

Adaptive Action: Leveraging Uncertainty in Your Organization

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Acknowledgments

PART I:

WHAT CAUSES UNCERTAINTY? WHAT CAN YOU DO ABOUT IT?

No one denies that uncertainty is on the rise, but there is little agreement about how to understand where the uncertainty comes from and even less clarity about what can be done to make sense of it. We begin our exploration of making sense of uncertainty in organizations by outlining our assumptions about today's complex contexts, explaining what we understand about the dynamics that drive uncertainty, and proposing a practical and simple approach to taking intentional action, even when you can neither predict nor control the future.

Chapter 1 Why So Uncertain?

Chapter 2 What Can You Do?

Chapter 3 What?

Chapter 4 So What?

Chapter 5 Now What?

Chapter 6 Now What? Again

PART II:

SO WHAT DOES ADAPTIVE ACTION LOOK LIKE ON THE GROUND?

Uncertainty in organizations is more than speculation, and Adaptive Action is more than theory. We and our Associates use Adaptive Action to respond to a variety of organizational challenges, from improved quality of life for Alzheimer's patients to political power for residents of Washington, DC. This section tells the story of nine complex situations and how Adaptive Action has helped make sense of uncertainty for individuals, organizations, and communities.

Chapter 7 Adaptive Action in Action

Chapter 8 Capacity Building

Chapter 9 Leading Change

Chapter 10 Working as a Social Act

PART III:

NOW WHAT WILL YOU DO?

Adaptive Action is all about seeing patterns, understanding their dynamics, making sense, and taking action to shift toward greater productivity and coherence. We hope our passion for action has ignited your own, and that you are ready to make meaning of complexity in your own organization. This section provides a kind of guidebook to help you and your teams begin your own Adaptive Action cycles.

Chapter 11 Gaps Revisited

Chapter 12 Lessons for What?

Chapter 13 Lessons for So What?

Chapter 14 Lessons for Now What?

Chapter 15 Adaptive Innovation

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