

Early Inspiration for Liberating Structures and LS Principles

More complexity science leaders: Scott Kelso, Brian Goodwin, Meg Wheatley, E O Wilson, Irv Dardic, Ary Goldberger, James Carse, Stuart Kauffman

Joanna Macy, <i>Coming Back To Life</i> (1998)	Kevin Kelly, <i>New Rules for the New Economy</i> (1998)	Gareth Morgan, <i>Images of Organization</i> (1998)	Ralph Stacey, <i>Complex Responsive Processes</i> (2001)	Reuben McDaniel, Ruth Anderson <i>Healthcare Review</i> (2000)	Glenda Eoyang, <i>Coping with Chaos</i> (2001)	Brenda Zimmerman, Plsek, Lindberg <i>EdgeWare</i> (2001)	Liberating Structures <i>Principles</i> (2013)
Shift focus to relationships instead of separate entities	Embrace the Swarm: embrace decentralized control	Holographic organizing: build the whole into the parts	Experience is organized via repeated patterns of themes	Relationship Building: work with patterns of interaction	Engagement not control	Adaptable elements change themselves	Include and Unleash Everyone
Each system is a whole, not reducible to components	Increasing Returns: connections quickly add up	Redundancy & loose network connections generate novelty	Individual and group behaviors emerge together	Uncover Paradox: draw out difference as a source of creativity	Adaptation, not gaps or stages of development	Complex behaviors can arise from simple rules	Never Start Without Clear Purpose
Open systems are able to maintain their balance, they self-stabilize	Follow the eFree: the only true scarcity is human attention	Requisite variety: internal complexity should match that of the environment	Change occurs with shifting patterns of conversation	Loose Coupling: work with informal communities of practice	Uncertainty, not prediction	Embedded systems are interdependent	Practice Deep Respect for People & Local Solutions
Open systems evolve in complexity even as they maintain balance	Plentitude, Not Scarcity: value is carried by abundance	Minimum specs: define no more than is absolutely necessary	Individuals internalize social relations into patterns	Complicating: add more degrees of freedom & multiple actions	No end in sight, not clear goals	Co-evolution is constant	Emphasize Possibilities: Believe Before You See
Every system is comprised of nested systems within systems	Let Go at the Top: escaping obsolescence is the essential task	Learn to learn: scan environmental change; practice emergent design	Creativity in tension between shadow ~ legitimate themes	Diversifying: draw out & exploit difference	Difference is valued, not consensus	Non-Linearity: small changes can spark big effects; big changes may shift very little	Practice Self-Discovery Within a Group
Components diversify as they coordinate roles and invent new responses	Places to Spaces: value interactions	Attractors hold relational patterns in a particular configuration	Notice how themes are in or out, discussable or not	Learning: act/learn/plan at the same time	Attractors, not resistance	Not predictable in detail: forecasting is inexact	Invite Creative Destruction To Make Space for Innovation
	Feed the Web: maximize the network			Improvising: intuition guides via min specs		Order without central control	Learn by Failing Forward; Build Trust As You Go
				Noticing Emergent Direction: build on what works		Chunking: simple, independent parts shape systems	Engage in Seriously Playful Curiosity
							Amplify Freedom AND Responsibility