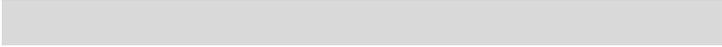


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# 'Self- organising' Development

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Learning document  
supporting regional  
Smoke Free Agencies in  
an exploration of joint  
venture collaboration

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Louie Gardiner, 18th April 2012

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**THE FUTURE FOR SMOKE-FREE FUTURES (SFF)  
SELF-ORGANISING DEVELOPMENT (S-OD)**

**Relating to the ‘Whole’**

This work funded through SEIF and commissioned via TFF has been undertaken as part of multiple streams of activity that are interdependent. This particular document complements 3 others all of which inform the whole:

- ✿ an Integrated Business Plan (IBP) for Tobacco Free Futures - TFF (NW regional agency) which sets out the business case for TFF to transition into a Social Enterprise under the ‘right to provide’ legislation and/or establish a ‘Trading Arm’
- ✿ an options appraisal setting out the potential for greater collaboration between all three regional agencies
- ✿ a Stakeholder Engagement framework to support TFF and the partner agencies to manage their transition into whichever structural, organisational or collaborative forms they decide upon

**Purpose of the S-OD framework**

The purpose of this strand of work has morphed as the project has progressed. Currently we see that our purpose is to support and equip the prospective partner agency Directors to:

- ✿ grow an aligned culture of collaboration within and between the ‘partner’ agencies
- ✿ find the best possible solution(s) that will enable them to serve their shared ‘universal’ mission and their regional, local and stakeholder responsibilities
- ✿ lead the emergence of a sustainable system capable of attending to the parts (the regional agencies), the whole (the ‘national’ collaboration) and the greater whole (the ‘universal’ mission/ vision).

**Setting the Scene**

Tobacco Free Futures (TFF), FRESH (NE) and Smoke-free Futures SW (SFSW) are the remaining regional NHS ‘agencies’ engaged in passionate, ambitious programmes of work driven by a shared mission to ‘Make Smoking History’ and to create a Smoke-free Future for children/for all.

Significant and small changes in local, regional, national and global environments have stimulated an exploration of options for the future: options that can use the foundations and successes of the past and present to accelerate progress in the future towards making smoking history.

A huge body of work has been underway in the last weeks and months (different for each regional agency) to take into account the myriad drivers and interdependencies at play, in this case: 3 agencies nested within a complex former NHS environment with many unknowns; one agency seeking to spin out via the ‘right to provide’ legislation; Fresh NE is already within a Foundation Trust (FT); SFSW has to find a new host and that, according to Policy, would have to either go to an FT or another host by April 2013 – alternatively it could test policy if it wanted to consider other organisational options.

What IS clear is that all three Directors and their teams see the wisdom and benefits of deepening their collaboration more or less formally. So whilst there is movement towards greater collaboration between all agencies, they are far from certainty and agreement about the **degree** of future intended partnering; the **nature** of a final, preferred collaborative ‘**form**’; and indeed about timeframe in which more formalised collaboration could be brought into being. Another similarity between the Directors is that none currently hold the power to decide on changes of form or agreement. Their power resides in an ability to influence.

These uncertainties about future intention and current status, combined with where decision-making resides, puts each agency at a different place on their individual and collective pathways towards potentially more formalised partnering arrangements. In short, the partners are in process – currently

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moving in the same general direction at different speeds towards an uncertain destination, with no agreed timeframe, guided by an intention to collaborate **more**, founded on a history of broadly successful partnering on various projects.

From a more traditional stance on ‘change management’ and OD this would seem to be an impossible position from which to take action. From a complexity perspective, this is simply perfect – interesting, exciting AND more fundamentally grounded in the reality of how ‘change’ happens. We cannot force clarity out into the open. We can work to influence the system to enable clarity to emerge. This is the process in which we are all engaged and it takes time – no matter how many mid-wives are put on the job, it still takes 9 months to produce a baby!

**Human Systems Dynamics: complexity and social sciences applied to human systems**

What follows is a distillation of our professional sense-making of the journey so far, together with proposals for how best to support the continuation of the process. Based on our understanding, we are drawing on a number of progressive developmental models and methods<sup>1</sup> which, we believe, honour the spirit, intention and direction of travel expressed by participants in the process so far.

Additionally, and perhaps unconventionally, this document will also play a role in the ‘organising development’ process. In other words - at one and the same time - this document will be referring to progress, whilst also illuminating and introducing new learning supported by theory and praxis. In taking this stance we are acknowledging that we are not separate from the process of change but are a part of it – and that every interaction of ours has the power to add value or detract from core intentions. We seek to add fit-for-purpose value, always.

**The Self-Organising Development Journey so far...**

We have engaged in many 1-2-1, Director, Board and regional team sessions which have enabled participants to grow their commitment to ‘change’ based on a rich understanding of why change is being contemplated at this time; and a consideration of possibilities and options together with associated implications on individuals, teams, the work in hand and future opportunities.

What unfolds below has arisen from an **Adaptive Action**<sup>2</sup> inquiry. This framework is guiding the entire S-OD process AND is the ‘holding’ framework for each meeting, conversation and collective engagement. The **Adaptive Action** inquiry, whilst evidently very simple, enables us to hold and handle the inherent complexity at play. In essence we cycle through three questions – giving time for answers to each, to materialise:

- ✿ What?
- ✿ So What?
- ✿ Now what?

<sup>1</sup> These are drawn from **Human Systems Dynamics** (HSD) which is a pioneering and expanding body of knowledge supporting work with complex adaptive systems – which includes human systems. Throughout this programme of work, we are drawing on proven models and methods drawn from advanced complexity and social science theory which have been applied successfully to informing and influencing the development of individuals, teams, organisations, communities, nations

<sup>2</sup> **Adaptive Action**: is a simple process of inquiry that enables crucial sense-making in an iterative, moment-by-moment way within the bigger context of what is being undertaken. Engaging with this process helps us to develop our ‘adaptive capacity’ – arguably THE core capacity of leaders working in highly complex environments (Heifetz, Eoyang)

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What?

In attending to any complex situation, the ‘what’ question invites us to pay attention to what is present. We are seeking a deeper, richer, broader inquiry that takes us out of the more usual limited singular, often individual perspective. We consider the perspectives of the ‘whole’, ‘part’ and ‘greater whole’. We (the 3 client regional agencies, Hope Street Centre and Potent 6 as an associate to Hope Street) have been engaging in ‘What?’ as we have:

- ✿ identified the drivers ‘calling’ for the individuals and agencies to engage differently with their agenda (at the levels of the part, whole and greater whole)
- ✿ examined the patterns and behaviours that exist within and between people in and across the agencies that support and impede collaboration (part and whole)
- ✿ considered who are the various stakeholders and what power and interest they have in keeping things the same or pressing for change (part and whole)
- ✿ engaged in dialogue with all the teams and the 3 agency Directors and many other stakeholders about implications, opportunities, risks, benefits and options for action at personal, agency, host and mission levels (part and whole)
- ✿ undertaken a broader market analysis exploring what is at play in global to local ‘containers’ (current and potential ‘markets’) (part, whole and greater whole)
- ✿ invited individuals to notice their own thoughts and feelings that show up in response to what is happening around them (part)

©Facts, Fiction, Feelings<sup>3</sup>

The above exchanges have brought together a huge amount of data and information that at times has seemed overwhelming and confusing to many people in the immediately impacted system. Despite all that is known, there are still many unknowns and interdependencies which means there is still a great deal of uncertainty. Whilst some people might feel energised and excited by this, it is not unusual for others to feel scared, angry, frustrated. Those feeling the latter might believe they are powerless in the situation and could easily lose confidence and hope. This is a potentially self-defeating state and, if ignored, could replicate throughout the different levels of the system. It is therefore important that we engage with stakeholders in ways that support internal transitions as well as external structural and functional ones. Potent 6’s model of © **Facts, Fiction, Feelings** was introduced to support the agency Directors to dispel some assumptions and emotions that had been impeding their wholehearted willingness to engage in this exploration about deeper collaboration.

Simple Rules

Out of this early exploration of © **Facts, Fiction, Feelings**, the concept of **Simple Rules**<sup>4</sup> was introduced. The Directors highlighted a number of behaviours (Facts) already present in and between

<sup>3</sup> © **Facts, Fiction, Feelings** are elements within the © **Potent 6 Constellation**. This is a pioneering systemic coaching framework that enables people to better understand and navigate through the complexities of their internal processes and how these impact behaviour and outcomes. **Facts, Fiction, Feelings** are elements that show up in exchanges between people which, if teased out, can improve emotional mastery and support the building, maintaining and repairing of relationships. **Ctrl click** → ref. [9](#) to find more explanation

<sup>4</sup> **Simple Rules** is a term coined in science referring to the behaviours that produce patterns in complex adaptive systems eg. shoals of fish swimming as one, birds flocking, humans moving in line during rush hour; patterns generated by 15 pendulums swinging back and forth: <http://www.youtube.com/watch?v=yVkdFJ9PkRQ> Louie explains that when seeking to

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their teams that support existing levels of collaboration. Naming the behaviours helps to amplify their prevalence, thereby strengthening the emergence of desired patterns – in this case a pattern of collaboration that is on-purpose, creative, robust and timely. Some additional behaviours were identified by us as the facilitator (and have not yet been verified) during other exchanges with the teams and individual team members.

- ✿ Always respond
- ✿ Follow through on promises
- ✿ Ask each other first
- ✿ Share what we do well with each other
- ✿ Tell my truth
- ✿ Give praise
- ✿ Invite and give helpful feedback
- ✿ Support the success of each other, our teams and our collective mission
- ✿ Arrive ready to start and end on time

This initial list of behaviours is a great starting point for dialogue between all the teams – to see what needs to be added, re-phrased and removed. Ideally there should be no more than 3-7 statements, all framed in the positive, generally starting with verbs (action-oriented). Naming the behaviours is the beginning... more will need to be done to ensure coherence develops within and across the teams. This will be covered in the ‘Now What?’ section.

**Landscape Diagram: Patterns within patterns**

In working with complexity, we know that there are bigger patterns at play and that what may seem chaotic and crazy will not always be so. We know that it is a natural and necessary part of an emergent process and that science and the natural world reveals this to us every day – but only if we are able to recognise what is going on. Bringing this kind of awareness to others matters because it can aid understanding; it can ease feelings of disturbance and release creative potential that can lead to innovation. It brings relative certainty into a landscape of apparent uncertainty. This is why we have chosen to carry out this work with reference to HSD models and methods – to create a shared language and ways of viewing what is happening, that is grounded in the reality of each person’s own individual and the group’s collective experiences.

The **Landscape Diagram**<sup>5</sup> is one such model that is helping to generate new awareness and insight amongst everyone in the teams. Through it we are accelerating collective sense-making. How do we know? Because different individuals in each team refer to what they have seen and heard – revealing how they are making sense of where we are as well as recognising similar patterns from their own lives outside of work. Additionally, some have expressed feeling ‘re-energised, excited, hopeful’<sup>6</sup>.

support a system to develop new patterns, we can only effect change by altering the behaviours in the system – follow link to article: [http://www.potent6.co.uk/articles.php?p6\\_article\\_id=65](http://www.potent6.co.uk/articles.php?p6_article_id=65)

<sup>5</sup> Video introducing the **Landscape Diagram**: <http://louiep6.tumblr.com/>

<sup>6</sup> It seems – for many team members - that their understanding and ownership of the unfolding process has increased. How can sharing a model or metaphor achieve this kind of result? If the model or metaphor is grounded in reality, it has the power to illuminate a universal pattern. In essence, a grounded model provides a birds’ eye perspective - it takes us out of the detail, enabling us to see something new from a different perspective or ‘container’ using HSD language. The **Landscape Diagram** helps us to notice that patterns and stages repeat and that all are normal. Increasing understanding

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How valid or relevant is it to know what people are feeling in their working context?

### Adaptive Capacity

When we direct the 'What?' question towards an internal personal inquiry, it is not only because we care about what is going on for people. Feelings are data - they help illuminate an individual's pattern of thinking, which in turn can help us anticipate and understand the kinds of behaviour we might expect. As leaders, being aware of our own and others' **Feelings** and **Fictions** (ref. [3 above](#)) enables us to support them more effectively. More importantly, through reflection and feedback - when someone begins to notice their own thinking, feeling and behavioural patterns, they open themselves up to more possibilities for change; they access greater freedom to choose. This capacity to notice and then choose to adapt one's own internal patterns is the foundation of what some would call 'emotional mastery'. In HSD we might call this **Adaptive Capacity**<sup>7</sup> – something that can apply not only to an individual but to any system (part, whole, greater whole).

When we direct questions to the individual 'container' we invite an engagement with Self that will support the development of a person's **Adaptive Capacity**. This is a defining capacity of leaders who work successfully with complexity. Without sufficient personal awareness in a leader, a group can be blind to its own process thereby limiting its capacity to consciously and successfully evolve. Through this process we have an opportunity to support everyone to expand their adaptive capacities – their emotional mastery - together. In the context of Making Smoking History, this will enable everyone in the system to benefit from an enhanced ability to notice, understand and discern how to work safely and more effectively with other stakeholders in the mix – colleagues, collaborators, smokers, commissioners, policy makers etc.

### Multiple containers<sup>8</sup> – where and when and how to take action

Whether or not we are aware of it, all of us are engaging in many 'containers' at any given moment in time. As leaders it serves us to become adept at recognising this, so we can decide when it might be helpful to shift our focus of attention and action between them. For example, sometimes I might need to transform something within me to effect change in a team. My emotional mastery (i.e. my personal **Adaptive Capacity**) will be crucial in helping me discern this. At other times I might choose to do something within the container of a team to grow a more helpful pattern e.g. Rotate the chairing of team meetings to grow a pattern of shared leadership. Yet at other times, making a change at a structural or process level in an organisation might be what is required e.g. introducing a performance review system that helps to embed new desired behaviours.

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about what we can do to influence transitions and direction of travel – and developing the capacity to do so is part of the OD dimension

<sup>7</sup> **Adaptive Capacity**: sensitive enough to detect changes in a system, flexible and responsive enough to adapt to those changes and yet robust enough to withstand challenges. This refers to the capacity of a 'system' – e.g. an individual, team, organisation, community, nation, the earth. In an individual it refers to an overall ability to see and influence system patterns rather than merely discrete organisational issues, events or actions. In HSD we would call a leader with Adaptive Capacity a 'Dynamical Leader' – one who can catalyse coherence, fitness and resilience within a complex context. 'Adaptive = ability to respond to challenges and changes in ways that increase systemic fitness; Capacity = goes beyond human skills and abilities & includes the degree to which the system is robust, responsive and flexible. (Quade, Holladay)

<sup>8</sup> **Containers**: is a neutral term to indicate a similarity that 'holds' a system or part of a system together. An individual is a container; a team organised around a common function or a project is a container; a group of people united by a common purpose is a container. In these examples we might say an individual is a 'part', the team a 'whole' and the group the 'greater whole'. In working systemically, generally we need only work between 3 levels in the system to create coherence.

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As a leader I want the insight and agility to do whatever might be helpful in the context. But I won't know what to do unless I first give enough time to discern what is going on and THEN give enough time to make sense of the data that has emerged. This takes us to our second question in the **Adaptive Action** inquiry.

### So What?

#### Pacing the inquiry

The first challenge associated with the 'So what?' question is about how to **not** rush to answer it prematurely. As human beings we have a tendency to judge things too quickly based on limited data (**Facts**); driven by (often unconscious) '**Fiction**'<sup>9</sup> which drive us towards quick-fix or first-idea (reactive) solutions. When we get caught in this trap we often find ourselves in repeated cycles of crisis management, having to re-do or undo work. **Adaptive Action** courts response-ability rather than reactivity.

#### Power and perspective

The second challenge relates to where the locus of sense-making is happening and who appears to have more power in the decision-making that will arise from the sense-making. This is why it becomes so important for a leader to be able to move between 'containers' (whole, part, greater whole). If I stay in my own container – my own frame of reference, I can only see what I see, which will inevitably be limited by my noticing patterns. I see what I am looking for. I see what I want to see, to reinforce what I think which inevitably justifies my position, my decision and my consequent action. If I shift my frame of reference to include others who are also in the shared system (i.e. I move to the perspective of the 'whole'), I then gain access to what they see, think, feel. The data set expands and reveals new or different patterns of which I may not previously have been aware. This has the potential to radically transform the sense-making process provided we are open to the possibility that we ourselves will also be changed.

#### Passion, Purpose, Partnering and Playground

This SEIF-funded process has been greatly compressed, yet because of the willingness of Directors, teams and others in the mix, we have been able to gather together key players (Directors, team members and TFF's Board) engaging them in some powerful sense-making experiences. Additionally, through activity such as the market analysis, we have also moved to the system that is the 'greater whole' to garner additional important perspectives that have not been present within the face-to-face gatherings.

Many options (e.g. in terms of structure, organisational forms, degrees of collaboration, which partners and pathways) have presented themselves and currently we are sitting with a number of key questions that have yet to be answered. Because there are no simple answers, it is unclear what the short, medium and long term decisions are/ need to be for each agency/ prospective partner in the mix. So what IS clear? There is an undeniable unity of passion and purpose. All three agency Directors and

<sup>9</sup> The use of the term **Fiction** relates to the framework introduced to the Directors to aid more effective communication – [ctrl click](#) → ref. 3 to see more. ©**Facts, Fiction, Feelings** helps to separate out elements in an exchange, that if left muddled together can result in conflicts, misunderstandings, disconnection and relationship breakdown. **Fiction** is a collective term for: conclusion, assumption, need, belief, thoughts etc – many of which are out of our awareness until we bring our attention to them. **Feelings** refer to *emotions* (angry, sad, joy, grief etc) and *physical sensations* that we might experience in our bodies. **Facts** relate to objective data that can be seen, heard, counted, recorded – that which generally is agreed upon

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their teams have expressed their commitment to collaborate MORE – to partner more and more fully. All are recognising that to accomplish their Mission of Making Smoking History – and given the nature and scale of the challenge in countering the impact of the ‘goliath’ that is the Tobacco industry – the need, opportunities and benefits are calling them to consider how to take action in national and global ‘arenas/containers/ systems’ – in short to enter new playgrounds.

**Container constraints**

The **Landscape Diagram** (ref. [5 above](#)) introduced the concept of **Complex Adaptive Systems (CAS)**<sup>10</sup> We have also talked about ‘systems’, and the importance of being able to work in and across three levels in any system; we also introduced the language of the ‘part, whole and greater whole’. Using this framing, national and global arenas can be seen as representing the ‘whole’ and ‘greater whole’ whilst the agencies would be the ‘part’.

To serve their mission to greatest effect, it would support the agencies to be able to switch between these different levels (containers) of the system (including national and international jurisdictions) – for example to be able to challenge policy and funding decisions of governments.

However, in order to play in the bigger system containers, there needs to be greater freedom to decide and act with an agility that current organisational status and forms do not necessarily allow. As agencies within larger host organisations, TFF, SFSW and Fresh NE are tied to local and regional containers, organisational forms and activity that is acceptable to their respective funding stakeholders. They are also potentially limited by regulations that apply to public bodies, such as the Freedom of Information act.

**A co-evolving future**

The fact that decisions about agency structures and forms have yet to be made does not prevent action being taken now in support of future collaborating. Fundamental decisions about the future of TFF and a possible JV can and will only be made incrementally by the various host organisation decision-makers – supported and influenced by their relevant agency directors. So what are and have been the implications from an organisational development perspective?

**The nature of change**

Traditional approaches to OD consider change simplistically – either seeing it as ‘static’ (move from position ‘A’ to ‘B’) or ‘dynamic’ (predicting the path towards the new position by assuming that enough factors in the system are known – which in this case they are not). The ‘change’ we are dealing with is neither static nor dynamic – it is what we, in complexity sciences, call ‘dynamical’. This means that the complexity in the system is so great (an infinite and unknowable number of variables) that we simply cannot predict the end point nor the entire pathway with any certainty or agreement. Far from leaving us in a seemingly powerless and impossible position, what we focus on is doing what we can to establish the conditions for the future we want. We define the scope and focus; the purpose/ mission; the boundaries of what we will and won’t/ can and can’t do; the patterns we want to create in the future building on current foundations and/or establishing new ones. We examine what we are currently doing (and how we engage) to support future patterns we want. And we establish agreements and commitments – some of which can be anchored in structures, protocols, monitoring and reporting

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<sup>10</sup> **CAS:** ‘a collection of individual agents who have the freedom to act in unpredictable ways, and whose interactions are interconnected in ways that create system-wide patterns which in turn influence the actions of the agents’ (Eoyang)

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processes and the like. Whatever is established, would be fit-for-purpose – having coherence within and between the agencies, the individuals and the ‘greater collaboration’.

Essentially, throughout this contract, we have been going through **Adaptive Action** cycles. This has required us to engage in a deep level of noticing to discern what is present on each occasion where people in the wider system have gathered together – to adjust and work with it in the moment; and to take account of what has unfolded, as we have prepared for the next engagement. We have attempted to illuminate, draw out and aid the process of discernment and decision-making. That process continues.

### Now What?

The overall contract between Hope Street Centre and TFF has supported stakeholders to explore the efficacy of ‘joint venture’ between the smoke-free regional agencies. Starting from where there is certainty - there is undeniable commitment to collaborate more fully to create greater impact and to overcome current limitations in resourcing and reach. The S-OD strand supports the agencies to create the conditions in which enhanced patterns of high performance, fit-for-purpose collaboration can emerge.

To reiterate, the purpose of the S-OD strand is: To support and equip the agency Directors to

- ✿ grow an aligned culture of collaboration within and between their ‘partner’ agencies
- ✿ find the best possible solution(s) that will enable them to serve their shared ‘universal’ mission and their regional, local and stakeholder responsibilities
- ✿ lead the emergence of a sustainable system capable of attending to the parts (the regional agencies), the whole (the ‘national’ collaboration) and the greater whole (the ‘universal’ mission/ vision).

### Collaborating ‘as if’

In essence by working with a frame of **Organising Development** rather than Organisational Development, we open up the possibilities for action rather than close them down. Alongside any of the structural, organisational decisions that might need to be made in each agency, all three can create the conditions for collaborating patterns to emerge – in effect to be working ‘as if’ they are committed partners. In so doing, they will be able to test out, adapt and learn through experience, what supports and impedes their successful collaboration. If, at some time in the future they move into more formal partnering arrangements, they will already have established behaviours and patterns to support future success. The big question remains: how to establish the patterns?

### Landing Learning

As contractors, we see it as our responsibility to support future success - growing sustainable, healthy systems. The HSD models and methods we have introduced, work at one or more levels of the systems in which the agencies are working. Time and focused attention is recommended to deepen people’s understanding about the relevance and application of the models already introduced – and in so doing, supporting the Directors to navigate successfully through the complexity in which they find themselves.

- ✿ **Landscape Diagram** (ref. [5 above](#)): this model provides a way of recognising the process and phases of adaption in complex adaptive systems. Using this model as a reminder and as an introduction to newcomers and stakeholders will aid understanding of the nature of transition and transformation
- ✿ **Adaptive Action** (ref. [2 above](#)): the simplest framework that helps us to hold the part, whole and greater whole emergent processes underway in the part, whole and greater whole systems. The 3 iterative questions (What? so What? Now What?) enable all participants to progressively deepen sensory acuity,

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growing awareness and capacity to gather multiple perspectives from multiple vantage points in a system coupled then with the capacity to respond appropriately

- ✿ **Adaptive Capacity** (ref. [7 above](#)): growing this essential leadership capacity at every level of the system will support scale-free expansion in the future. In particular, supporting the Directors in this (ad)venture will be key to growing Adaptive Capacity in other staff members in all the agency teams
- ✿ **Simple Rules** (ref. [4 above](#)): identifying behaviours that hold the key to forming the desired patterns within and between the agencies. Naming those that appear to be core, is the first step; establishing some 'performance' measures and protocols relating to each will help to embed the behaviours and enable strong patterns to emerge (see Appendix for illustrative sample). Vigilance in noticing emerging patterns will help to determine if the identified behaviours are serving the intended purpose – and if not, discerning the simplest, smallest shift we can make to support the pattern-formation in the 'right' direction. These also support scale-free expansion in the future.

**Adding into the Mix**

Additionally, we recommend that face-to-face time is timetabled, to integrate and consolidate everyone's fluency with the models and to take the collaboration to the next level. In particular we propose to introduce a more substantial HSD-based organising framework which will build on the foundations and understanding already established:

- ✿ **Legacy Model:** provides a substantive framework for developing a sustainable entity, grounded by the capacity of itself as a whole, and its constituent parts, to adapt successfully within a complex, ever-changing world.

**Proposed Next steps:**

We advocate that the two following 2-day workshops are organised:

- ✿ **All three Directors:** to meet in facilitated exchange to engage in an Adaptive Action inquiry and to begin working on the Legacy model. You will be encouraged, challenged and supported in your preparation for what is an ambitious and radical proposition. Together with facilitators, we will seek agreement about the Purpose, Outcomes and next steps – in particular, for bringing together all teams to work on future collaboration
- ✿ **All three teams:** to come together in facilitated exchange, preparing for more integrating collaboration. Directors will be supported in playing crucial roles in leading on key identified elements, drawing on CAS theory and HSD models and methods

Other support needs may emerge before, between and after each of the two workshops. An obvious possibility for additional S-OD support could include 1-2-1 Confidential Executive Coaching for one or more of the Directors.

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**THE FUTURE FOR SMOKE-FREE FUTURES (SFF)  
SELF-ORGANISING DEVELOPMENT (S-OD)**

Appendix: Sample Simple Rules performance mechanism

Simple Rule/ Behaviour	Rationale	Performance Indicators and Method
Always respond	Failure to respond leaves the sender in an uncertain state, creating potential frustration and knock-on implications in other parts of the system. If you are unable to respond immediately to the substance of a request, then reply giving an indication of when you will respond more fully	Colleagues and clients indicate they are satisfied with the quality and timeliness of your responses  <u>Method:</u> transparent 360 feedback mechanism helping to create a culture of in-the-moment feedback

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