

Consortium Retreat 2001

Applications to CDE

June 23, 2001

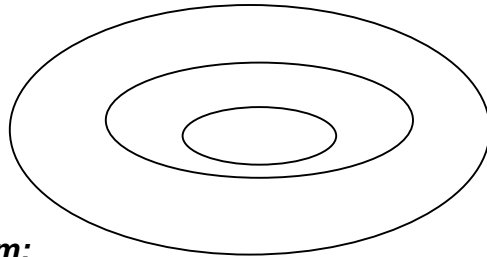
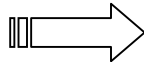
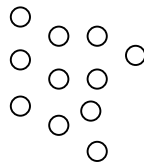
The consortium group came together to have a wonderful conversation on the concepts surrounding conditions for self-organization. The group came with a variety of case examples and applied the CDE model based on Glenda and Ed's book Facilitating Organization Change: Lessons from Complexity Science. Below are the notes of that meeting.

Intro to CDE

The conditions for self-organization (container, difference, and exchange) shape the speed and emergent patterns in a complex adaptive system.

Self-Organizing System

Agents within a System acting



Dynamics of the Self-Organizing System:

Public/private shows various containers

Different levels of constraint are good

You don't have the same cast of agents over time.

Dynamical--unpredictable and continually in motion

Not stable over time.

Open to shaping

Value neutral (both good and bad outcomes)

Social Networks

Power distribution

Open source IT is an example

Shadow (Ralph Stacey referred to them as Shadow Structures, i.e. secret meetings)

Scaled (Are happening simultaneously)

Covert processor when the CDE are not explicit in the group

Fractal combination of patterns

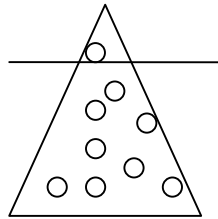
FIT is the criterion for success

- You act with agents and observe with containers.

- Agents can be individuals, ideas, etc.
- These patterns are not stable over time.
- Not every part of an organization is supposed to be a self-organizing part of the CAS (payroll for example).

Metaphor: Ice Berg

5% is what we see



95% covert

Either one or both may be self-organizing, but the overt tends to be organized consciously.

Conditions for Self-Organization

- Container
- Difference
- Exchange

Containers

Binds the system together.

Perspective/point of view

Not tangible

Not singular

Not constant

Excludes

Systemic point of view

Abstract

Fluid

Massively entangled

Time period (Church service at 11:00am)

Types of Containers:

- Fence (membership within a group)
- Affinity (Smokers outside talking)
- Magnet (Center point, visionary leader)

Containers are the most difficult to grasp because there is power consolidated within it. Containers can also be an idea or theory, and it can become abstract and difficult.

Difference

Significant differences.
 Patterns depend on difference
 Large number of differences naturally
 Types and degrees of difference. (Example: people within a group can be divided into gender, height, and further divided into degrees of difference: height difference, age difference, etc.)

You must decide what is the difference that makes a difference.
 The difference shapes the pattern.
 Similarities and differences create patterns, and the differences you select are what determines the emergent pattern.

Exchange

Transforming exchange causes change to manifest, much like an energy link. It describes what is passed between agents. Some connection across the differences could be energy or people or information. The point at which an exchange becomes a transforming exchange is much like evolution where you suddenly have recognized that it has changed, and there was no time at which you could observe its process.

Self-organizing

	Fast and/or predictable	Slow and/or unpredictable
Small	(outcomes and processes)	Large (outcomes and processes)
C		
Few		Many
D		
Tight/Many		Loose/few
E		

Constrained

**Weak
Unconstrained**

Complicated

vs.

Complex Adaptive

Lots of parts
Complicated interaction
No emergent change

Lots of parts
Complex interaction
Emergent change

Examples:

Policy: emergent pattern
Budget: emergent pattern

Working Cases

Case 1

Background

Rural community with a huge number of immigrants with specific needs. The community is struggling with their new sense of identity and how to embrace the changes.

Container:	Difference:	Exchange:
What are we really talking about? Geographic Sense of identity shaken.	Behavioral and interpretational norms. Language issues Power and influence in community.	Participate in educational system Soccer Transfers of wealth Norm setting

Strategies to shift constraint:

- The container (sense of geographic community) is destroyed, or doesn't exist.
- Develop story-telling and use as intervention.
- Create a new container.
- Write a community play and have people act out roles to visibly see it.
- The play would identify the differences that make a difference, give it a small container, and it's scaled.

Case 2

Background

Six organizations coming together to help women in recovery. How do they effectively organize to provide these services?

Container:	Difference:	Exchange:
Wrapping services around women and children The coordinator Time- meeting weekly Organizing monthly meetings.	Making and documenting referrals Case management Six different organizations collaborating No formal leader	Referrals among agencies Referrals from coordinator Phone calls Assessment of needs

Strategies to shift constraint:

- Tightening up exchanges.
- Short list of simple rules.
- Tighten up documentation.

Case 3

Background

A few global institutions are experiencing dynamics of a complex adaptive system. Currently, these institutions are structured where there is no clear avenue to generate funding to continue their work.

Container	Difference	Exchange
No product Institutional vs. personal learning. Workplaces Institutional and academic funding. Membership fluid. Time constraint.	Theory vs. Action Personal learning vs. applied learning. Follow-through Cross-discipline Examining emergence Vocabulary Funding or not. Working in moment vs. future.	Web Journal New faces/ideas Email No measurement

Strategies to shift constraint:

- Identified organization is extreme right on CDE continuum.
- Placed some differences into containers.

Case 4**Background**

Centralization versus De-centralization

Container	Difference	Exchange
Magnet was information	Geographical Lifestyles World Views	Information distribution Security of information Shorter feedback loops Reinterpretation of policies.

Strategies to shift constraint:

- Create a hybrid that's very flexible.
- Polarity management.
- Focus on container and its differences.

Next Meeting

Our meetings are held on the third Wednesday of the month from 7:30 am to 9:30 am, 1313 5th Street Southeast, Suite 102A, Minneapolis, MN. For more information, call Glenda Eoyang 612-783-7206 or eoyang@chaos-limited.com.

2001 Meeting dates:

- July 18
- August 15
- September 19
- October 17
- November 21
- December 19