


**Live Virtual Workshop**  
**Decision Making for an Emergent Future**  
**Chat Transcript 02NOV23**

- 12:01:52 Christine Capra - she/her: Hi, Christine Capra, in Minneapolis, MN
- 12:01:53 Kathy Solberg, CommonUnity (she/her): Kathy S from Everett, WA!  
Good Day to all!! Happy to be in community with you!
- 12:01:59 Robin (she/her): Here from near Ottawa Canada
- 12:02:08 Mary Nations: joining in from Raleigh, NC
- 12:02:17 Leslie Patterson: Hello, all! Leslie Patterson in north Texas!
- 12:03:47 Abra Pollock (she/her): Abra also from Minneapolis!
- 12:03:50 JoTisa Klemm: Good Morning from Fort Worth, TX. I'm Jo Klemm.
- 12:04:12 Merida McCarthy: Merida from Monterrey Mexico
- 12:04:25 Royce Holladay (she, her, hers): Welcome to all the familiar faces, as well as new faces....As you come in, please introduce yourself in the chat.....
- 12:05:28 Antonella Pagliarani: Good afternoon, Antonella from Milan, Italy
- 12:05:28 Pascal Fernandez: Pascal in Virginia, USA
- 12:06:04 Maura Lightfoot: 
- 12:06:05 Seth Derner: apologies for my tardiness. Seth from Lincoln, Nebraska, USA
- 12:06:45 Holly Daniels (she/her): Love being invited into those patterns!
- 12:10:50 Abra Pollock (she/her): Or in this age of misinformation and disinformation
- 12:11:02 Rene Garcia: Reacted to "Or in this age of mi..." with 

- 12:11:34 Holly Daniels (she/her): Reacted to "Or in this age of mi..." with 🙄
- 12:12:09 Royce Holladay (she, her, hers): Replying to "Or in this age of mi..."  
Great point, Abra...
- 12:13:30 Robin (she/her): Love this book!
- 12:14:33 Rehana Begum: Reacted to "Love this book!" with 👍
- 12:15:46 Royce Holladay (she, her, hers): Reacted to "Love this book!" with 👍
- 12:18:50 Sarah Law: I really enjoy collective decision making but it can be challenging in a client context to always get sufficient time...
- 12:18:55 JoTisa Klemm: Alternative Facts
- 12:19:01 Seth Derner: Just had this conversation with my wife last week about dealing with our kids. We need a way to be consistent in high-stress/urgent situations.
- 12:19:04 Kathy Solberg, CommonUnity (she/her): Reacted to "Just had this conver..." with 🙄
- 12:19:06 Abra Pollock (she/her): Reacted to "Alternative Facts" with 😂
- 12:19:09 Kathy Solberg, CommonUnity (she/her): Removed a 🙄 reaction from "Just had this conver..."
- 12:19:09 Kim Petersen (Costa Mesa, CA): Depending on the type of complexity. That is, if you take a system thinking model, many of the variables are unknown or emerging, thus, impacting decision making.
- 12:19:36 Robyn Thorman: Reacted to "Just had this conver..." with 👍
- 12:19:49 Kathy Solberg, CommonUnity (she/her): Reacted to "Alternative Facts" with 🙄
- 12:19:58 Kathy Solberg, CommonUnity (she/her): Reacted to "I really enjoy colle..." with 👍

- 12:20:16 Sarah Clarke: Reacted to "Just had this conver..." with 👍
- 12:20:45 Sarah Law: Ask people to step into the shoes of different stakeholders and consider what decision might work best for them...
- 12:20:48 Royce Holladay (she, her, hers): Replying to "Depending on the typ..."
- And Kim...it's a good way to point to questions you might need to ask about the variables, and to understand more clearly.
- 12:21:03 Royce Holladay (she, her, hers): Reacted to "Ask people to step i..." with 👍
- 12:21:15 Royce Holladay (she, her, hers): Reacted to "Just had this conver..." with 👍
- 12:21:19 Kim Petersen (Costa Mesa, CA): Replying to "Depending on the typ..."
- Absolutely
- 12:21:29 Maura Lightfoot: In my experience, thinking slow includes asking more questions. It can also help in groups to get them out of their normal space, normal environment, to get them to think differently.
- 12:21:43 Kathy Solberg, CommonUnity (she/her): Reacted to "In my experience, th..." with 👍
- 12:21:43 Pascal Fernandez: In complexity, I love the idea of thinking fast and slow and reflecting on what the fast thinking means, a sort of multiple loops to find an emerging path.
- 12:21:54 Abra Pollock (she/her): Reacted to "In my experience, th..." with 👍
- 12:21:58 Royce Holladay (she, her, hers): Reacted to "In my experience, th..." with 👍
- 12:22:33 Royce Holladay (she, her, hers): Replying to "In complexity, I lov..."

Nice Pascal....so many paths, so much opportunity!

12:24:04 Rehana Begum: Reacted to "Just had this conver..." with 👍

12:25:00 Pascal Fernandez: Replying to "In complexity, I lov..."

Nice to see you Royce.

12:29:20 Maura Lightfoot: So how do you come to a group decision when these 3 factors can be highly subjective?

12:33:16 JoTisa Klemm: A group could begin by finding where their are similarities in each other's world view, reality, and rules.

12:33:37 Abra Pollock (she/her): Replying to "A group could begin ..."

or even naming the differences for that matter!

12:34:05 Royce Holladay (she, her, hers): Replying to "A group could begin ..."

This is Glenda's story, right?

12:35:46 Rene Garcia: Replying to "A group could begin ..."

Great point. Reality facts should be less subjective at the end. Thanks Glenda

12:37:33 Leslie Patterson: Does "Sticking the pin" into a shared reality give us a place to begin Adaptive Action, rather than a specific decision about a specific action?

12:37:34 Laura Vass: In my experience, finding the common thread would get me as far as getting people to talk about the immediate need for change (=decision) . But then...?

12:38:02 JoTisa Klemm: Reacted to "Does "Sticking the p..." with 👍


12:38:29 Royce Holladay (she, her, hers): Replying to "Does "Sticking the p..."

Leslie, it is a consideration at both points, I think.

12:40:42 Royce Holladay (she, her, hers): Replying to "In my experience, fi..."

Laura, in Glenda's story's reality, then the groups recognized they needed to bring the others' realities into their informal rules of awareness ...even then it was a disagreement about the specifics. It allowed them to look for better compromises and finding the middles...Does that make sense? Feeling stuck without options is so hard.


12:41:01 Maura Lightfoot: It is also important during this process to honor differences in reality, rules and world view as truths, as the honest experiences and perspectives of different people / groups

12:41:28 Kathy Solberg, CommonUnity (she/her): Reacted to "It is also important..." with 

12:41:29 Robin (she/her): Reacted to "It is also important..." with 

12:42:18 Maura Lightfoot: Replying to "In my experience, fi..."

There's a 'now what' step at the end, to come to agreement about how to move forward, even if it's just one step toward progress.

12:42:52 Laura Vass: Reacted to "Laura, in Glenda'..." with 


12:43:04 Royce Holladay (she, her, hers): Replying to "In my experience, fi..."

Thanks, Maura...you said it much more quickly than I did...

12:43:41 Royce Holladay (she, her, hers): Replying to "It is also important..."

Yes ...all those are true, even if I don't agree...that's so hard for me to remember...

12:43:58 Balazs Furjes, EIT Health: In my case, we decided based on the worldview discussion because we had not noticed that the people who knew the reality were missing from the room. It is essential to invite representatives of all three to the table.

12:44:16 Abra Pollock (she/her): Reacted to "In my case, we decid..." with 

- 12:44:28 Miriam Bayes: Reacted to "In my case, we decid..." with 👍
- 12:44:28 Sarah Law: Reacted to "In my case, we decid..." with 👍
- 12:44:41 Miriam Bayes: Reacted to "It is also important..." with 👍
- 12:44:46 Donna Bivens: I see a connection here with generative engagement
- 12:44:53 Royce Holladay (she, her, hers): I love that, Ballazs! You can surmise about someone else's Decision Map, but you risk alot when you don't have that person in the room.
- 12:45:14 Maura Lightfoot: Reacted to "Thanks, Maura...you sa..." with 👍
- 12:45:18 Shelley Saeger: Reacted to "In my case, we dec..." with 👍
- 12:45:23 Balazs Furjes, EIT Health: Reacted to "I love that, Ballazs..." with 👍
- 12:45:28 Abra Pollock (she/her): Even if people from two religions have the same reality, the rules they follow may be different. Unless you make them explicit, you wouldn't necessarily know how different those rules are.
- 12:45:35 Maura Lightfoot: Replying to "It is also important..."
- Yes, easy to say harder to do
- 12:45:35 Rehana Begum: Reacted to "In my case, we decid..." with 👍
- 12:45:43 Rehana Begum: Reacted to "I see a connection h..." with 👍
- 12:45:48 Maura Lightfoot: Reacted to "In my case, we decid..." with 👍
- 12:45:53 Rehana Begum: Reacted to "Even if people from ..." with 👍
- 12:45:59 Royce Holladay (she, her, hers): Yes, Donna, in Generative Engagement's, it shifts power, for instance, toward influence rather than thinking my power should count over otehrs/ And it contributes to granting and generating voice...And it puts us into a common shared identity.

- 12:46:34 JoTisa Klemm: The move of some to the use of AI and bots is a case of looking at the reality of their efficiency but ignoring the world views of those who need human interaction and the rules of intellectual property.
- 12:47:06 Kerry Priest: I have a process question... let's say we find a lot of competing values or perspectives across all domains... would you use something like interdependent pairs tool to help talk that through?
- 12:47:13 Sarah Law: Replying to "The move of some to ..."
- We need to keep training AI...
- 12:47:17 Royce Holladay (she, her, hers): The generative engagement that Donna referenced: [Generative Engagement](#)
- 12:47:38 Leslie Patterson: Nice example, Jo! Gives me a way to think about AI decisions
- 12:47:56 Royce Holladay (she, her, hers): [Interdependent Pairs](#)
- 12:48:34 Royce Holladay (she, her, hers): Reacted to "The move of some to ..." with 👍
- 12:49:06 Shelley Saeger: Reacted to "I love that, Balla..." with 👍
- 12:49:47 Kerry Priest: thank you!
- 12:50:32 Royce Holladay (she, her, hers): Start with the current picture: WHAT?
- 12:50:44 Royce Holladay (she, her, hers): Then make sense of that info: SO WHT?
- 12:51:01 Maura Lightfoot: Seems like the 3 parts of that decision model can frame the key components of the WHAT step
- 12:51:09 Royce Holladay (she, her, hers): Then there's the actions: NOW WHAT
- 12:51:15 Royce Holladay (she, her, hers): Reacted to "Seems like the 3 par..." with 🙌

12:51:44 Mary Nations: Replying to "I see a connection h..."  
would love to hear your connections Donna

12:52:06 Maura Lightfoot: Reacted to "would love to hear y..." with 👍

12:53:37 Daryton A. Ramsey: I wonder about how the role of power, as a consideration, in the decision making process

12:53:46 Sarah Law: Reacted to "I wonder about how t..." with 👍

12:53:51 Laura Vass: Reacted to "I wonder about how..." with 👍

12:54:19 Kerry Priest: thank you!

12:54:34 Miriam Bayes: Thank you!!

12:54:51 Maura Lightfoot: Great insights, thank you for sharing

12:54:54 Christine Capra - she/her: This was great Glenda! Always something to deepen my understanding. Thanks!

12:55:00 Robyn Thorman: Thank you for a thought provoking session and chat space!

12:55:03 Royce Holladay (she, her, hers): Power is interesting question, Daryton...The "easy answer? I think of is if I think about each of the corners is where I am right and others are wrong...then I am hoarding the power...\"

12:55:08 Royce Holladay (she, her, hers): [www.hsdinstitute.org](http://www.hsdinstitute.org)

12:55:08 Leslie Patterson: Thanks to everyone!

12:55:15 Miriam Bayes: Wow! Looking forward to hearing from Antonia and Tamela!

12:55:18 Royce Holladay (she, her, hers): + what worked?

12:55:23 Pascal Fernandez: Thank you Glenda and Royce, this was a pleasure to hearing you again.



- 12:55:26 Royce Holladay (she, her, hers): - what could have gone better
- 12:55:27 Rehana Begum: Reacted to "Wow! Looking forward..." with 👍
- 12:55:27 Sarah Law: Thank you everyone! Always super to reconnect with the world of HSD...
- 12:55:33 Miriam Bayes: And next LVW on systems thinking
- 12:55:36 Sarah Clarke: + power of stories and experiences
- 12:55:37 Royce Holladay (she, her, hers): ? What questions you bring.
- 12:55:37 Maura Lightfoot: + Decision map with real example
- 12:55:40 Rene Garcia: I used Decision map recently with a First Nations organization, and the model was also helpful to reflect on the tension that emerge from a First Nation worldview, beliefs, and the organizational culture (permeated by western worldview, beliefs). There was mostly alignment on Norms and Reality. Some of the next wise actions were to review their internal policies about absenteeism, lateness, and what to acknowledge with employees, in higher alignment with their cultural worldviews. Very helpful!
- 12:55:48 Shelley Saeger: +decision framework is helping me process a current org. design assessment I'm working on.
- 12:55:49 Christine Capra - she/her: + reminder about the decision map & good examples
- 12:55:57 Sarah Law: Query, why don't more people use this excellent stuff?!
- 12:56:11 Robyn Thorman: + practical use of decision map
- 12:56:15 Kathy Solberg, CommonUnity (she/her): +The structure of openness to chat and questions within a teaching base structure
- 12:56:21 Miss Handie: + integrating intuition and rational thinking + description of views

- 12:56:23 JoTisa Klemm: Reacted to "Query, why don't mor..." with 👍
- 12:56:25 Shelley Saeger: Reacted to "Query, why don't m..." with ❤️
- 12:56:28 Royce Holladay (she, her, hers): Sarah...I agree...and that's why it's our vision...and mission win life...thanks for pointing that out.
- 12:56:29 April Schnell: Seems like it was applied to between group decisions. Wonder if there could be examples of applications to intra personal decisions
- 12:56:30 Merida McCarthy: + much clearer about what to do next, and how to decide safely, thank you!
- 12:56:36 Sarah Clarke: +the questions to support me to think about what forms my world view, rules and reality were really helpful (at the end), I was feeling a bit lost earlier on.
- 12:56:49 Seth Derner: + useful framework to recall and use
- 12:56:50 Pascal Fernandez: + what mechanism do we want to create to equilibrate an expanding and fragmenting triangle?
- 12:56:53 Antonella Pagliarani: + decision map, looking for a room in-between interdepent pairs
- 12:57:00 Sarah Clarke: Reacted to "Sarah...I agree...and th..." with 👍
- 12:57:03 Royce Holladay (she, her, hers): Replying to "Seems like it was ap..."  
  
April...let's chat about that...it does work...calls me to question my own "stuff"
- 12:57:09 Rehana Begum: +enjoyed encouraging us to reflect on how we gain our worldview - what media outlets we interact with and who we connect with
- 12:57:09 Kim Petersen (Costa Mesa, CA): can we get a copy of the deck?
- 12:57:12 Ana Maria Tamayo: thanks for today.

12:57:21 Miss Handie: Thank you!

12:57:26 Rene Garcia: Thank you!

12:57:26 Janet: Thank you Glenda & Royce!!

12:57:28 April Schnell: Replying to "Seems like it was ap..."

12:57:30 Laura Vass: Thank you very much!

12:57:30 Shelley Saeger: Thank you! Helpful as always!

12:57:31 Antonella Pagliarani: thank you!

12:57:34 Robin Atwood: Thank you!

12:57:43 April Schnell: Thank you!

12:57:46 Sarah Clarke: THanks all:)

12:57:48 Seth Derner: thank you, all

12:57:49 Balazs Furjes, EIT Health: thank you