



## Order Out of Chaos: Managing in Uncertainty Alliance for International Exchange

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**Nothing is intractable.**



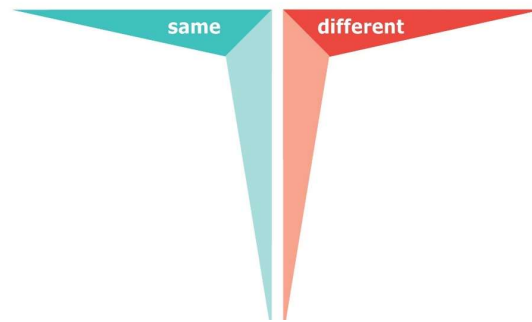
<b>ORDER</b> Tame Issues Problem to solve	<b>CHAOS</b> Wicked Issue Pattern to shift
Single root cause	Many causes
Clear beginning and end	On-going
Best practices work	They don't
Expertise matters	Inquiry matters
Repeats over time	Re-emerges over time
Numbers are useful	Stories are useful
Follow rules and expectations	Break rules and expectations
Play to win	Play to keep the game going
Example: Audit	Example: Public health
<b>WHAT is yours today?</b>	



## Your Wicked Issue

1. Choose one that is immediate for you and your organization
2. Write three sentences about it
3. Share the sentences with a neighbor

How are your wicked issues  
same and different?



## Today we will . . .

### **WHAT?**

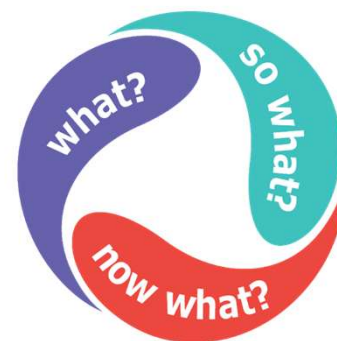
What brings order out of chaos?

### **SO WHAT?**

So what manages in uncertainty?

### **NOW WHAT?**

Now what is one thing you will do to bring  
order out of your chaos?

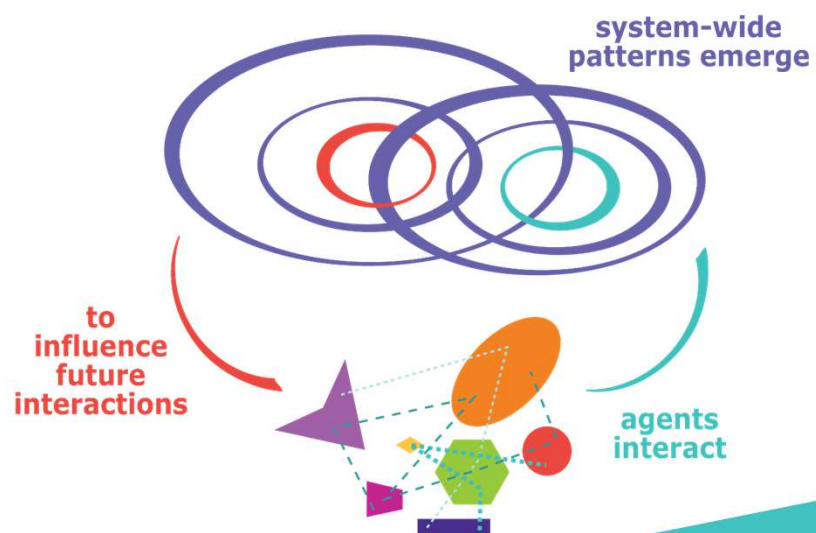




**WHAT** brings order out of chaos?

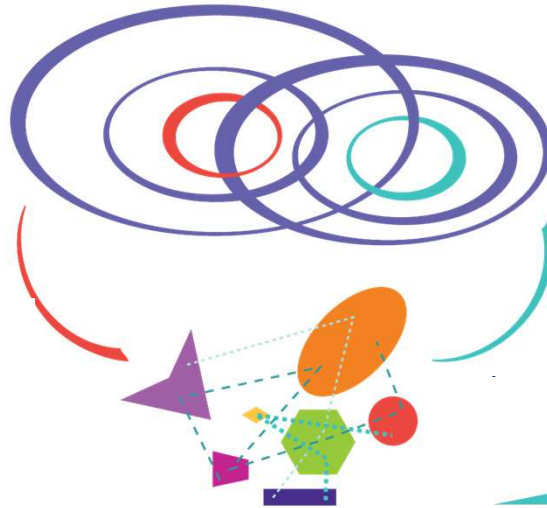


## Complex Adaptive System: Order Out of Chaos





## Your Wicked Issue



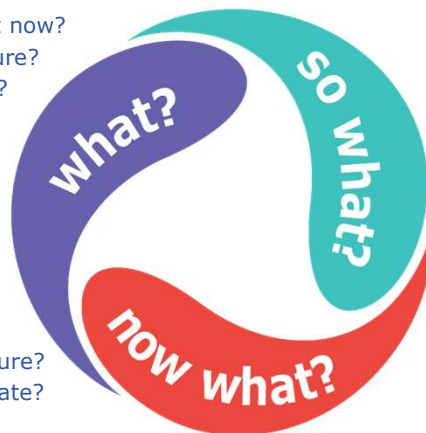
**SO WHAT** manages in uncertainty?



## Keep moving; keep learning: Adaptive Action

- ▶ What is happening right now?
- ▶ What do we know for sure?
- ▶ What are people saying?
- ▶ What . . .

- ▶ Now what will we do?
- ▶ Now what will we measure?
- ▶ What will we communicate?
- ▶ Now what . . .



- ▶ So what patterns do we see?
- ▶ So what resources are untapped?
- ▶ So what stories have we heard about what works?
- ▶ So what do we wonder?
- ▶ So what options do we have?
- ▶ So what does success look like now?
- ▶ So what . . .

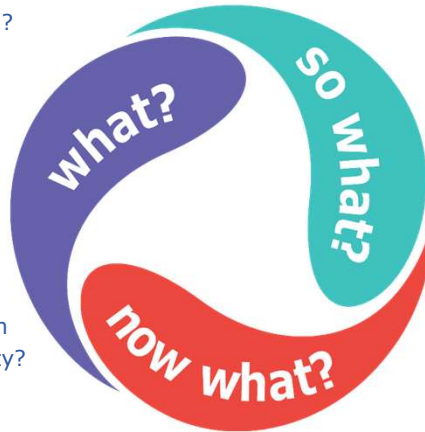




## Your Wicked Issue

WHAT is the current pattern?

NOW WHAT next wise action  
will manage your uncertainty?



SO WHAT do you know for sure?  
SO WHAT do you wonder?



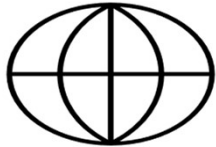
Keep moving;  
keep learning

Focus on  
patterns,  
not problems

Manage in Uncertainty



## Focus on Patterns not Problems



In general . . . .



Wondering?







Surprised!

On one hand . . .  
On the other



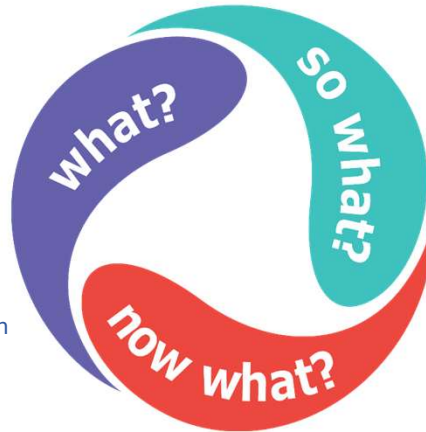
## Pattern Spotters Worksheet

	In general, I . . .
	On the one hand, I noticed . . . On the other hand, I noticed . . .
	I was surprised by . . .
	I wonder . . .



## Focus on patterns not problems: Pattern Spotters

WHAT do you see:  
Generalities?  
Contradictions?  
Surprises?  
Puzzles?



SO WHAT is possible  
now?

NOW WHAT next wise action  
Help you manage your  
uncertainty?



Keep moving;  
keep learning

Focus on  
patterns,  
not problems

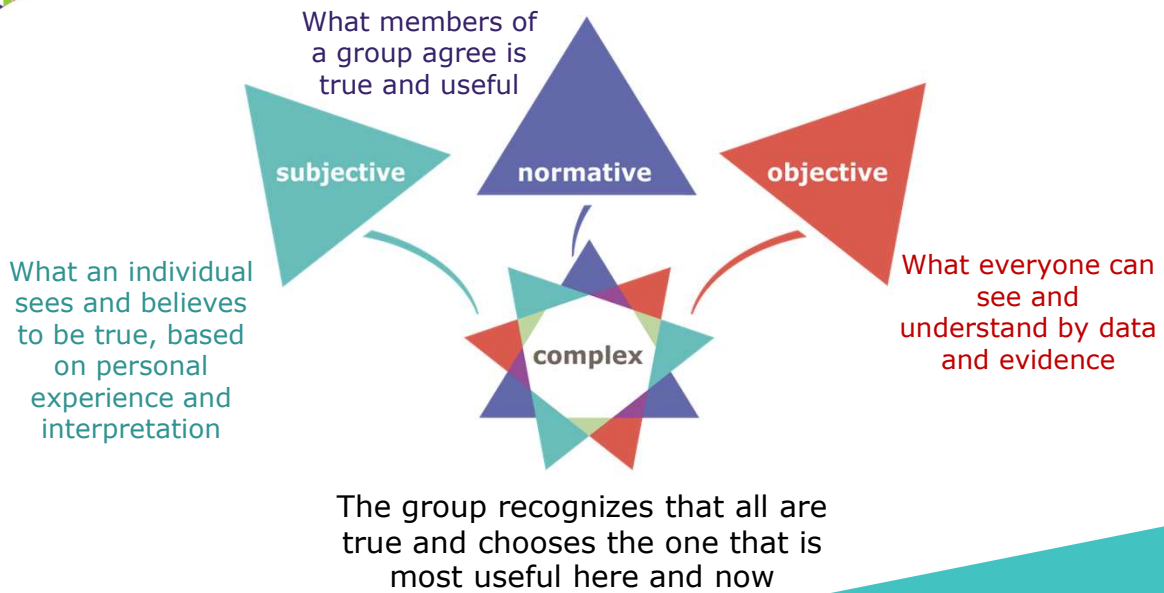
Find what's  
true and useful







## Find what's true and useful: Four Truths



## Find what's true and useful: Four Truths

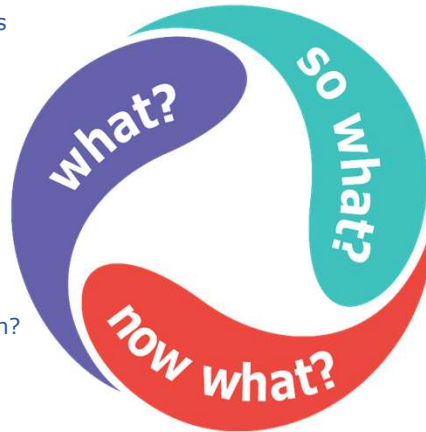
	WHAT?	SO WHAT?	NOW WHAT
Objective			
Subjective			
Normative			



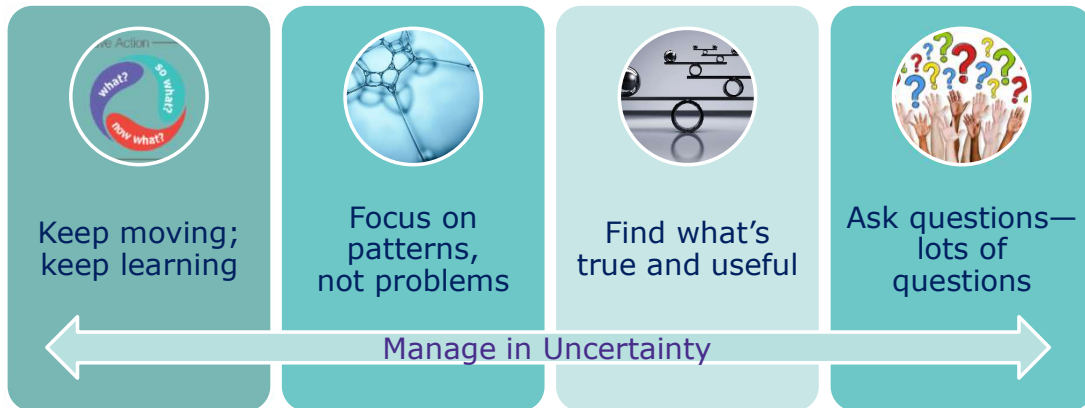
## Find what's true and useful: Four Truths

WHAT are each of the truths today?

NOW WHAT next wise action?



SO WHAT is the value and use of each of the truths?





## Ask questions: Power of Questions

1. **WHAT?** Frame a sticky issue in 3 to 5 sentences.
2. **SO WHAT?** Listen to questions without answering.  
Questions are:
  - ▶ Open-ended
  - ▶ Not disguised advice
  - ▶ Beyond knowledge of the asker
3. **NOW WHAT?** Consider a next wise action:
  - ▶ Within your control
  - ▶ Reasonable
  - ▶ Promising
  - ▶ Short-term response

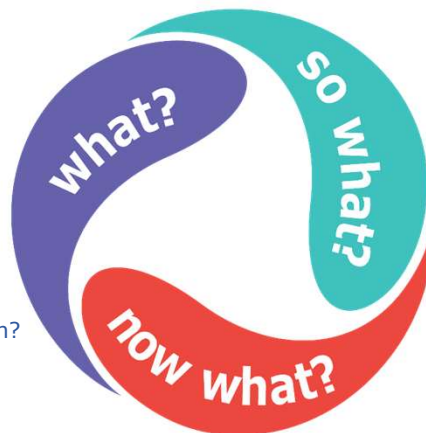


## Ask questions: Power of Questions

WHAT is your wicked issue?

SO WHAT questions can you hear?

NOW WHAT next wise action?





**NOW WHAT** is one thing you'll do?



## Learn more about HSD . . .

- ▶ Models and Methods:  
<https://www.hsdinstitute.org/resources.html>
- ▶ Power of Questions—daily practice  
Inquiry IS the Answer  
<https://bit.ly/HSDINQ>
- ▶ Theory and Practice:  
*Adaptive Action: Leveraging Uncertainty in Your Organization* (Eoyang & Holladay, 2013)
- ▶ Applications to wicked issues:  
Live Virtual Workshops (free every month)  
Online Adaptive Action Labs (monthly)  
<https://www.hsdinstitute.org/learning-opportunities.html>
- ▶ Sign-up online for blogs and announcements  
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