Uncertainty loves you!

- Strategic thinking for times of uncertainty and chaos.

- I will share a few ways of thinking and acting that might be useful.
Our evolutionary development has led to…

1. We love to create a simple story (*Homo Narrans*).

2. We want to be right.

3. We agree so that we can stay ‘in’ the group.

4. We like being in control.

5. We have a resistance to change – I’m ok.

The opposite of all of these can create **ANXIETY**!
How are you developing your relationship with uncertainty?

• It takes **courage** to face the unknown, to **be kind** to yourself, and to **choose not knowing**.
  
  – To stay open and work with our stress of not being in control.
  – To welcome different perspectives and the unexpected.
  – **We need the support of others to do it.**
  – We also need to find **the complexity master ‘deep inside’ us!**
From inner to outer, what kind of shit are we in?

• It’s CLEAR – just do it!
  - Rules.
  - Need a checklist.
  - Best practice.
  - E.g. Signing up for a webinar.

• It’s COMPLICATED – fix it!
  - Processes.
  - Need an expert / analysis.
  - Good practice.
  - E.g. Fixing a car.

• It’s COMPLEX – try something!
  - Principles.
  - Need to experiment.
  - Discover practice.
  - E.g. Corona!

MORE FIXED & PREDICTABLE

MORE FLUID & UNPREDICTABLE

Adapted from Cynefin by Dave Snowden
So how the hell is all that useful?
Q. WHAT kind of situation is this?

SIMPLE / COMPLICATED

Predictable.

Cause and effect. Control.

Change can be planned.

What worked before can work again.

COMPLEX

Unpredictable.

Too many interconnected things and always changing.

How change happens can only be understood after it has happened.

What worked before will probably NOT work again!
Q. SO WHAT can I understand about it?

- Define your focus area.
- Use analyse / research methods.
- Know how the system works and how to change it.

• Everything is so connected, you have to make a choice about where you want to start, and be ready to change / adapt.

• Stories become rich sources of data because context, history, beliefs, feelings all become essential.
  - Intersectionality, transcontextual, etc.
  - Other ways of knowing – art, theatre, etc.

• You will never understand everything, so decide what is enough understanding to start taking action.
  - Avoid ‘analysis paralysis’.
  - Acting our way into new thinking…
    - Not thinking our way into new acting.
    - Acting on our intuition, Abductive Logic!
Q. NOW WHAT can I do to change something?

- Logical long-term planning based on goals, outcomes, destinations.
- Focus on efficiency.
  - Doing things right.
  - Failure should be avoided.
    - Robustness,
- Centralise coordination.

- Focus on a direction, defined by what you want to see more of and less of. Stories can be useful as well.
- Use multiple small safe-to-try experiments to see what works.
  - Small because failure and unintended consequences are guaranteed.
  - Failure = learning, knowing what not to do!
    - Resilience.
- Focus on effectiveness.
  - Are we doing the right things?
  - Yes, grow it. No, reduce it.
  - Always adapting, always responding…
- Distribute action and power, more people trying things locally and in context.
https://www.pinterest.com/pin/128452702023185977/

https://futurism.com/confirmed-an-asteroid-killed-the-dinosaurs
HOWSPACE: look below the livestream. There is one last question to answer.
Q. What parts of your work do you find the most difficult to understand? Or to work with?