be baffling as the ground shifts constantly, sometimes abruptly. You want to focus your efforts, but where? What is the nature of new dialogues that will challenge you and your assumptions? How can you ensure privilege is used as a bridge to insight and action, rather than a blinder or barrier? What is the nature of new dialogues that will challenge you and your assumptions? How do you get and stay unstuck? Ultimately, what does nonviolent resistance look like when oppression is global, virtual, and constantly evolving?

These are the questions you must answer as you find your own way forward in times of strife and uncertainty. They are the questions we will address in this program.

The program draws from the emerging theory and practice of human systems dynamics. It is taught by a team of scholar practitioners, including the founder of the field, Dr. Glenda Eoyang. The concepts and skills you learn are based in the theory of complexity science and grounded in real-world, pragmatic practice. Find more information about human systems dynamics and Glenda Eoyang at http://www.hsdinstitute.org/.

COURSE GOALS AND OBJECTIVES:

In this program, you will:
- Learn about dynamics that drive complex change in human systems
- Recognize and understand patterns of oppression that affect you and others
- Analyze and respond to oppression creatively and effectively
- Practice models and methods to find opportunity in complex challenges

By the end of the program, you will have:
- Focused on one situation of oppression that is significant to you in your life or work
- Shared the stories of people who see overcoming oppression as their life's work
- Used a simple inquiry process to see, understand, and influence oppression when it emerges
- Planned a "next wise action" that will shift the patterns of oppression and open new, unpredictable opportunities.
- Begun a life-long practice of Pattern Spotting, inquiry, and Adaptive Action

Through short lectures, group discussions, Adaptive Action experiments, and case studies, you will practice what you learn and prepare yourself to engage in nonviolent resistance.

REQUIRED TEXTS AND OTHER RESOURCES:

The following texts are required reading for Days 1 and 2 of this program:
Background information about human systems dynamics models and methods. Each of these readings is 3-7 pages long, so the total amount of reading is not excessive.
- Adaptive Action http://www.hsdinstitute.org/resources/adaptive-action.html
- Pattern Logic http://www.hsdinstitute.org/resources/pattern-logic-blog.html
- Complex Adaptive System http://www.hsdinstitute.org/resources/complex-adaptive-system.html
- Finite and Infinite Games http://www.hsdinstitute.org/resources/finite-infinite-games.html
- Same and Different http://www.hsdinstitute.org/resources/same-and-different.html
- Landscape Diagram http://www.hsdinstitute.org/resources/landscape-diagram.html

Optional Texts:
- Title: Coping with Chaos: Seven Simple Tools
  - Author: Glenda Eoyang
  - Retail price: 27.56 USD
  - ISBN-10: 1878117157; ISBN-13: 978-1878117151
- Title: Adaptive Action: Leveraging Uncertainty in Your Organization
  - Authors: Glenda Eoyang and Royce Holladay
  - Retail price: Kindle 15.37 Paper 24.59
  - ISBN: 9780804787116. ISBN:9780804785402
- Title: Complexity Leadership Theory: Shifting leadership from the industrial age to the knowledge age
  - Authors: Mary Uhl-Bien; Russ Marion; Bill McKelvey
  - Retail price: Available on the Moodle site
  - ISBN: n/a

- Title: Complexity and the Dynamics of Organizational Change
  - Authors: Glenda Eoyang
  - Retail price: Available on the Moodle site
  - ISBN: n/a
- Title: Human Systems Dynamics Paradigm Shift
  - Authors: Glenda Eoyang
  - Retail price: Available on the Moodle site
  - ISBN: n/a

Additional/supplementary resources include:
- Title: Peace Is a Pattern: Video
  - Author: Glenda Eoyang
  - http://bit.ly/2D9If8U
- Title: Oxfam Change Leaders' Webinar series: Building Adaptive Capacity
  - Author: HSD Institute
  - Session 1: Cope with Chaos (in two files): http://bit.ly/2FmKdZB & http://bit.ly/2HgSLxw
  - Session 2: See Simplicity in Complexity http://bit.ly/2G5n23c
  - Session 3: Focus on Differences that Make a Difference http://bit.ly/2tpEf4y
  - Session 4: Scale Up http://bit.ly/2FkpS7h

Readings for Days 3-7 of this program:
Background information about human systems dynamics models and methods. Each of these readings is 3-7 pages long, so the total amount of reading is not excessive.
- Adaptive Action http://www.hsdinstitute.org/resources/adaptive-action.html
- Complex Adaptive System http://www.hsdinstitute.org/resources/complex-adaptive-system.html
- Finite and Infinite Games http://www.hsdinstitute.org/resources/finite-infinite-games.html
- Wicked Problems Rittel & Webber http://bit.ly/2FkZryl
- Inquiry Rules http://www.hsdinstitute.org/resources/resources-inquiry.html
- Three Kinds of Change http://www.hsdinstitute.org/resources/three-kinds-of-change.html
- Four Truths http://www.hsdinstitute.org/resources/four-truths.html
- CDE Model http://www.hsdinstitute.org/resources/cde-model.html
- Landscape Diagram http://www.hsdinstitute.org/resources/landscape-diagram.html
- Nonviolent Resistance to Oppression Blogs
  - http://www.hsdinstitute.org/resources/Nonviolent_resistance.html
  - http://www.hsdinstitute.org/resources/Non-violent_resistance_to_Propaganda.html
  - http://www.hsdinstitute.org/resources/Self-interest.html
  - http://www.hsdinstitute.org/resources/Is_Truth_Intractable.html
  - http://www.hsdinstitute.org/resources/Nonviolent_Resistance_Fatalism.html
  - http://www.hsdinstitute.org/resources/Dynamics_of_Democracy.html

REQUIRED ASSIGNMENTS:

Activity	Description	Percent of Grade		
		Training	2 Hours	3 Hours
Adaptive Action Experiment	Use HSD models and methods you learn to plan and/or complete FIVE Adaptive Action Experiments with your own sticky issue (in class week) plus forum reflections online.	Required	30	25
Class Participation	Theory and practice of HSD dates tbd	Optional	30	15
	Simple Rules for Nonviolent Resistance dates tbd	Required		
Share your HSD story	Prepare a 10-minute presentation of theory, practice, and application of one HSD model (in class week) plus forum reflections online.	Required	30	15
Graduate Seminar	Attend and engage in Graduate Seminar on the material (in class week)		10	10
Document Adaptive Action Experiment cycles over time	Choosing one of your Adaptive Action Experiments, document at least two cycles of seeing, understanding, and influencing patterns of oppression (approximately 10 pages, with references)			35
Total		Pass	100	100

Above are brief descriptions of required graded assignments for the course. More details for each assignment can be found on the "Guidance Notes" that will be provided in class.

DAILY CLASS SCHEDULE:

This is a draft class schedule. A more detailed design is available upon request. We will hold this plan lightly and adapt as needed throughout the course.

Time	Topic	Assignments
Day 1		
10:00 – 12:00	Set the stage Get acquainted Orient to human systems dynamics Define Complex Adaptive Systems Introduce & practice • Adaptive Action • Pattern Logic	Read: • Adaptive Action • Pattern Logic • Complex Adaptive System
12:00 – 2:00	Lunch	

2:00 – 5:00	***Solve complex, sticky issues:*** Define sticky issue Introduce & practice Adaptive Action Inquiry	Complete Adaptive Action Experiment I
	Day 2	
8:30 – 12:00	Lead in Complex Times: Same & Different Finite and Infinite Games	Overnight Thoughts Read: - Same & Different - Finite and Infinite Games
12:00 – 2:00	Lunch	
2:00 – 5:00	Discover options for change Landscape Diagram Taking it home Planning for next week	Plan and share Adaptive Action Experiment II
	Day 3	
8:30 – 12:00	What will our journey be? Who are we together? What is the experience of nonviolent resistance for you? What is a wicked problem? Why is Adaptive Action a response?	Read: - Adaptive Action - Wicked Problem (Rittel and Webber) Describe the patterns of oppression you resist (or want to resist)
12:00 – 2:00	Lunch	
2:00 – 5:00	What is complex change? - Complex Adaptive Systems - Finite & Infinite Games - Pattern Logic	Read: - Complex Adaptive Systems - Finite & Infinite Games Complete Adaptive Action Experiment I
	Day 4	
8:30 – 12:00	What are patterns of oppression? - Propaganda How do we respond? - Inquiry What are patterns of oppression? - Fatalism How do we respond? - Three Kinds of Change	Read: - Nonviolent Resistance: Propaganda - Rules for Inquiry - Nonviolent Resistance: Fatalism - Three Kinds of Change
12:00 – 2:00	Lunch	
2:00 – 5:00	What are patterns of oppression? Fake News	Read: Nonviolent Resistance: Truths

	How do we respond? • Four Truths What are patterns of oppression? • Self-interest How do we respond? • Dynamical Change	• Four Truths • Nonviolent Resistance: Self-Interest • Three Kinds of Change Complete Adaptive Action Experiment II
	Day 5	
8:30 – 12:30	What dynamics drive patterns of oppression? • CDE Conditions for self-organizing • Constraints • Landscape Diagram	Read: • Conditions for Self-Organizing (CDE Model) • Landscape Diagram
12:30 – 2:30	Lunch and Frontier's Presentation (tentative)	
2:30 – 5:00	Seeing and Influencing Containers • What? • So what? • Now what?	Work in groups to analyze your sticky issues with CDE. Complete Adaptive Action Experiment III
	Day 6	
8:30 – 12:00	Seeing and Influencing Differences • What? • So what? • Now what?	Consider Differences for your experience of oppression. Complete Adaptive Action Experiment IV
12:00 – 2:00	Lunch	
2:00 – 5:00	Seeing and Influencing Exchanges • What? • So what? • Now what?	Consider Exchanges for your experience of oppression. Complete Adaptive Action Experiment V
	Day 7	
8:30 – 12:00	Share your Adaptive Action Plan for Nonviolent Resistance to Oppression Reflect and respond with others'	Present overview of your Adaptive Action Experiments and your next wise action
12:00 – 2:00	Lunch	
2:00 – 5:00	Complete presentations Plan future learning Close	Commit to future action and reflection

SPI ATTENDANCE POLICY:

No participant can register for a course if they know they must miss more than two days of the course. SPI certificates are provided to participants only if they miss no more than one class day. For-credit participants are expected to attend all class sessions unless they are given permission from the instructor to miss a session. SPI courses rely on active student participation in a learning community. If a participant misses class repeatedly and this disrupts the learning for others, he/she will be asked to leave the course and no money will be refunded for remaining course time.

GRADING CRITERIA AND OTHER POLICIES:

The instructor will provide to all students taking the course for graduate credit some supplemental information that will serve as a resource after SPI when students are working on course assignments. This will include information on library resources, EMU's academic integrity policy, guidelines for writing graduate papers, information regarding the grading scale and course deadlines, and then some suggestions we have for you in order to make your experience of taking SPI courses for graduate credit as successful as possible! These documents are also available online at
https://www.emu.edu/cjp/spi/participants/graduate-credit.