Heterarchy: Change in the Fast Lane

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Jankovic’s Sisyphus
Today we’ll explore . . .

» What is heterarchical change?
» So what does leadership in heterarchy require?
» Now what can you do to foster heterarchical change in your community?
Hierarchy

Top-down change is hard
» Messages get distorted
» Monitoring is difficult
» Timing is unpredictable
» Resistance is likely
» Resources disappear
» Consistency gets lost
» Outcomes disappoint
Anarchy

Bottom-up change is hard
» Messages get confused
» Communications fail
» Timing is unpredictable
» Resistance is surprising
» Resources are limited
» Consistency is rare
» Outcomes disappoint
Heterarchy

Adaptive, heterarchical change is easy

» Messages adapt
» Communications adapt
» Timing adapts
» Resistance adapts
» Resources adapt
» Consistency adapts
» Outcomes adapt

BUT it is messy!
Leading Heterarchical Change

» Choose wisely
Choose Wisely

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<thead>
<tr>
<th>Hierarchy works for...</th>
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Leading Heterarchical Change

» Choose wisely
» Set conditions for success
Set Conditions to Guide Both Hierarchy & Anarchy

» Containers:
  Vision, identity, simple rules

» Differences:
  Values, measures, distinct functions/roles

» Exchanges:
  Feedback, stories, transparency
Leading Heterarchical Change

» Choose wisely
» Set conditions for self-organizing
» Continually engage in Adaptive Action
Adaptive Action

What is the pattern in this moment?
Adaptive Action

So what will shift toward greater coherence?
Adaptive Action

Now what can I/we do to make a difference?

What?

So what?

Now what?

Now what?
Now what for you?

» What evidence of hierarchical, anarchical, heterarchical change do you see in your organization?

» So what are the risks and benefits of each currently?

» Now what can you do to adjust the conditions to create a change pattern more fit for function?
Today we’ve explored . . .

» What is heterarchical change?
» So what does leadership in heterarchy require?
» Now what can you do to foster heterarchical change in your community?
Now What?
Explore More

» Books
  » *Adaptive Action: Leveraging Uncertainty in Your Organization* (Eoyang & Holladay)
  » *Coping with Chaos: Seven Simple Tools* (Eoyang)

» Web
  » www.adaptiveaction.org
  » Blog at http://www.adaptiveaction.org/blog/201509/Power
  » Wiki.hsdinstitute.org
  » www.hsdinstitute.org
  » Twitter: #hsd #adaptact @GlendaEoyang
Now What?
Become An HSD Professional

» Patterns and Possibilities:
  » Jan 2016 in Helsinki, FI
  » Feb 2016 in Las Vegas, NV

» Four months exploring an online learning ecology:
  » Lively learning community
  » Guided practice
  » Large group learning and dialogues
  » Learning packets on relevant topics
  » Praxis Partner for support

» Register:
  http://www.hsdinstitute.org/learn-more/overview.html
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<th>Date</th>
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<tr>
<td>Nov 5, 11am CST</td>
<td><strong>Adaptive Action Comes Home: Integrating Emotional Knowing</strong></td>
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<td>Nov 5, 7pm CDT</td>
<td><strong>Teacher Stories for Change: What Makes a Powerful Story?</strong></td>
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<tr>
<td>Dec 3, 11am CST</td>
<td><strong>Aging: The Complex Patterns of Personal Change</strong></td>
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<td>Dec 17, 11am CST</td>
<td><strong>HSDI Quarterly Meeting</strong></td>
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» Register for the next Live Virtual Workshop:  
  [http://www.adaptiveaction.org/Landing-Pages/Webinar-Registration](http://www.adaptiveaction.org/Landing-Pages/Webinar-Registration)