

MMD MASTERCLASS; Frederiksberg Slot den 8. oktober 2014

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Fantasy & rationality
We are blind to what we are already doing
There is no model - enough of those!
System of beliefs
No scientific proof
Heroic leaders
Bring about changes
Cheer chance
Use no model
Make sense of own experiences
Ways of thinking evolve and change
A thought collective
Groups of people
Belong to thought style
Targets, KPI, and the like
When I try to do something
Use language that is recognizable
Huge success
Did not do what the plan said
Did what the plan did not say
We are unable to forecast anything
In companies and in government
Surprising
When things happens as expected
Ordinary everyday life
Make sense of it as a paradox
Predictable unpredictability
Demands improvising
Things are not going to happen
As we expect
From science of certainty
To science of uncertainty
Understand phenomenon of Nature
Fundamental uncertain
We keep talking in language of certainty
Although we know the future is unpredictable
Chaos theory
Link between cause and effect disappear
Prediction models do not work
Tiny events can change everything
In order to plan
One must be able to predict
Puts a huge question mark
On what we are actually doing?
When corporate planning
And why?
We must do something!
Not extreme: Do not plan!
Plan, but do not follow rigid rules
Understand the paradox
Both/and
Complex models
Interactions between agents
Agent based models
Local interactions
"Self-organization" unfortunate term
People think it means
Do your own thing
The point is: local interactions
Agents must adapt to each other
Inter-dependent
Not autonomous

Implication: Move away from notion of autonomous individual
We are always constrained by each other
Inter-dependence
May be great
May be terrible
At the heart of the organization
Is local interactions between agents
Emergence happens
Action make the future emerge
Consider agents nature
Always emotional
Sometimes rational
Spontaneous, self-conscious
What happens is because
Interplay between choices
Responsive Processes
Persuasion
Emotional blackmail
Power demonstration
Produce outcomes that nobody expected
Or wanted
Thought systems enable us to talk to each other
Shutting something out
To move from one to another
Anxiety provoking
It is not necessary to tell everybody what you think
If everybody thought the same
Nothing would happen
Evolution is based on difference
Get in
Behave what you are called for
With some difference
Organization
What do we experience
When we interact with each other
Turn management theory on the head
Big reorganizations vs. small changes
Tear up relations
Daft idea
Nobody can change the whole
Change takes place in local interaction
Emerges in the whole
Very important that we are very clear
What we are doing
In ordinary everyday life
CRP - what do we do
Endlessly communicating with each other
Processes of conversation
Social acts of gesture and response
Saying what we are saying
Because somebody else said
Formulation of ideas
Translation into language
Send it out
Receive feedback
Transformation of the idea
When we do not understand
Could be me: unclear formulation
Could be you: not listening
Meaning is emerging in the response
I cannot know the meaning of my statement
Until I have heard your response
You have to stay in conversation

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Pay attention what we do
Every day
Conversation is important
Make more attention to it
To emerge organizational change
Always a tension
Between hidden and public transcript
Practice the art of resistance in hidden transcript
What else are we doing?
Forming relationships of power
We need each other
Power balances in human relationships
Groups of inclusion and exclusion
Acquire identity
There is no real me
I emerge and emerge
In relationships with others
The choices we are making
Reflect ideology that we are not aware of
Values emerge between us
Can never be "mine"
Suggestion
Shift of thinking
From the organization as something very abstract
To something very practical
No application
This is what we are already doing
Be more self-conscious
A social form of self-consciousness
Humans as Interdependent social selves
I am because we are
Be more aware
What we are assuming and understanding together
It is in conflict that we change
Different views
Bring about creativity
Practical wisdom is the greatest contribution from good
leaders
Practical wisdom is acquired
Through doing
We are all enabling and constraining
Each other
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