



# Divided We Fall: The Common Good Beyond Bureaucracy

**Nothing is intractable.**

Live Virtual Workshop

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Glenda Eoyang [geoyang@hsdinstitute.org](mailto:geoyang@hsdinstitute.org)



# Today we will explore . . .

- ▶ **What** patterns are possible in complex systems?
- ▶ **So what** do those patterns mean for the common good and shared decision making?
- ▶ **Now what** choices do we have for collective action for the common good?



# WHAT patterns are possible in complex systems?



# Patterns are . . .

Similarities, differences, and connections that have meaning over space and time

The architecture for:

- ▶ Perceiving
- ▶ Knowing
- ▶ Deciding
- ▶ Acting





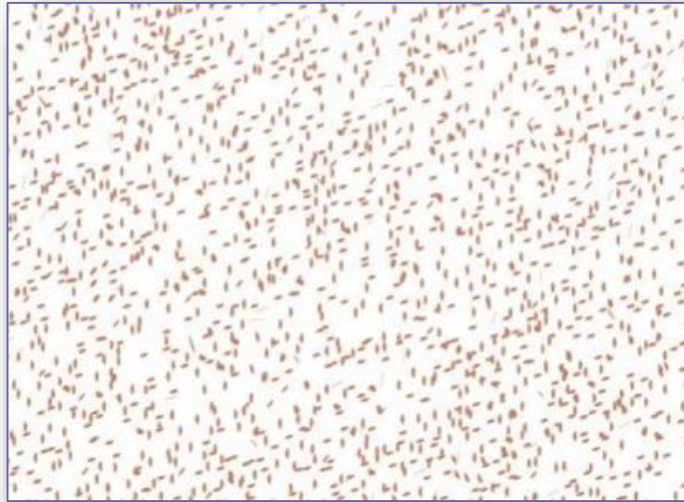
# Systemic Dynamics

- ▶ Create four different patterns over time
- ▶ They are called “attractors”
- ▶ But they don’t attract



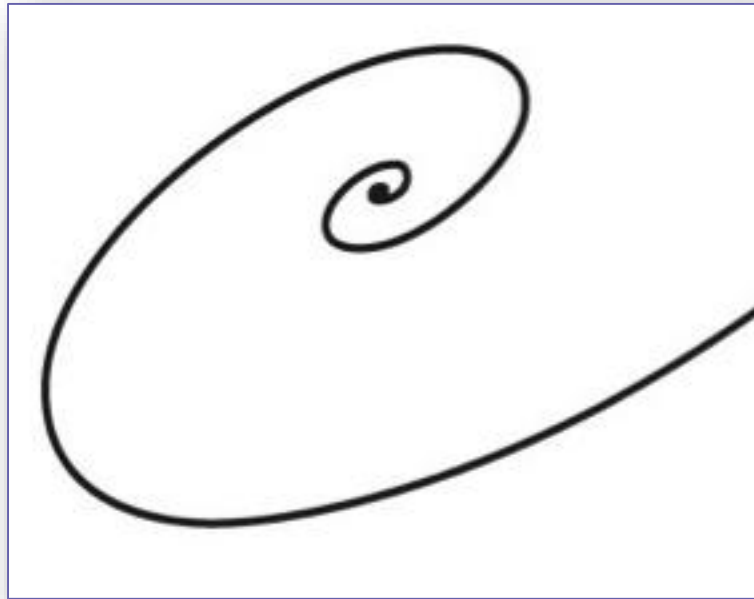


# 1. Random Attractor Pattern





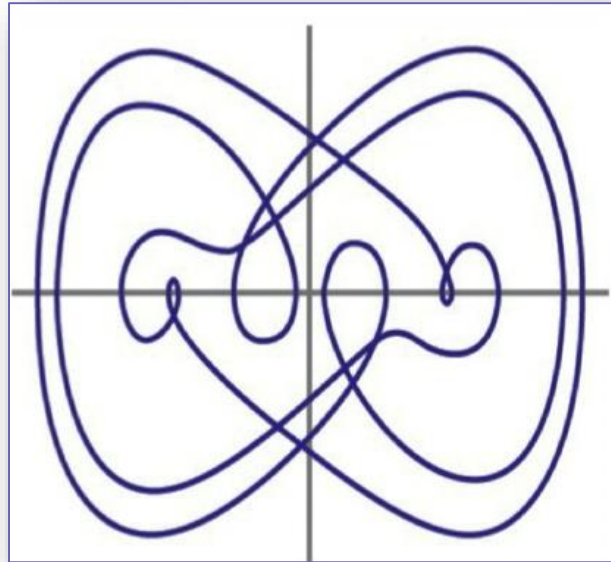
## 2. Point Attractor Pattern







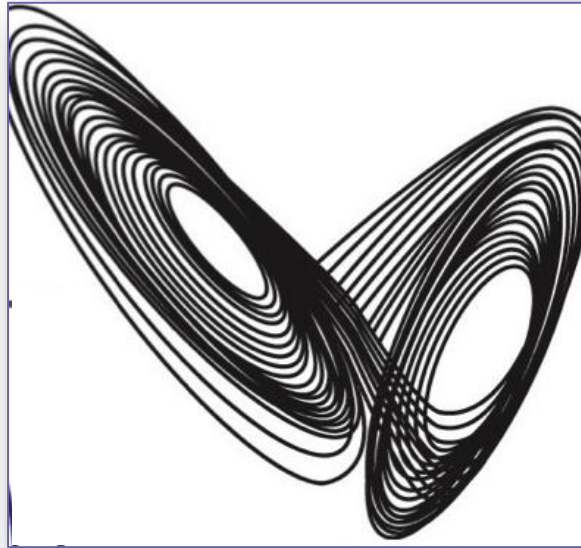
# 3. Periodic Attractor Pattern







## 4. Strange Attractor Pattern

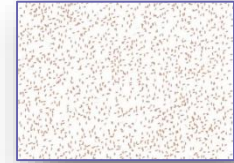




**SO WHAT do those patterns mean  
for the common good and shared  
decision making?**



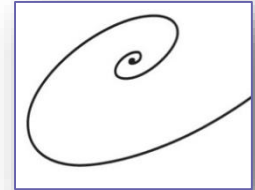
# 1. Random Attractor Pattern



- ▶ No similarities, all differences, no connections
- ▶ Either no pattern or so high dimension no pattern is discernible
- ▶ Short lifecycle in human systems
- ▶ Collective decisions:
  - ▷ Anarchy
  - ▷ Libertarianism
- ▶ Common good?



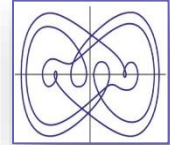
## 2. Point Attractor Pattern



- ▶ Similar ending point; different starting points; tight connections
- ▶ Emerges in physical space, but also in speeds, ideas, objectives, and . . .
- ▶ Represents power in human systems
- ▶ Collective decisions:
  - ▷ Consensus
  - ▷ Tyranny
- ▶ One, clear common goal
- ▶ Common good?



### 3. Periodic Attractor Pattern

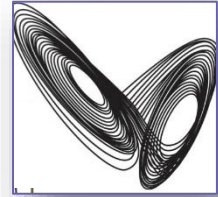


- ▶ Repeating similarities, predictable differences, tight connections
- ▶ Period can be short or long
- ▶ Persistent patterns in human systems
- ▶ Collective decisions:
  - ▷ Fads and fashions
  - ▷ Democracy
  - ▷ Bureaucracy
- ▶ Pendulum goals
- ▶ Common good?



## 4. Strange Attractor Pattern

- ▶ Global similarities, local differences, complex connections
- ▶ Finite boundary, infinite possibilities
- ▶ Created by cycles of Adaptive Action
- ▶ Collective decisions:
  - ▷ Communitarianism
  - ▷ Culture
  - ▷ Dialogue
- ▶ Emerging, adapting common good







**NOW WHAT choices do we have for collective action for the common good?**





# Options for Action

- ▶ Stand in inquiry and making choices
- ▶ Use Pattern Logic
- ▶ Take individual and collective Adaptive Action
- ▶ Define and embed Simple Rules that create the patterns for the common good





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# Learn more . . .

- ▶ Online at [HSDinstitute.org](http://HSDinstitute.org)
- ▶ Adaptive Action Labs:
  - ▷ HSD Professional Certification—January 2017
  - ▷ Leadership in Health Professions Education—Online
  - ▷ Coaching—Online
  - ▷ Conflict—Ottawa
  - ▷ Health and Wellness—Ottawa
  - ▷ Introduction to HSD—Toronto



# Join us for upcoming webinars

May 12th, 11 am CST Live Virtual Workshop	<i>Courage to Create: Build Adaptive Capacity for Continuous Innovation</i>
Jun 2nd, 11 am CST Live Virtual Workshop	<i>One Answer is No Answer: Teaching as Learning</i>
Jun 16 <sup>th</sup> , 11 CST Quarterly Associates Meeting	

Mary thanks for  
fixing this up. G