Adaptive Action: Pattern-Based Evaluation for Infinite Games

MESI 2015
Glenda H. Eoyang, PhD
geoyang@hsdinstitute.org

Our Patterns

» Who are you?
» How do you measure social justice?
Our Patterns

» What are our:
  » Boundaries?
  » Differences?
  » Relationships
» So what
  » tensions might there be?
  » can we do to leverage them for learning?
» Now what will help us gauge our success?

What is pattern-based evaluation and why do we need it?

© 2015. HSD Institute. Use with permission.
Why are we here?

Use pattern-based logic to evaluate social justice as an infinite game.

Is Social Justice an Infinite Game

<table>
<thead>
<tr>
<th>Finite Game</th>
<th>Infinite Game</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field of play</td>
<td>Unbounded</td>
</tr>
<tr>
<td>Opponents</td>
<td>All players</td>
</tr>
<tr>
<td>Rules</td>
<td>Changing rules</td>
</tr>
<tr>
<td>Expertise</td>
<td>Looking for fit</td>
</tr>
<tr>
<td>Purpose: To Win</td>
<td>Purpose: Keep Playing</td>
</tr>
</tbody>
</table>
Is Social Justice an Infinite Game

<table>
<thead>
<tr>
<th></th>
<th>Finite Game</th>
<th>Infinite Game</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boundaries</td>
<td>Few &amp;/or Closed</td>
<td>Many &amp;/or Open</td>
</tr>
<tr>
<td>Differences</td>
<td>Few &amp;/or Small</td>
<td>Many &amp;/or Large</td>
</tr>
<tr>
<td>Relationships</td>
<td>Many &amp;/or Tight</td>
<td>Few &amp;/or Loose</td>
</tr>
</tbody>
</table>

Corruption in the Courts

1. Corruption in African court system
2. Team in-country and out
3. Justice is based on affiliation. Letter of the law is respected. Power (not money) is the purpose.
What is your focus?

1. Select an issue of social justice to practice with today.
2. Join a group of like-minded people (3-5).
3. Introduce yourselves and describe your focal issue in 3-5 sentences.

Why Pattern Logic?

» Infinite games:
   » Open, high dimension, nonlinear
   » Unpredictable
   » Multi-layered
   » Massively entangled
» Three kinds of change
Static Change

Dynamic Change
Dynamical Change

Three Kinds of Change

<table>
<thead>
<tr>
<th>Method</th>
<th>Static</th>
<th>Dynamic</th>
<th>Dynamical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Static</td>
<td>Point A to point B</td>
<td>Follow smooth path</td>
<td>Tension and release</td>
</tr>
<tr>
<td></td>
<td>Don’t care what happens in between</td>
<td>Know initial and</td>
<td>Change at one scale</td>
</tr>
<tr>
<td></td>
<td></td>
<td>predict end point</td>
<td>bursts through</td>
</tr>
<tr>
<td></td>
<td><strong>Main problem:</strong> resistance</td>
<td><strong>Main problem:</strong></td>
<td><strong>Main problem:</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>disruption</td>
<td>unpredictability</td>
</tr>
<tr>
<td></td>
<td><strong>Solution:</strong> push harder</td>
<td><strong>Solution:</strong> blame someone</td>
<td><strong>Solution:</strong> watch for patterns</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Examples:</strong></td>
<td><strong>Examples:</strong></td>
<td><strong>Examples:</strong></td>
</tr>
<tr>
<td></td>
<td>• Outcome mgt</td>
<td>• Project mgt</td>
<td>• Ahas in learning</td>
</tr>
<tr>
<td></td>
<td>• Motivation</td>
<td>• Stages of change</td>
<td>• Innovation</td>
</tr>
<tr>
<td></td>
<td>• Facilities change</td>
<td>• Planning</td>
<td>• Economic collapse</td>
</tr>
<tr>
<td></td>
<td>• And . . .</td>
<td>• And . . .</td>
<td>• And . . .</td>
</tr>
</tbody>
</table>

© 2015. HSD Institute. Use with permission.
Evaluation in Dynamical Change

» Pattern Logic
» Adaptive Action

Pattern Logic

Boundaries, differences, and relationships that have meaning in space and time.

© 2015. HSD Institute. Use with permission.
Adaptive Action

What?  So what?  Now what?

Corruption in the Courts

» What are the boundaries, differences, and relationships?
» So what are the tensions?
» Now what can we observe?
Patterns of Corruption

<table>
<thead>
<tr>
<th>Boundaries</th>
<th>Differences</th>
<th>Relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political and geographic regions</td>
<td>Clan, Wealth, Commerce</td>
<td>Care for, Pay, Receive pay</td>
</tr>
<tr>
<td>Individual</td>
<td>Power, Safety, Survival</td>
<td>Negotiate, Accommodate, Control</td>
</tr>
<tr>
<td>Professional Lawyers</td>
<td>Titles, Power, Education</td>
<td>Select cases, Investigate cases, Decide cases</td>
</tr>
</tbody>
</table>

So what is the tension? *Investigation*

Now what can you ask and how? *How many? Demographics?*

Focus on Your Case

» **What** are the patterns?
» **So what** is the tension?
» **Now what** can you ask and how?
What influences system dynamics?

Influencing Patterns

Unstable
Seek Patterns

Emergent
Adaptive Action

Stable
Plan, Control

© 2015. HSD Institute. Use with permission.
Patterns on the Landscape

Agreement

Far From

Close To

Certainty

Far From

Close To

Infinite Game

Finite Game

Boundaries

Differences

Relationships

Evaluation on the Landscape

Agreement

Far From

Close To

Certainty

Far From

Close To

Exploratory Sampling

Dialogic Participation

Randomized Control Trials

© 2015. HSD Institute. Use with permission.
Corruption in the Courts

» What is current pattern of cases?
  » Unstable, unconstrained
» So what tension?
  » Too many differences among cases
» Now what?
  » Correlate outcomes to demographics

What is your focus?

» What is the pattern on the landscape?
» So what is a more fit place to be?
» Now what can you do to evaluate that shift?
What generates patterns of behavior in groups?

Short List of Simple Rules

© 2015. HSD Institute. Use with permission.
HSD Simple Rules

» Teach and learn in every interaction
» Search for the true and the useful
» Attend to the whole, the part, and the greater whole
» Give and get value for value
» Engage in joyful practice
» Share your HSD story

Short List of Simple Rules

Rules for simple rules:
- Include no more than 7
- Begin with a verb
- Work for everyone and every place in the system
- Must be stated in the positive
- Need at least one rule for each of the facet of the pattern (boundary, differences, relationship)
Corruption in the Courts

» What are current rules?
  » Accommodate power
» So what tension?
  » Multiple levels of judges
  » Restructure to have only two professional titles—prosecutor and defender
» Now what?
  » Pre and post interviews
  » What patterns (BDR) shifted?

What is your focus?

» What simple rules influence behavior in your pattern?
» So what tensions or opportunities emerge?
» Now what can you do to evaluate that shift?
Share Your Findings

» Report your Adaptive Action
  » What? So what? Now what?
» Take inquiries from the floor regarding:
  » Dynamical change
  » Infinite games
  » Patterns (boundaries, differences, relationships)
  » Adaptive Action
  » Landscape Diagram
  » Simple Rules
» No responses required!

Why are we here?

Use pattern-based logic to evaluate social justice as an infinite game.
To learn more . . .

» Visit
  » Hsdinstitute.org
  » Adaptive action.org
  » Wiki.hsdinstitute.org

» Read
  » *Adaptive Action: Leveraging Uncertainty in Your Organization*

» Attend
  » Monthly free webinars
  » Human Systems Dynamics Professional Certification
    Chicago July 22-24 and July to December online, 2015