



Monday 7 June 2021

Foundation of Complexity 4

an introduction to the architecture of complexity

Session 1/2/3

what is the social function of space?



who owns these spaces?

what are the nature of relationships in these spaces?



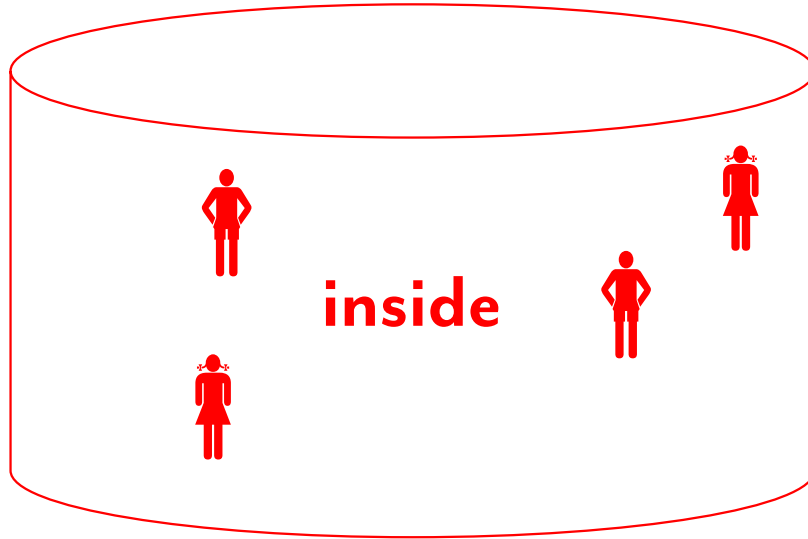








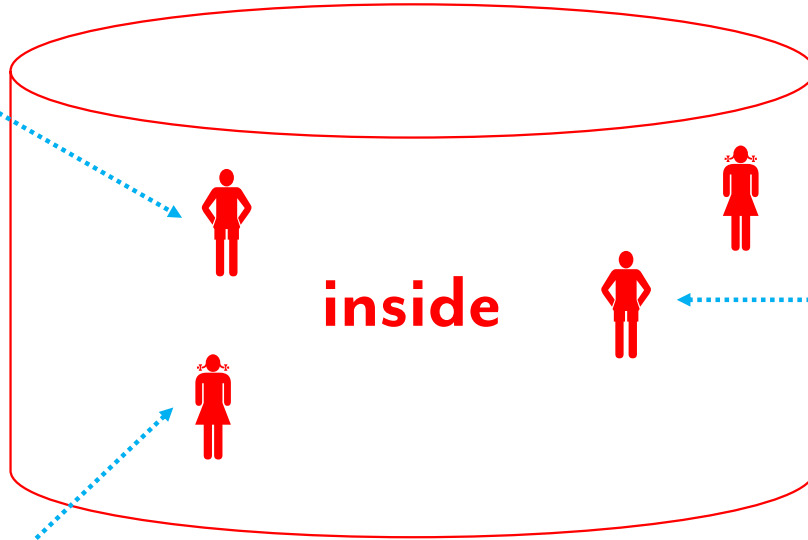
outside



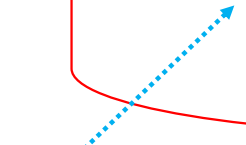
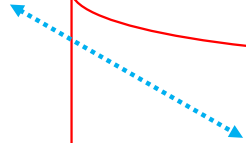
inside

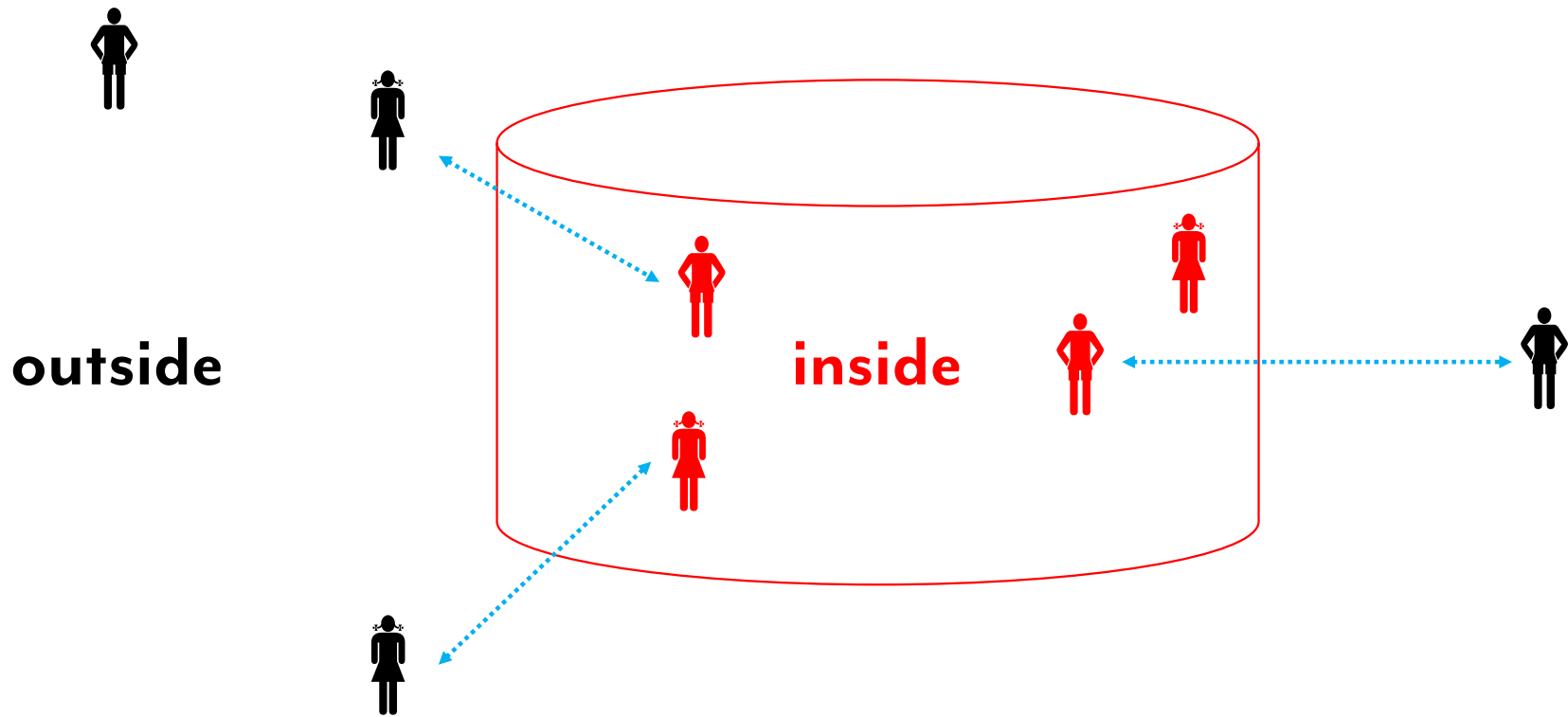


outside

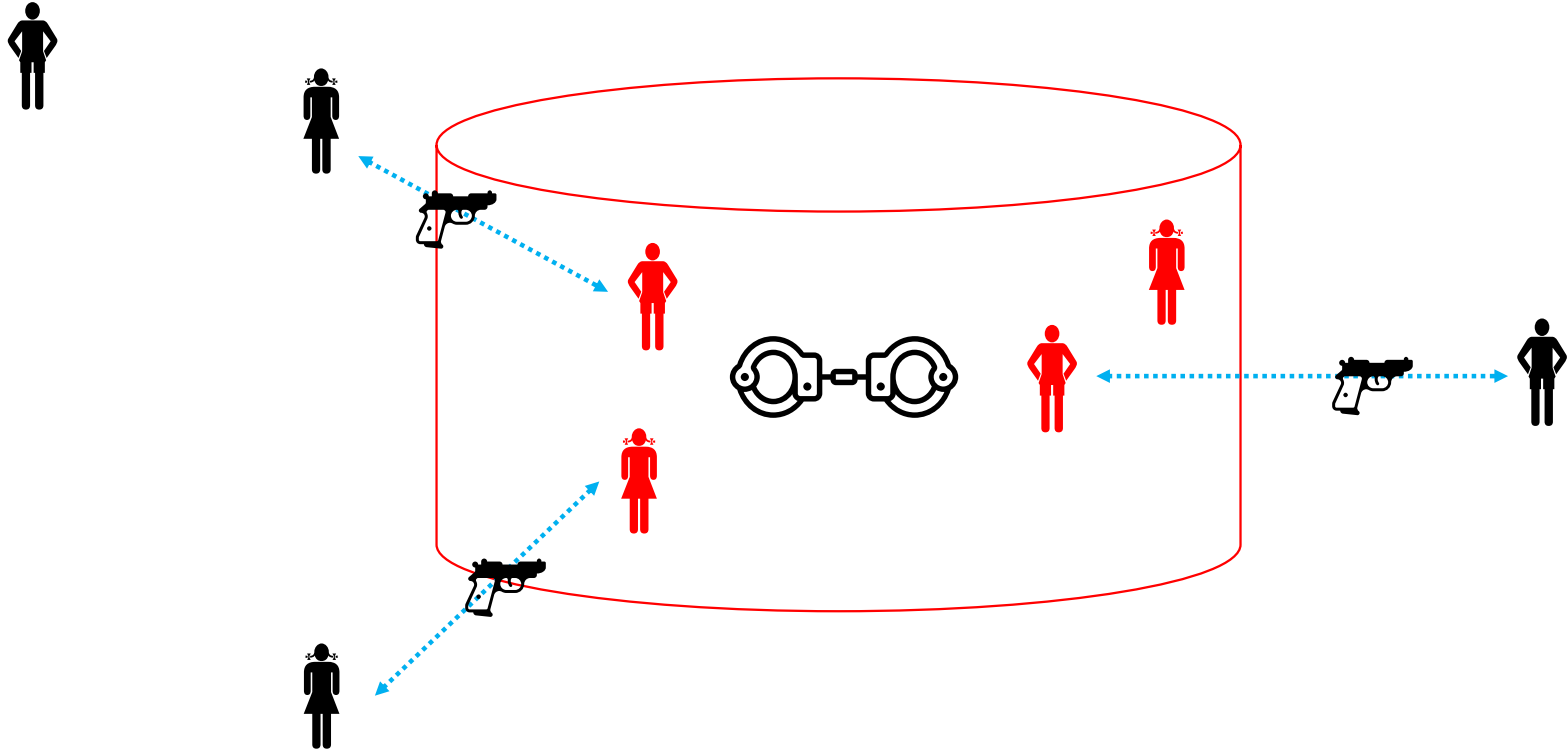


inside

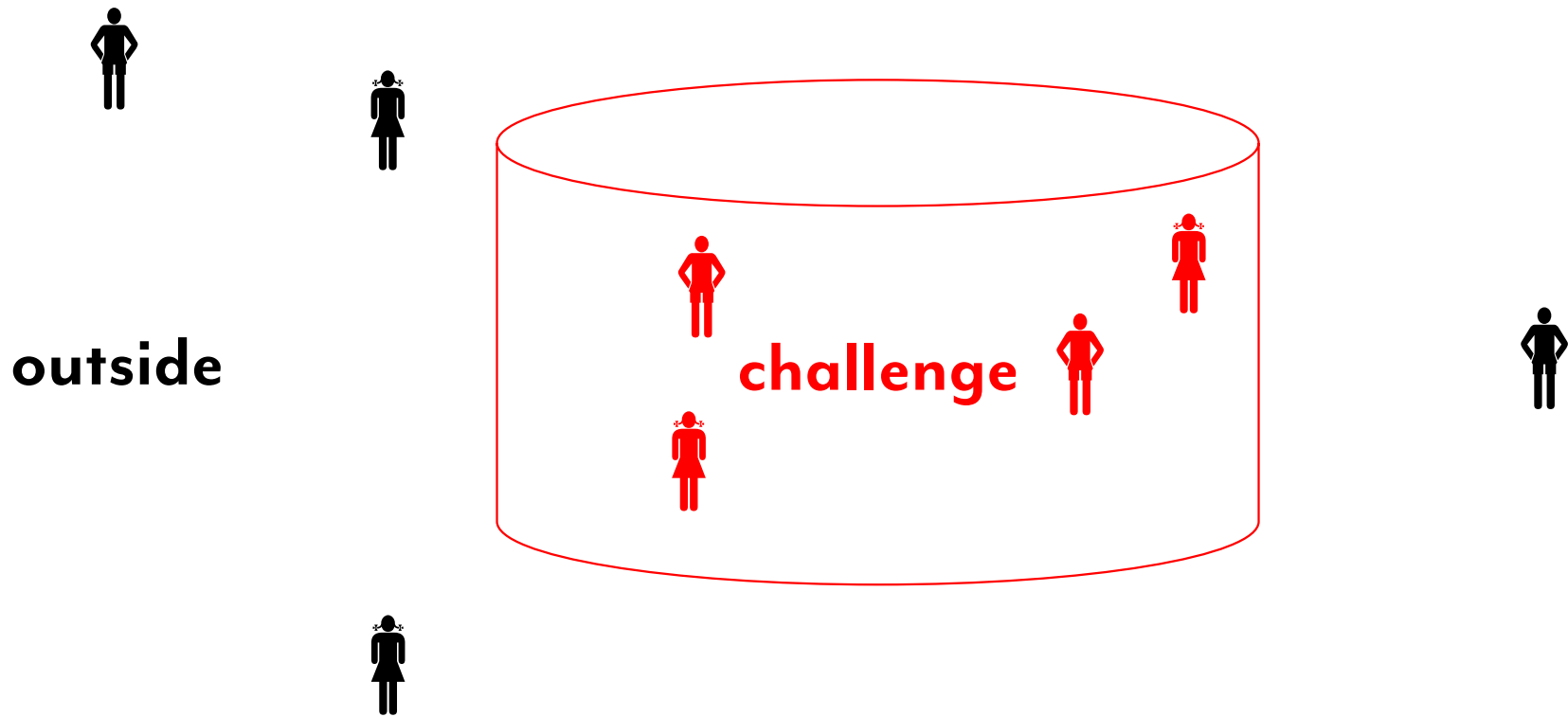




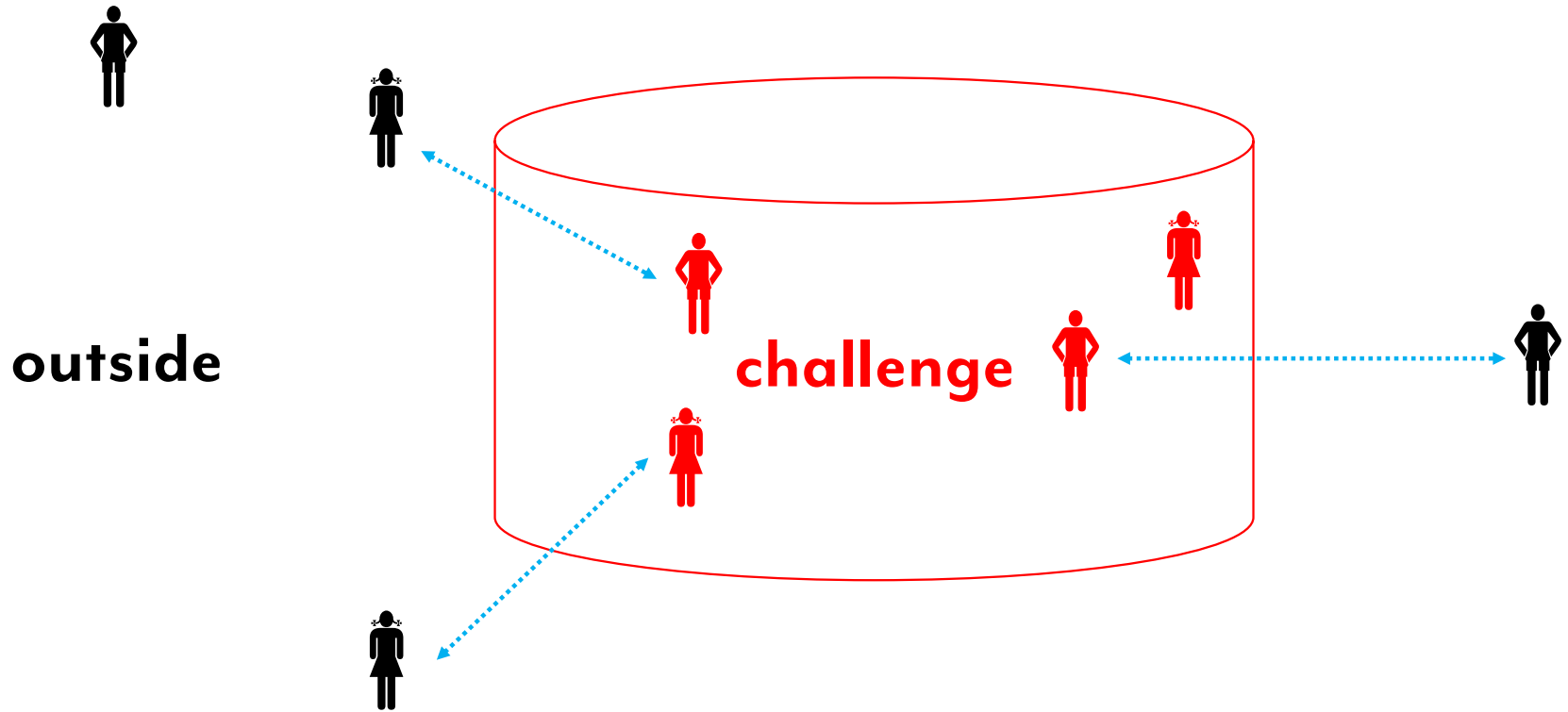
what is the nature of these relationships?



what is the nature of the relationships?



who is inside, and who is outside, a “complex challenge”?



who is inside, and who is outside, a “complex challenge”?

the use of space to shape relationships is a deliberate strategic response to complex challenges

**the use of space to shape relationships is a deliberate
strategic response to complex challenges space can be used to
free or it can be used to imprison**



axiom 25

complex challenges are not owned by any one entity



axiom 26

effective strategy in complex systems unfolds in multiple spaces

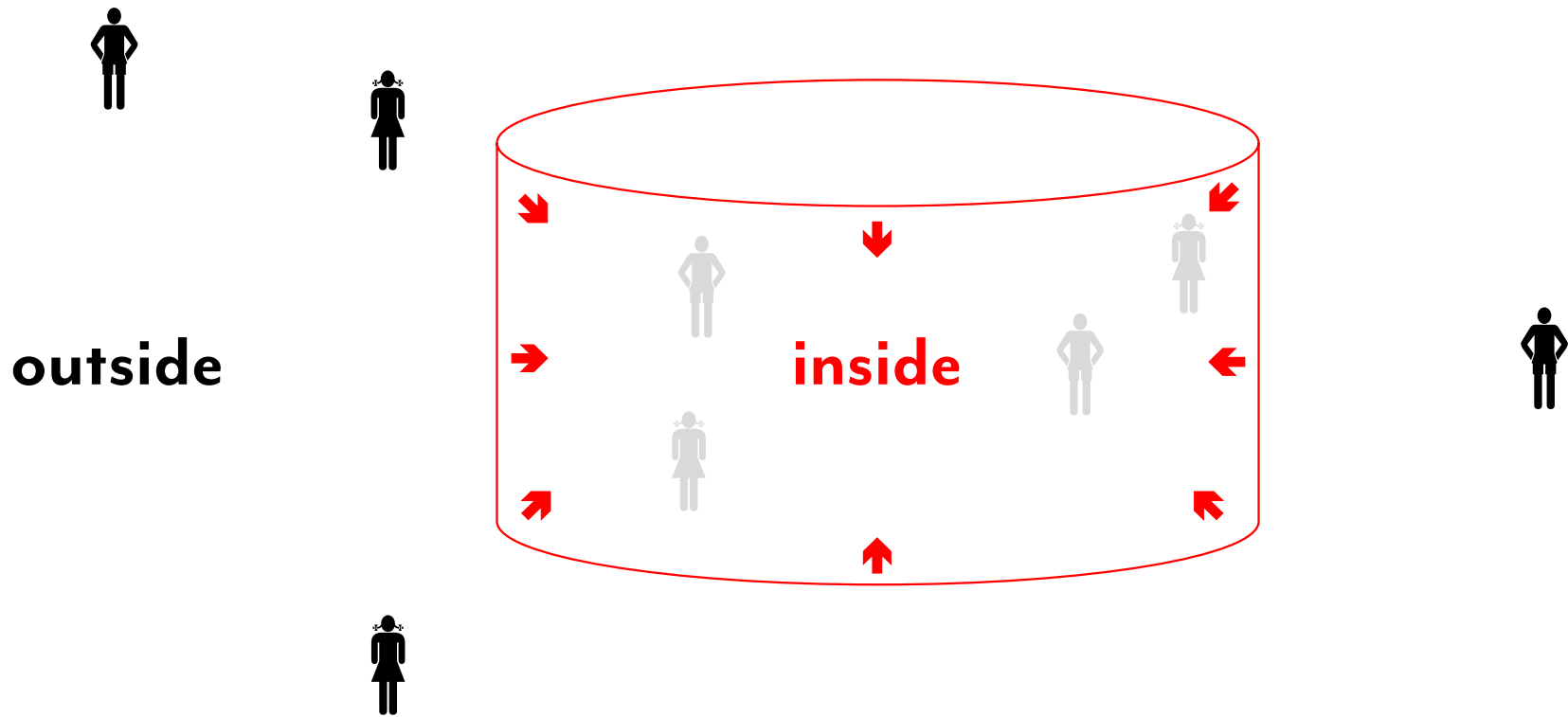


axiom 26

effective strategy in complex systems unfolds in multiple spaces if there is sufficient space for emergence (unplanned)



in spaces owned by a single owner, there is usually insufficient degrees of freedom for emergence



what is “allowed” inside? what is not allowed?



breakout question

what are the qualities of spaces that support the unplanned?

name what you believe is the most important characteristic



how do we design heterodox spaces, not owned by any one entity, supporting emergence?



axiom 27

effective strategy in complex systems requires the existence of negotiated spaces (not sovereign spaces)



the presence of multiple owners usually means that any space that is convened or created must be negotiated.

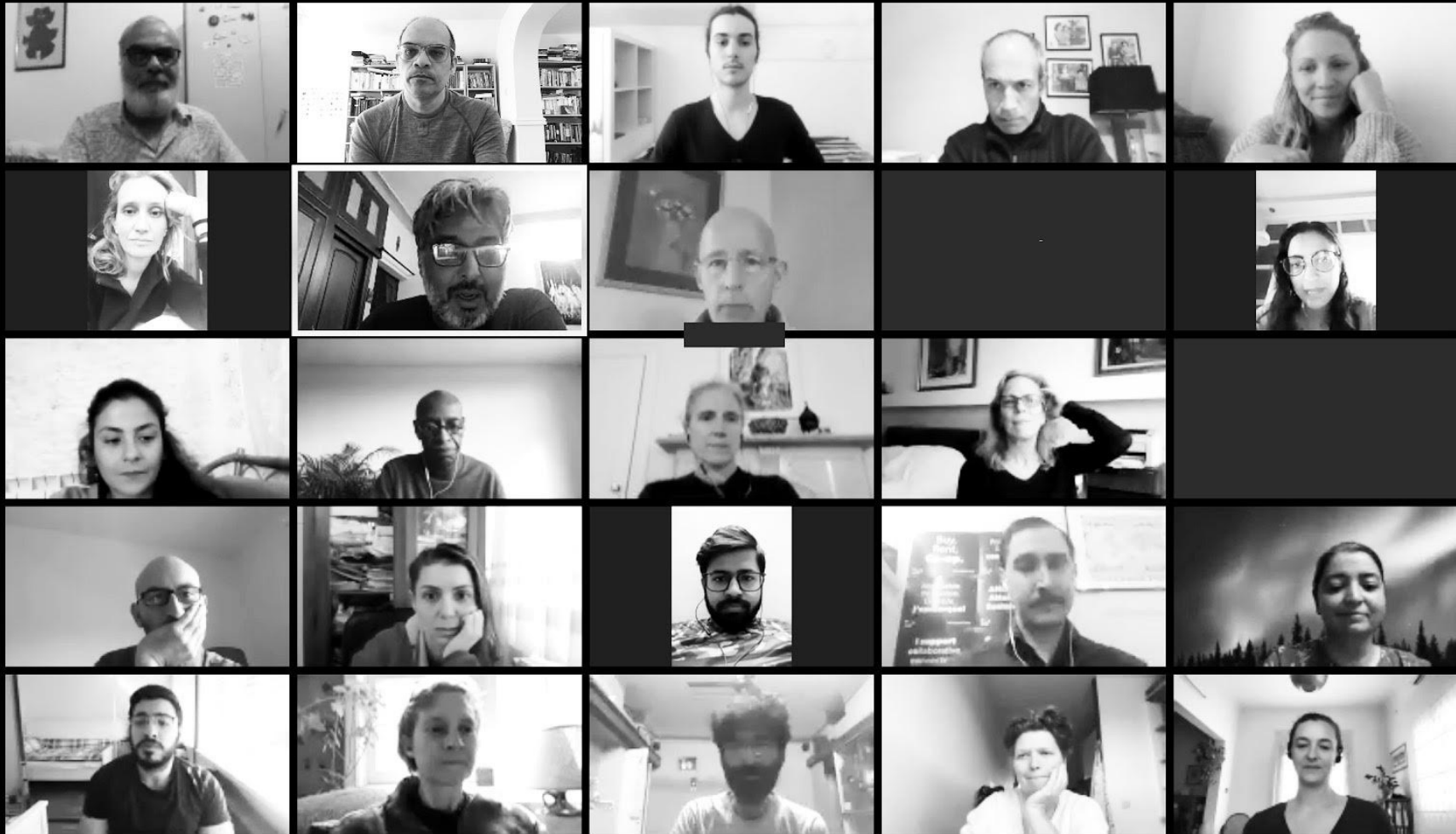


we typically think of all deliberate group processes as belonging to a particular type of space, the workshop



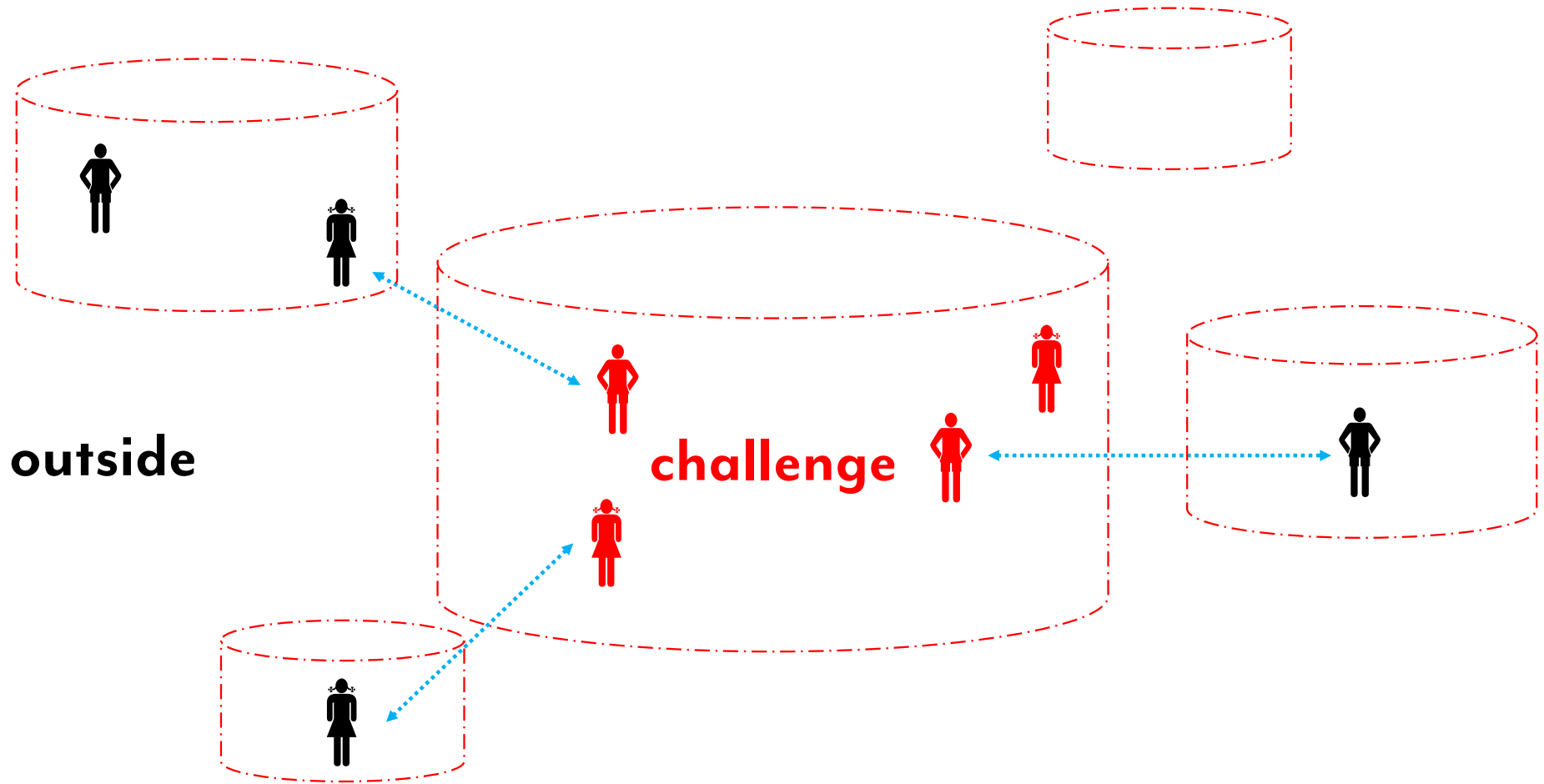


**spaces are, of course, not just physical, they are also
cognitive, emotional, and increasingly virtual**

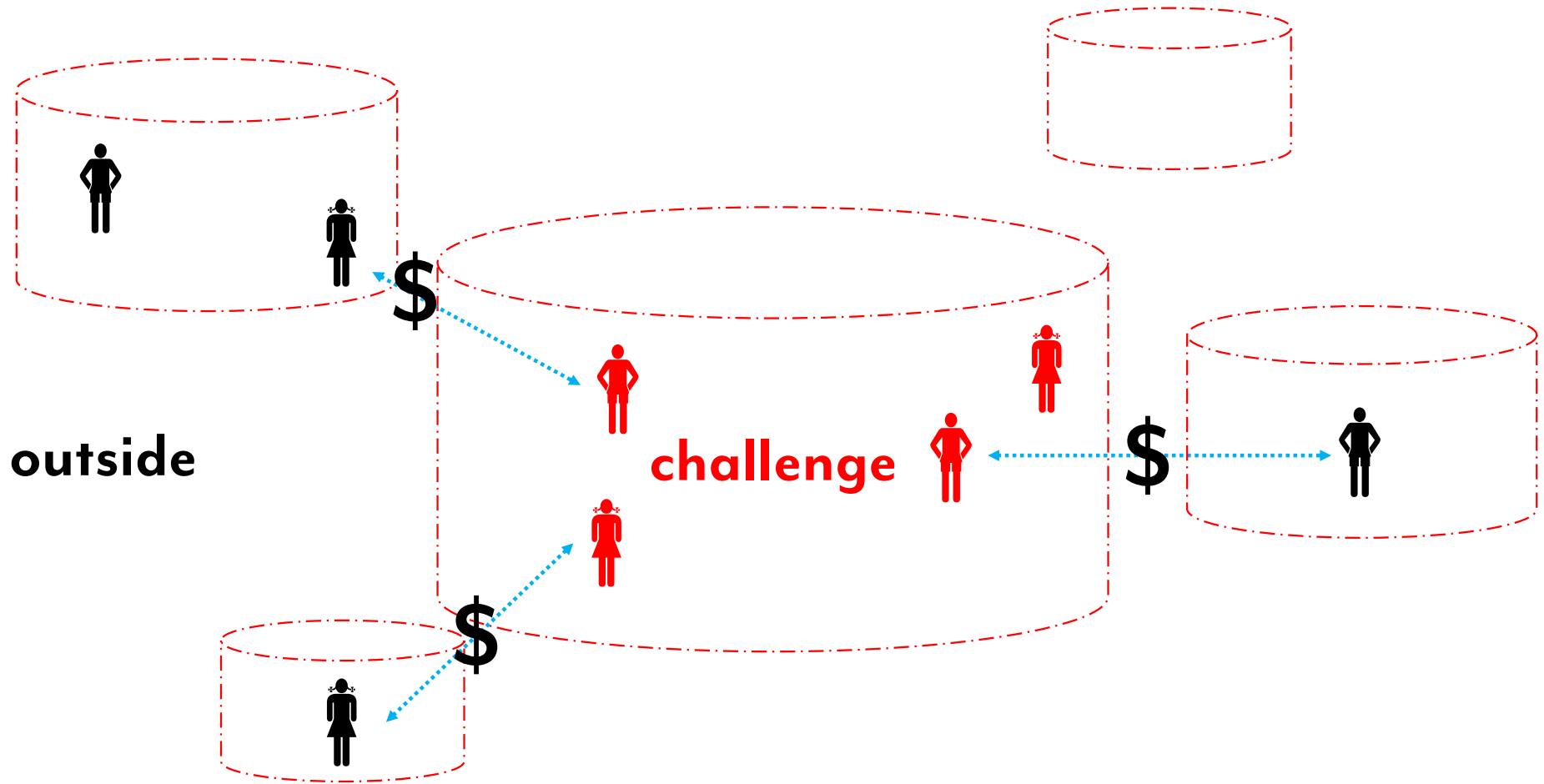


what is the function of space in complexity?

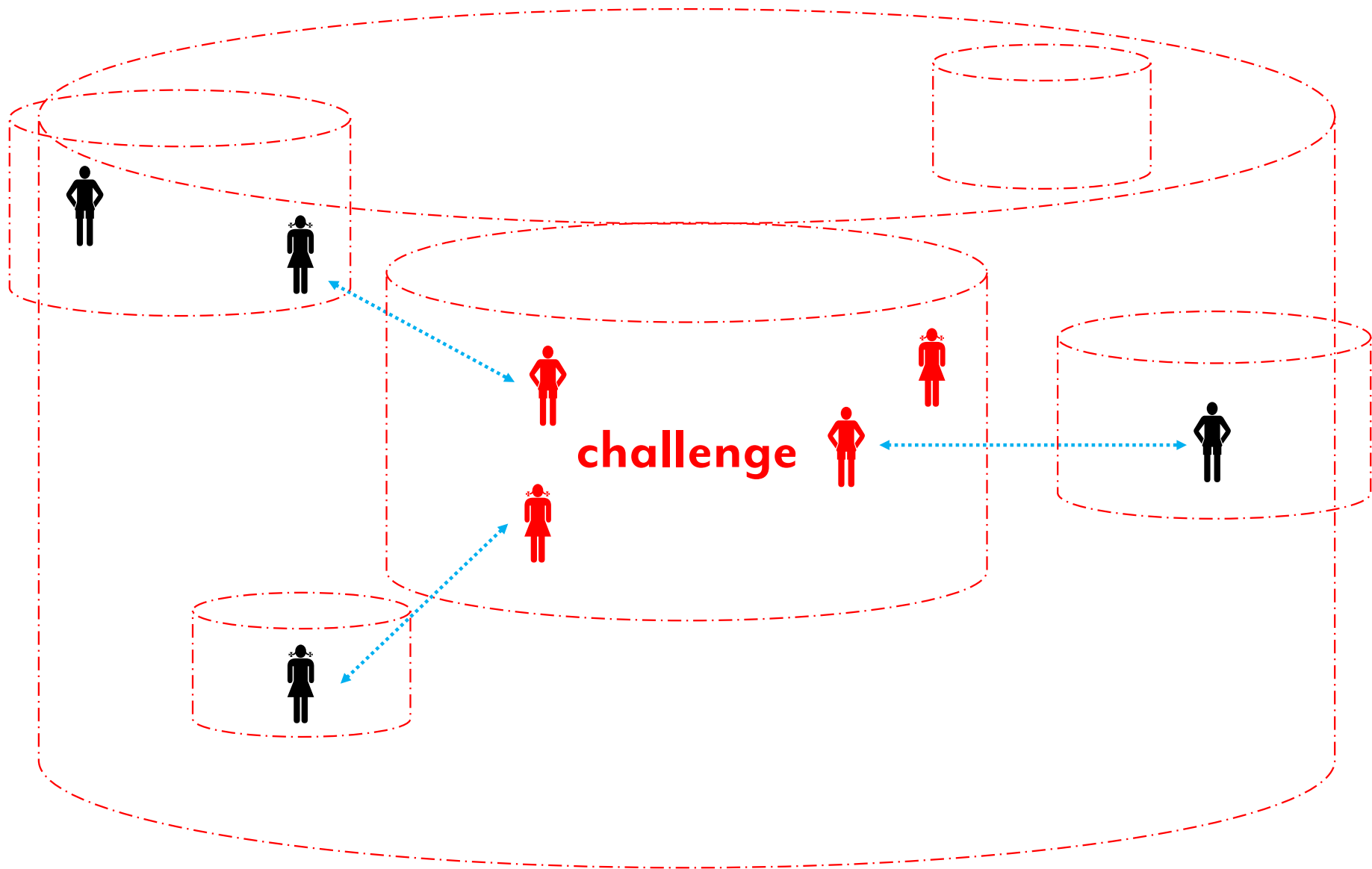
break out of the box of seeing space as fixed, static



different spaces = different parts of challenge



different spaces = different parts of challenge

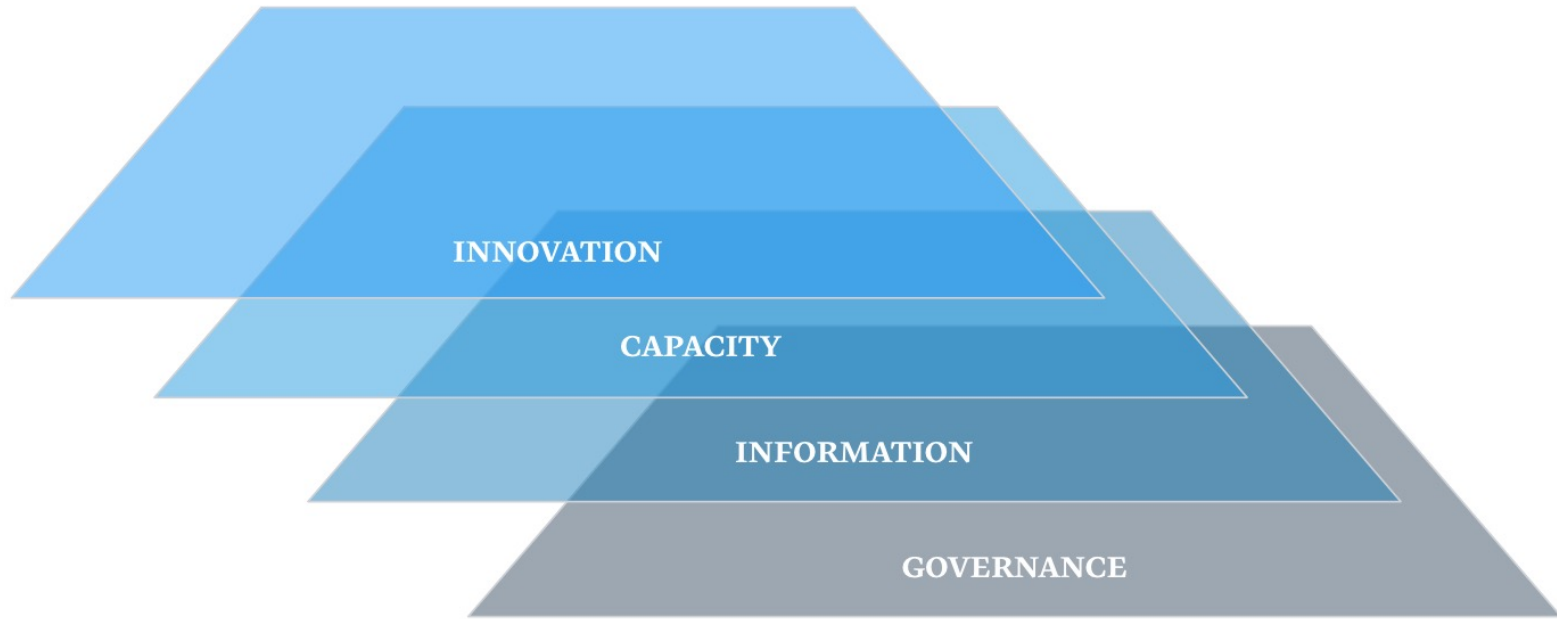




our goal is the deliberate co-creation of spaces designed to support effective strategic responses to complex challenges

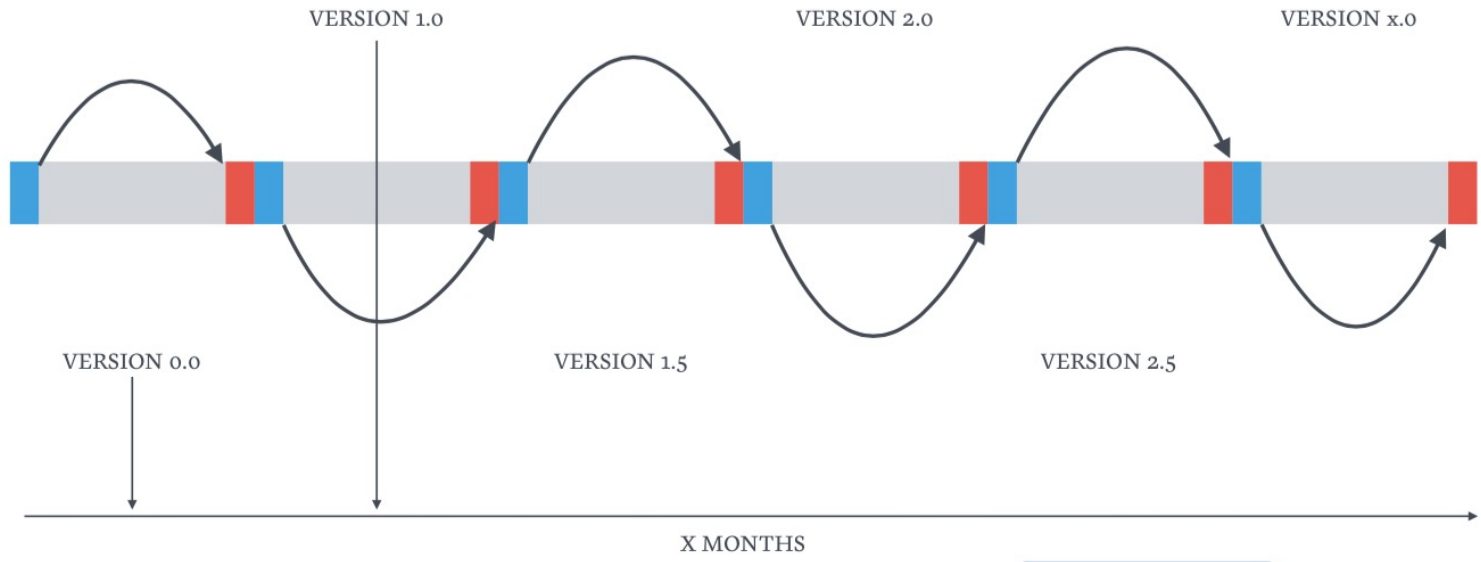


four different spaces for supporting effective strategic responses to complexity

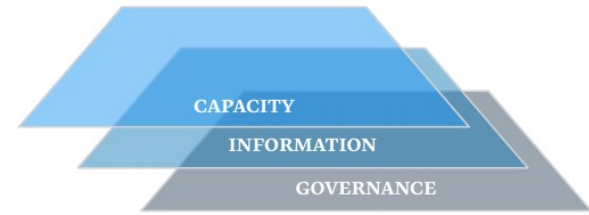


Source: The Social Labs Fieldbook | www.social-labs.org

Graphic: Zand Craig | www.zandcraig.com



Source: The Social Labs Fieldbook | www.social-labs.org
Graphic: Zand Craig | www.zandcraig.com









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homework question

make a list of the five spaces you spend most time in

write down one word to describe each space

what is the nature of your relationships in these spaces?



Wednesday 9 June 2021

Foundations of Complexity 4

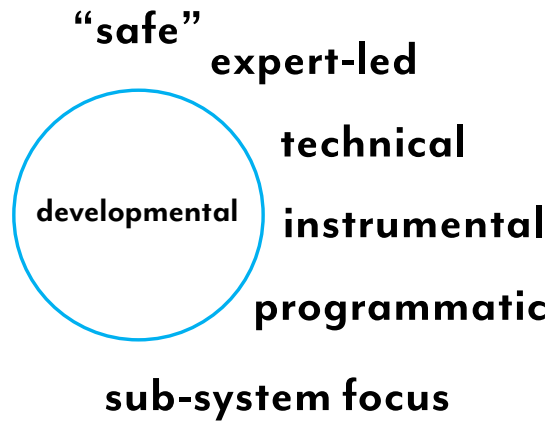
an introduction to the architecture of complexity

Session 1/2/3

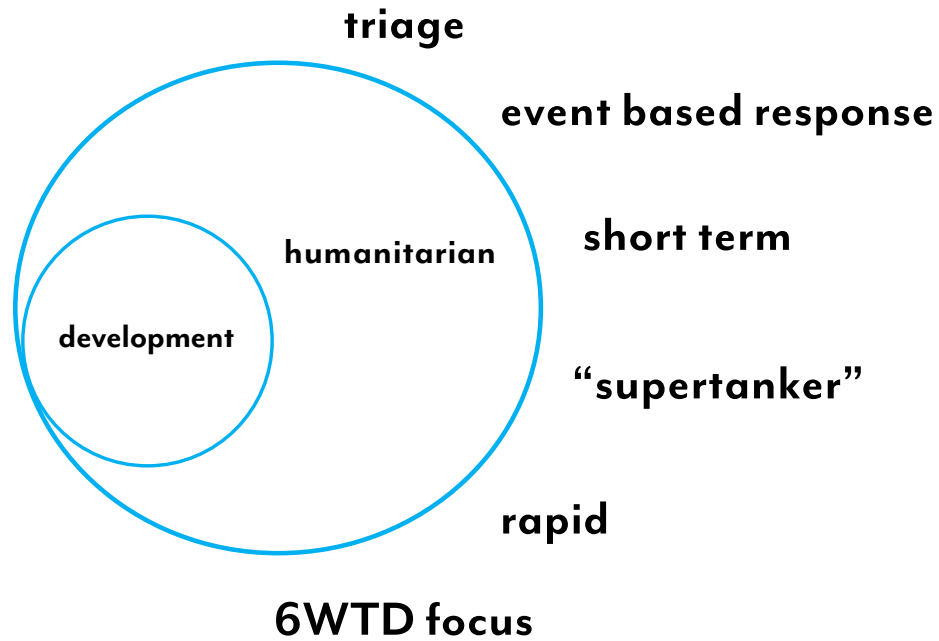


**dominant responses to complex challenges operate
four spaces – within which all strategies must exist**

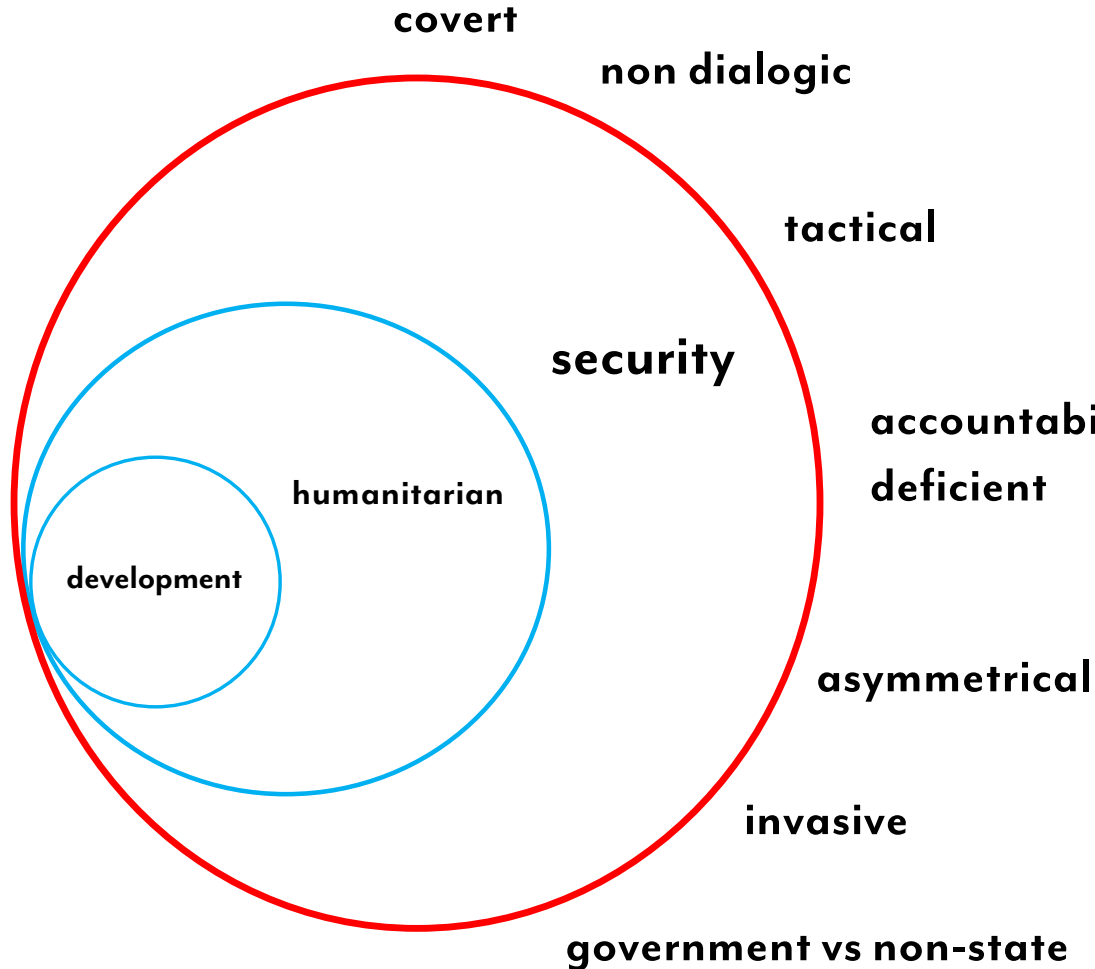
first space = developmental



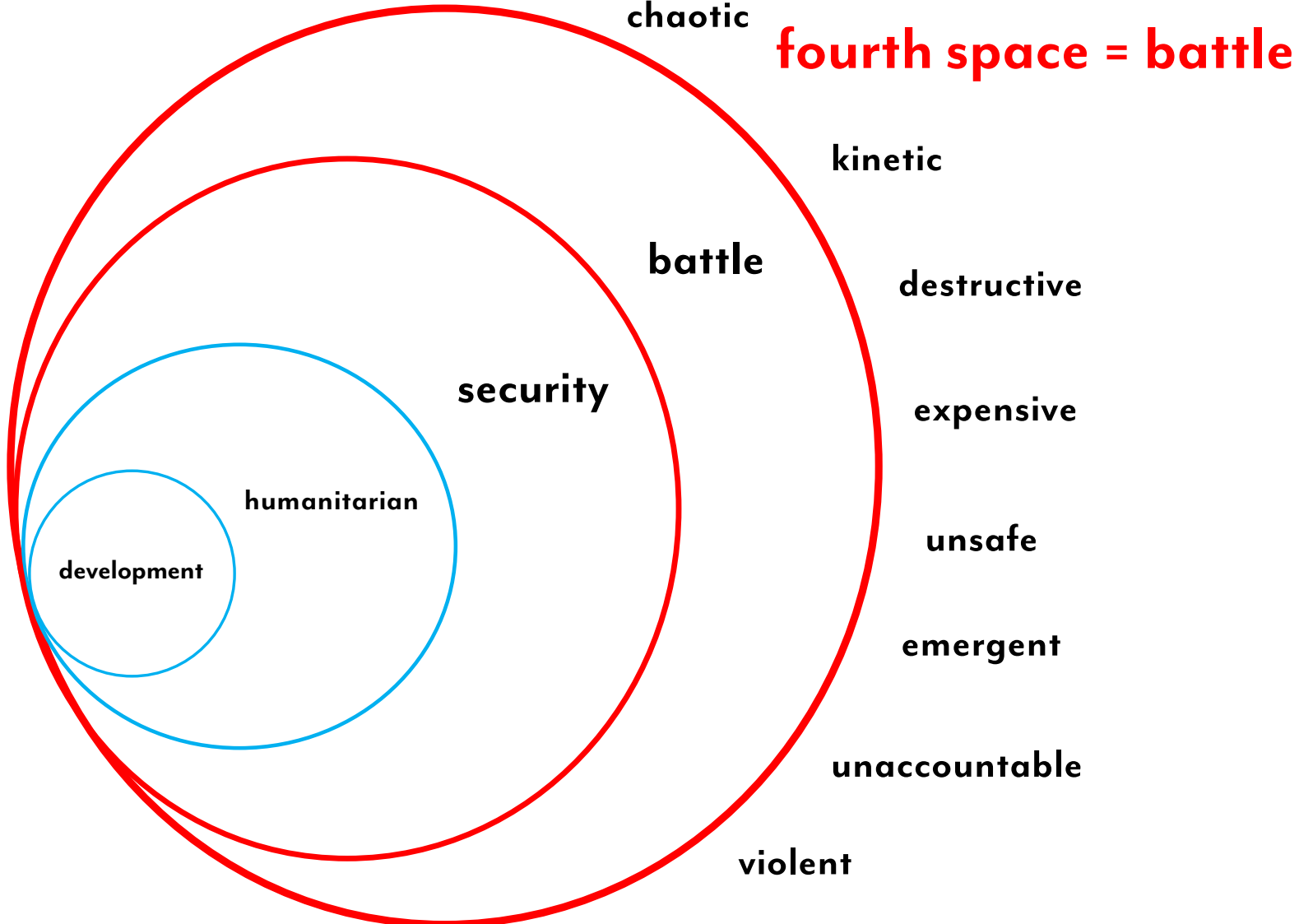
second space = humanitarian



third space = security



as development & humanitarian responses fail, we see securitization of humanitarian & development Spaces



two relationships





dominant responses to complex challenges reproduce the status quo through two types of relationships

helping – what is the nature of the relationship?

friend-enemy – what is the nature of the relationship?



APEX INTERNATIONAL
SARO AGRO INDUSTRIAL LTD
1001 ...
...

MAER ROOSTER

GOL ...

SOA
BUS
LINGERO









breakout question

**make a list of the five spaces you spend most time in
which of these are “professional” spaces?**

what is the nature of relationships in these spaces?

**what types of spaces (and relationships) are the most
rewarding? why?**



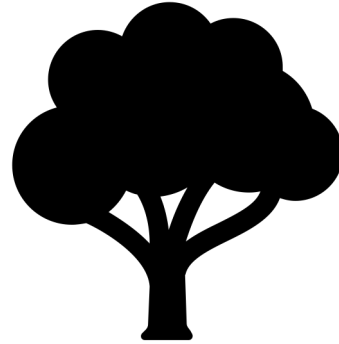
the view from the stars



existential
purpose

the view from the treetops

strategic



the view from the ground

tactical



we can take an existential, strategic or tactical view of space



the view from the stars



existential
purpose

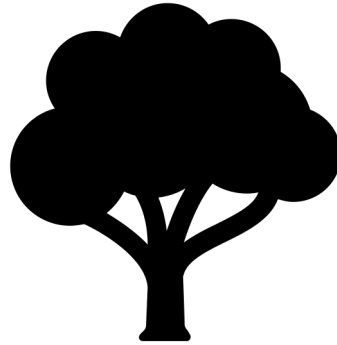
what is the social purpose of space?

the view from the treetops

strategic



how do we get from the spaces we have, to the spaces we want?



the view from the ground



tactical

what choices do we make in the design of space?

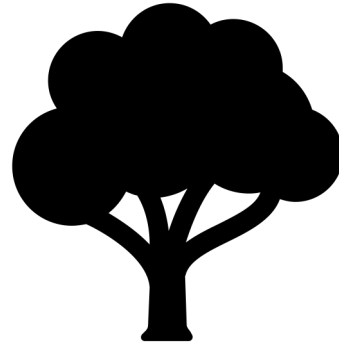
the view from the stars



the view from the treetops

strategic>

how do we get from the spaces we have, to the spaces we want?





what is the nature of the space we are operating in?



axiom 29

**effective strategy in complex systems always unfolds in
contested spaces**



axiom 30

**creating new spaces, with sufficient degrees of freedom,
is a non-negotiable requirement for responding effectively
to any complex challenge**



what does it mean to operate in contested terrain?



in open confrontation, rationality yields to power

Source: Bent Flyvbjerg, Rationality & Power, Proposition 8



**every subordinate group creates, a “hidden transcript,”
representing a critique of power, spoken behind the back
of the dominant**

Source: James C Scott, *Domination and the Arts of Resistance*



axiom 31

the first requirement for tackling any complex challenge is therefore to create space; find space, negotiate for space, or fight for space...to operate in



space is not just physical; “physical capital” defines a set of relationships

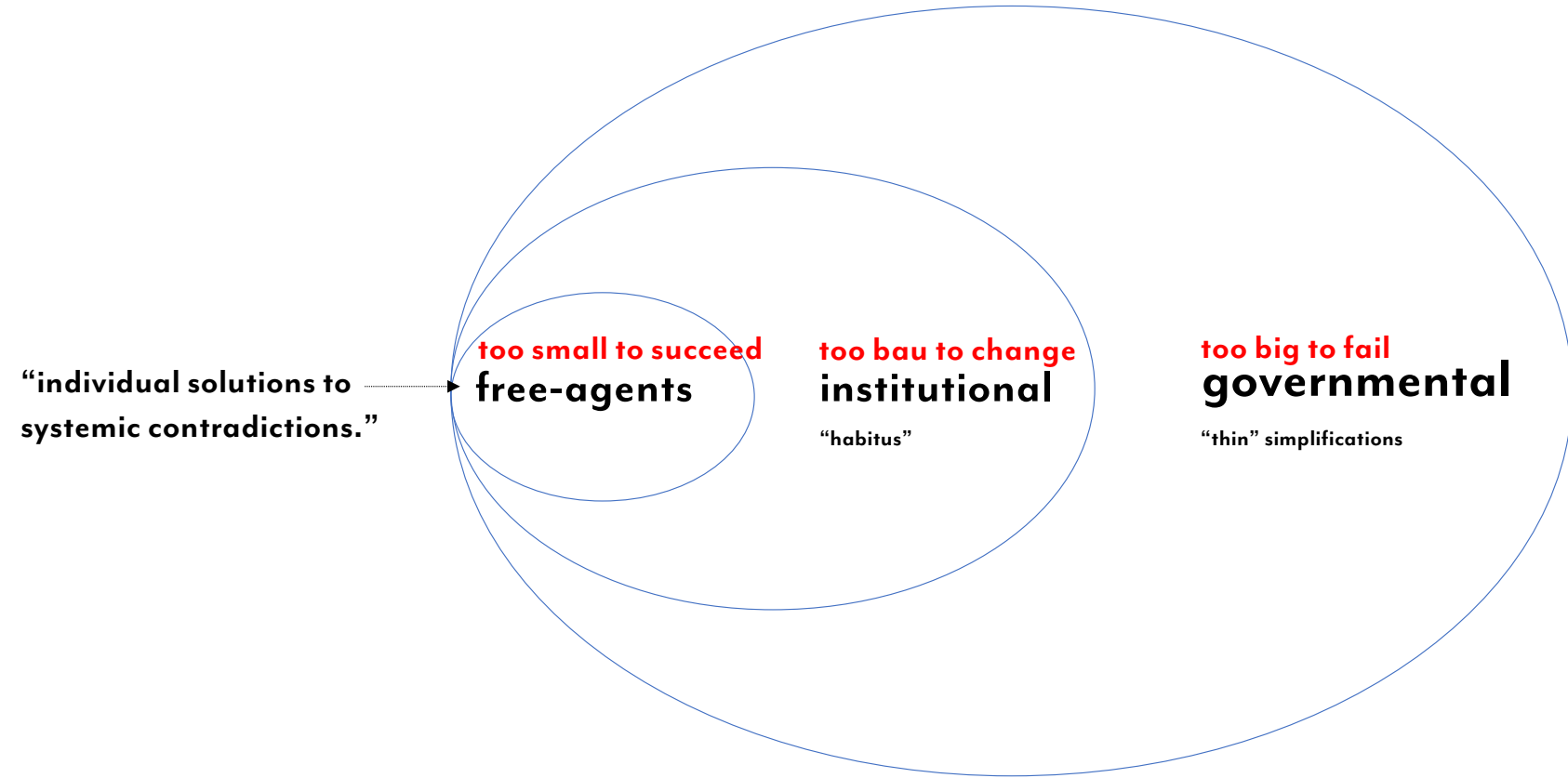


Friday 11 June 2021

Foundations of Complexity 4

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Session 1/2/3



what is the nature of BAU spaces?

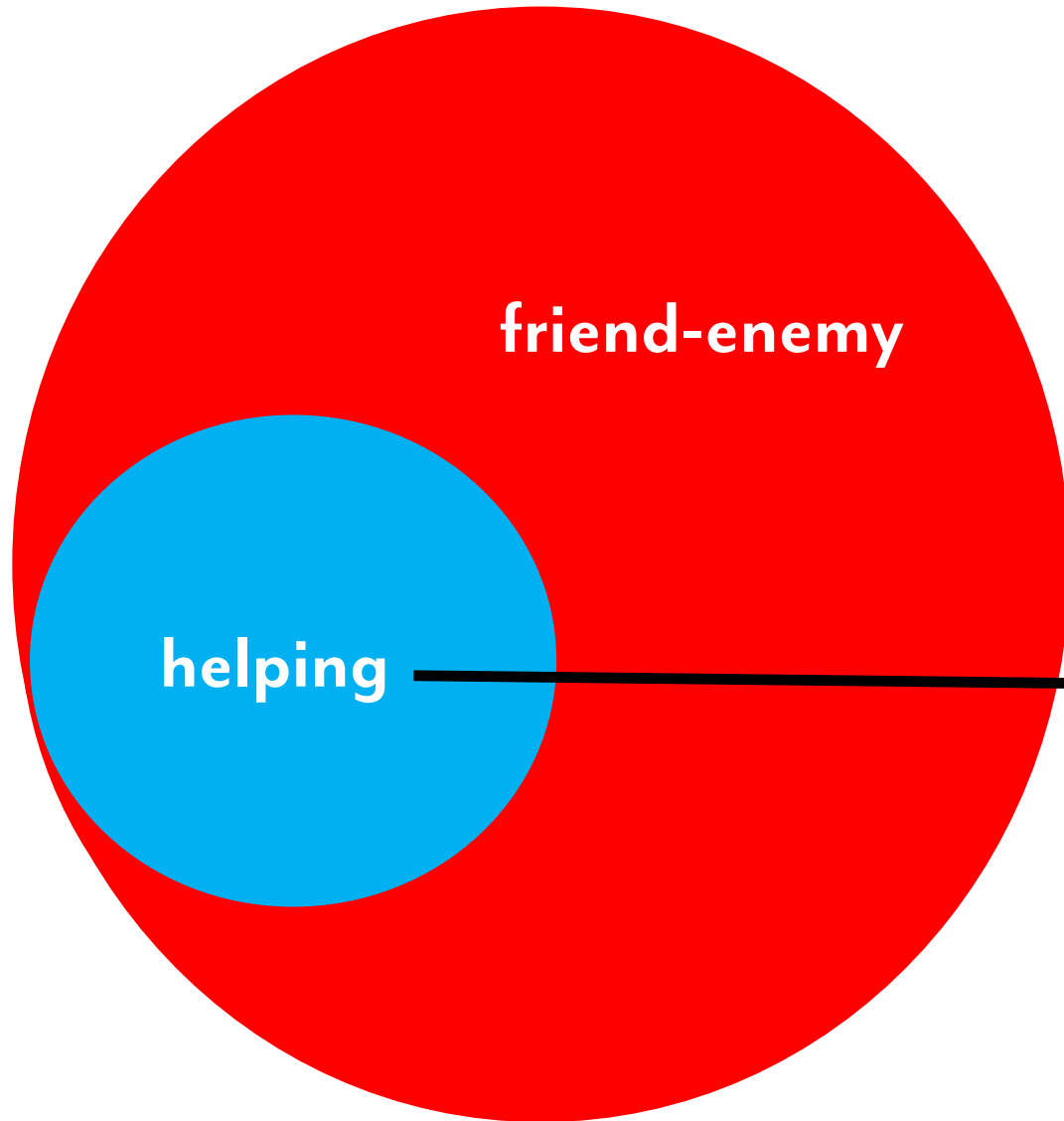
two relationships



friend-enemy

helping

two relationships



friend-enemy

helping

collapse



“friendship”







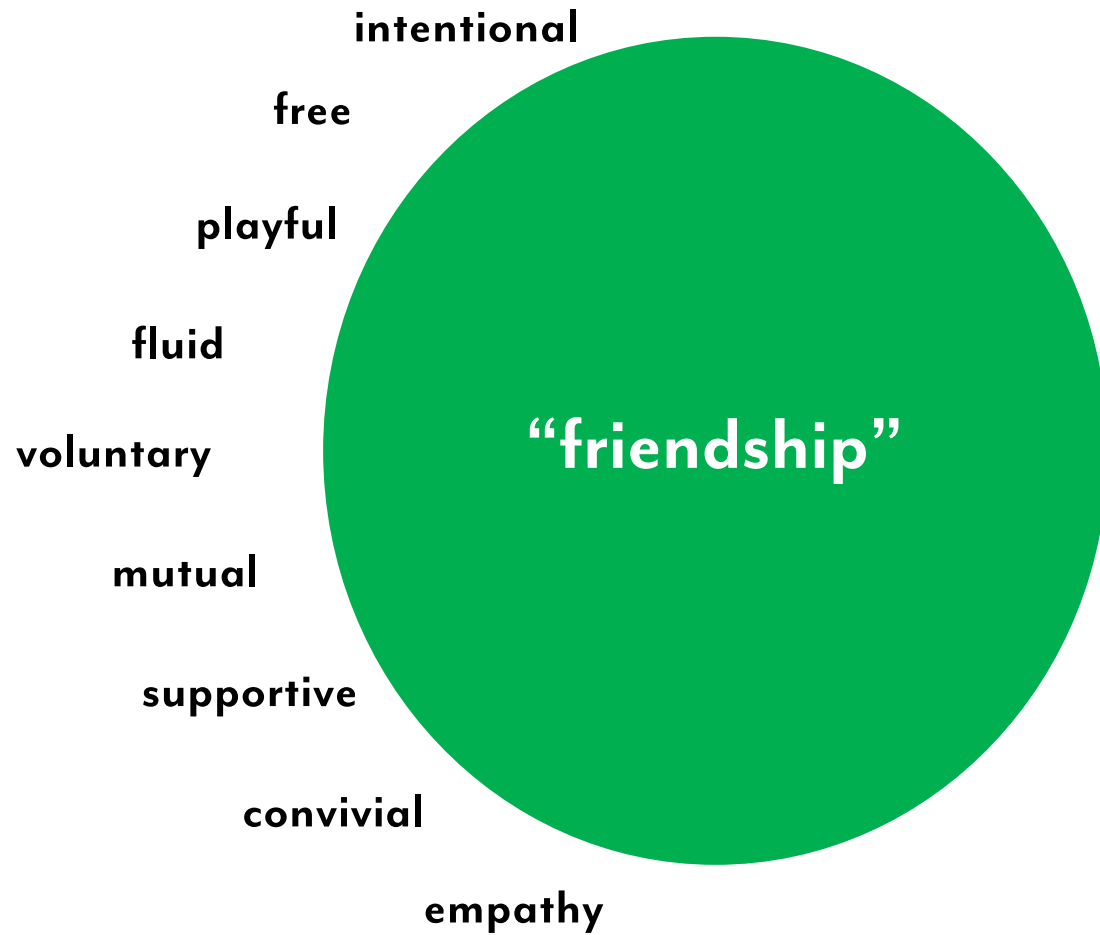
can we create a fifth space to operate in?

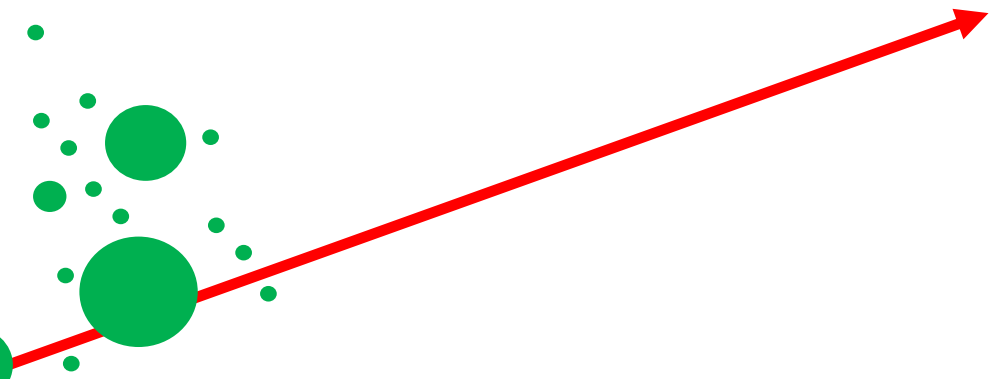
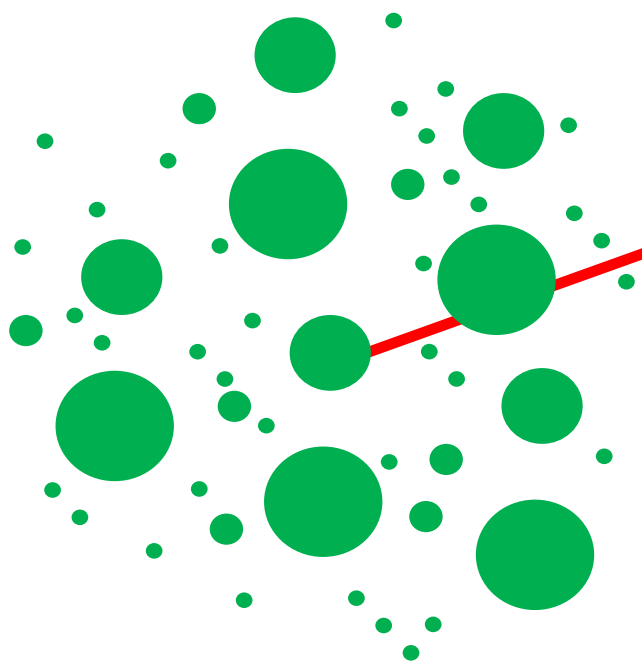
what type of relationships do we want to be in?

**what are the qualities of the space we want these relationships
unfold in?**



model the type of relationships we want to see in the world



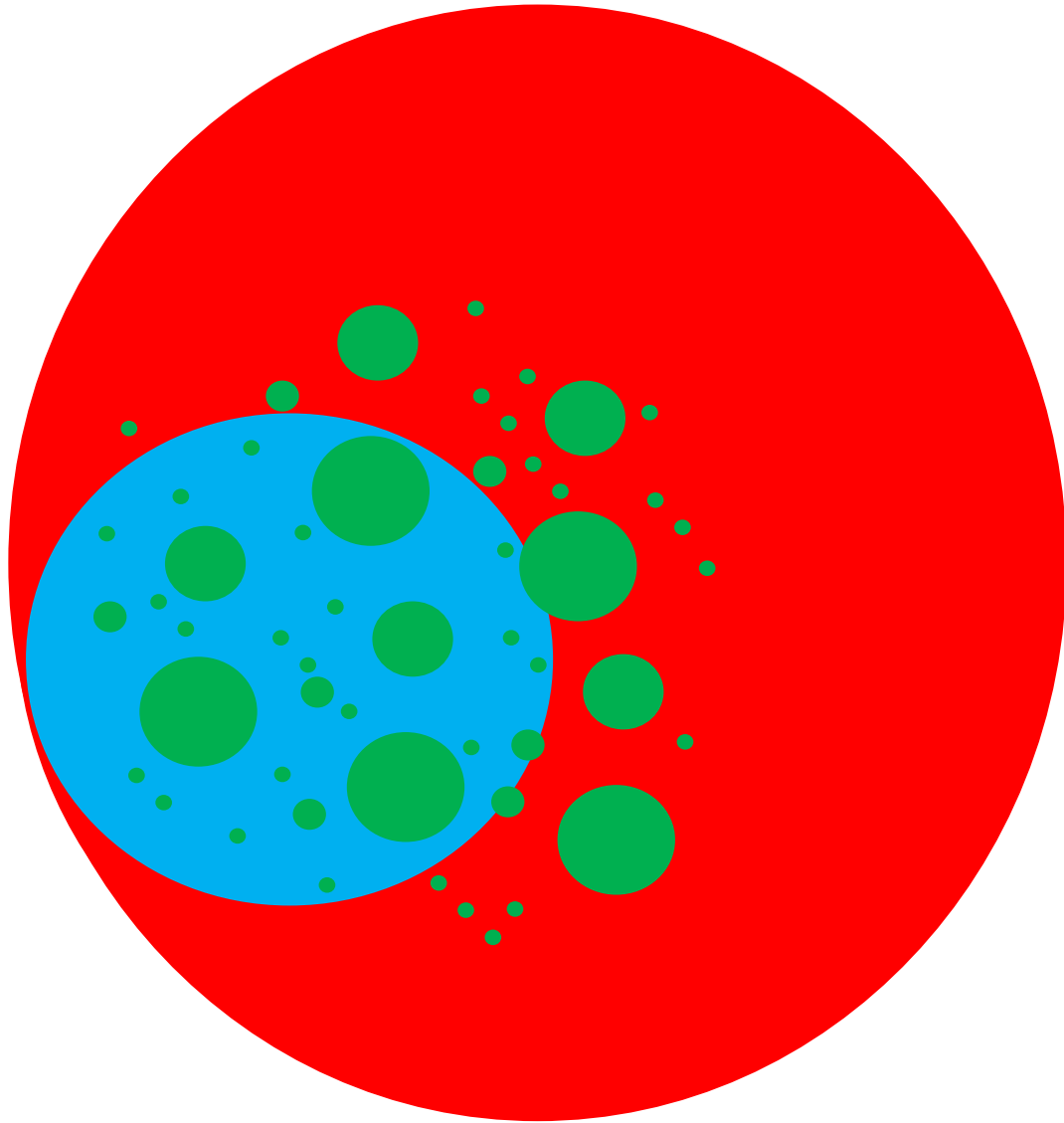


**a different
direction**



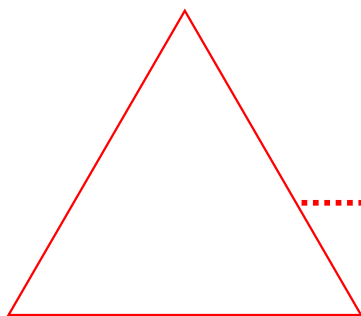
**the goal of this space would be to take us in a different
direction how?**

three relationships

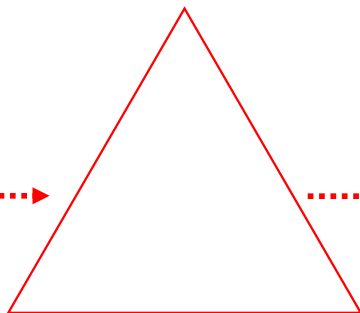




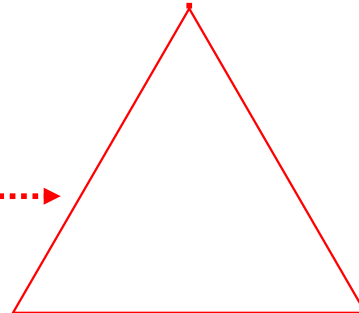
capital flight



complexity



business-as-usual



multiple capitals



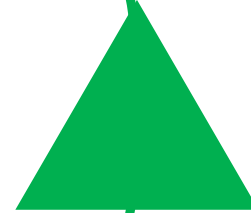
helping friend-enemy



complexity



effective strategy



**multiple
capitals**

“friendship”



capital recycling



is this a space we want to live in?



if you build a house, and it falls down on the heads of the people who live there, are you held accountable?



axiom 32

the original sin of complex systems is the belief that you can change systems without changing yourself



axiom 33

nothing without skin in the game

if you don't have skin-in-the-game, you're unlikely to change anything

Source: Nassim Nicholas Taleb, *Skin in the Game: Hidden Asymmetries in Daily Life*



“scars signal skin in the game.”

Nassim Nicholas Taleb, *Skin in the Game: Hidden Asymmetries in Daily Life*