12ᵗʰ Annual LILA Summit
June 5, 2018

LEARNING INNOVATIONS LABORATORY | FALL GATHERING
Emergence in Organizations: Unlearning for Emergence

LEARNING INNOVATIONS LABORATORY | WINTER GATHERING
Emergence in Organizations: Engaging Emergence

Emergence in Organizations

Shaping the future as it unfolds

learning **innovations** laboratory
at the harvard graduate school of education

Time	Event: June 5, 2018
June 5th **8:00-8:30 am**	**Registration and Continental Breakfast**: Meet fellow participants, review collateral materials from the year's gatherings while having a cup of coffee, tea and morning snacks
8:30-9:15	**LILA Welcome & Topic Framing**: Preview of the day, roles, and format of LILA. LILA researchers frame the history of the theme and share some anchoring concepts to ground the day's discussion.
9:15-10:30	**Perspectives & Provocations**: LILA faculty and members will participate break-out conversations to dig deeper into particular aspects of Emergence in organizational settings.
10:30-11:00	**Break**
11:00 -12:00	**Guest Faculty Provocation: Conveying Emergence: Engaging Others in Complex Ideas** *Wendy Smith – Lerner Business School*
12:00 – 12:15	**Small Group Sense-making**: In small groups, participants discuss and document insights and questions that have emerged for them over the day.
12:30-1:30	**Lunch** provided on premises
1:30 - 2:30	**Perspectives & Provocations**: Faculty will lead a session where they share new research and invite participants to engage conversations to dig deeper into particular ideas that are relevant to initiatives they are leading.
2:45-3:15	**Break**
3:15 – 4:15	**Guest Faculty Provocation**: **Future of Organizations** *Marina Gorbis – Institute for the Future*
4:15 – 4:30	**Small Group Sense-making**: In small groups, participants discuss and document insights and questions that have emerged for them over the day
4:30 – 5:00	**Community Reflections & The Future:** Participants and guests share key ideas from the day of discussions

Keynote Speakers

Dr. Wendy Smith, Alfred Lerner School of Business, University of Delaware

Wendy's research focuses on strategic paradoxes – how leaders and senior teams effectively respond to contradictory agendas. She studies how organizations and their leaders simultaneously explore new possibilities while exploiting existing competencies, and how social enterprises simultaneously attend to social missions and financial goals. Her research has been widely published, and she was awarded the Lerner College Outstanding Scholar Award in 2015.

Wendy teaches leadership, organizational behavior and business ethics. She has taught at University of Delaware, Harvard and University of Pennsylvania – Wharton. Wendy was awarded the University of Delaware MBA Teaching Award in 2016. Wendy has also taught executive and senior leadership teams how to manage interpersonal dynamics, emotional intelligence, high performing teams, organizational change and innovation, managing in times of crisis, and managing strategic paradoxes. She facilitated senior leadership teams at the Harvard Business School Executive Education program. She has also worked with senior teams at organizations such as American Automobile Association (AAA), Wilmington Trust, DHL and IBM.

Marina Gorbis, Executive Director, Institute for the Future

Marina Gorbis is a futurist and social scientist who serves as executive director to the Institute for the Future (IFTF), a Silicon Valley nonprofit research and consulting organization. In her 19 years with IFTF, Marina has brought a futures perspective to hundreds of organizations in business, education, government and philanthropy to improve innovation capacity, develop strategies, and design new products and services.

Marina's current research focuses on how social production is changing the face of major industries, a topic explored in detail in her book, _The Nature of the Future: Dispatches from the Socialstructed World_ . She has also blogged and written for BoingBoing.net, FastCompany, Harvard Business Review, and major media outlets. A native of Odessa, Ukraine, yet equally at home in Silicon Valley, Europe, India, and Kazakhstan, Marina is particularly well suited to see things from a global viewpoint. She has keynoted such international events as The Next Web Conference, NEXT Berlin, the World Business Forum, the National Association of Broadcasters annual convention, and the Western Association of Schools and Colleges annual conference. She holds a BA in psychology and a Master of Public Policy from UC Berkeley.

Perspectives & Provocations Sessions
Morning Offerings

These sessions will run concurrently. The faculty will share some of the ideas they have been working on and then engage participants in a conversation to explore their thinking and research.

Dr. Michelle Barton, Boston University: Group resilience-in-action: Engaging with emergent contexts

My research explores what it means for teams to be resilient during uncertain and adverse situations. Much of our understanding of resilience comes from studies of crisis response. Yet, for many organizations, resilience is a requirement for even day-to-day work. Heightened work demands, complex technologies and complicated global systems mean that strain, stress and organizational disruptions are often ongoing rather than episodic. I am interested, therefore, in resilience as a process – something we do, rather than something we have. In this study, we focus in particular on group resilience and how members work together to engage with emergent and adverse conditions. We explore the interpersonal dynamics of resilience in the context of expedition racing. Expedition racing is multi-disciplinary team sport (e.g., mountain biking, trekking, kayaking) involving navigation over an unmarked wilderness course, often over several days. This is a context in which adversity is omnipresent: errors, technological breakdowns, and untoward environmental conditions are both frequent and unpredictable. Our data suggest that teams enact resilience through interpersonal processes to shape, coordinate and update their engagement with the emergent context. Some questions to explore:

- Where in your organization do you see teams struggling with adversity? (i.e., aside from crises, when do we need resilience?)
- In what ways do you see teams falling apart or coming together when faced with adversity? What does it look like when this happens?
- What are the challenges to drift management in your organization? What prevents groups from managing and coordinating engagement?
- How have you seen leaders shape a group's response to adversity? How might leaders facilitate collective coping processes?

Dr. Sandy Pentland, MIT. Emergence of Collective Intelligence

Despite its importance, human collective intelligence remains enigmatic. We know what features are predictive of collective intelligence in human groups, but we do not understand the specific mechanisms that lead to the emergence of this distributed information processing ability. In contrast, there is a well-developed literature of experiments that have exposed the mechanisms of collective intelligence in nonhuman animal species. We adapt a recent experiment designed to study collective sensing in groups of fish in order to better understand the mechanisms that may underlie the emergence of collective intelligence in human groups. We find that humans in our experiments act at a high level like fish but with two additional behaviors: independent exploration and targeted copying. These distinctively human activities may partially explain the emergence of collective sensing in our task environment at group sizes and on times scales orders of magnitudes smaller than were observed in fish.

Nora Bateson (Bateson Institute): Identity

As individuals and within larger communities our notions of identity inform us as to who we are in relation to the systems we live within. But this era is a time of upheaval, the ecosystems and social systems around the globe are in rapid transition. While change is a constant in living systems, the rate of change now is unprecedented. Who are we in this changing world? As families, as professionals, as cultures, how is our perception of ourselves changing….. and what if it doesn't?

Identity often seems to depend on belonging to a particular gender, nationality, political party, religion etc. with its attendant problems at the edges where one belonging rubs up against another. Identity is a personal matter, but it also matters in terms of society, ecosystems, and the future. Double binds of identity, and other traps of obsolete fragmentation in our thinking can be seen with greater insight through the lens of complexity and systems. As our ability to perceive the complexity of our own identity is increased, so is our ability to perceive the complexity of our world. With this perception we have much more information from which to make the important decisions, as well as much more sensitivity. Some questions to explore:

- How might we begin to describe the complexity of identity? What is the opposite of that complexity? Are we reducing ourselves and others to limited notions of self?
- By focusing on the complexity of identity, how is our understanding of other people changed?
- What possibilities for change are brought to light when we can describe the transcontextual processes that form identity?
- Who are we? And, who are we now, in this era of emergent transformation?

Afternoon Offerings

Dr. Monika Aring and Sherry Lassiter (MIT): Preparing for the future of work

Half the world's population is under 30 years of age. 89.7% live in developing countries, where many of their education and training systems are preparing them - if at all - for yesterday's jobs. One of the underlying problems is that systems to educate and train our future workforce is broken into parts (silos of separate subjects) and there is no way to connect these separate parts back into a whole - emergence- that empowers graduates to be effective. These issues are especially meaningful at the present time, when the combination of AI, computing power and internet connectivity is transforming how we live and work. Some questions to explore:

- What is it about project-based learning that allows learners to have the experience of "the whole?"
- Given that education and training systems are likely to be very slow to change, do you see any ways to help the world's youth in developing countries leapfrog their skill development so that they can participate productively?
- What might be the value of learning in Maker spaces such as Fab Labs (1200 Maker spaces sharing a common protocol and linked to each other and MIT's Center for Bits and Atoms) where young people can make just about anything they can think of?

Wendy Smith (Lerner School of Business): Conveying Emergence: Engaging Others in Complex Ideas

Jean-Luc Godard, acclaimed French-Swiss filmmaker, noted, "Sometimes reality is too complex. Stories give it form." As leader's grapple with emergence in organizations, one critical challenge involves how we engage others in these complex ideas. As Jean-Luc Godard noted, often times we can best engage complexity by telling stories. In this talk, Wendy will draw on some of her recent research about how leaders engage others in complex, paradoxical ideas through storytelling. She will explore why stories convey complex, paradoxical ideas like the notion of emergence and how to best tell stories.

Janet Pogue (Gensler Associates): "How to Scale Innovation?"

Over the past 50+ years, Gensler has been transitioning from an interiors design provider to a fully-integrated research and design firm. We recently created The Gensler Research Institute within our firm as an incubator for new/emergent ideas and an opportunity for professionals to explore topics of interest and become topical experts. This is working well in terms of a bottom-up structure focused on emergent ideas. The Institute has grown from a thought leadership and professional development platform into a platform for the creation of new ideas, services, and processes to drive the growth and expansion of our business. But, how can organizations develop processes and platforms that create paths for emergent ideas to scale, take root, and re-enter the core business and culture of their organizations? In other words, how can do you scale innovation to change a business? We'll share what Gensler is doing, gather your ideas on what's missing, and jointly craft lessons learned.

Map of Lodging and Conference Locations
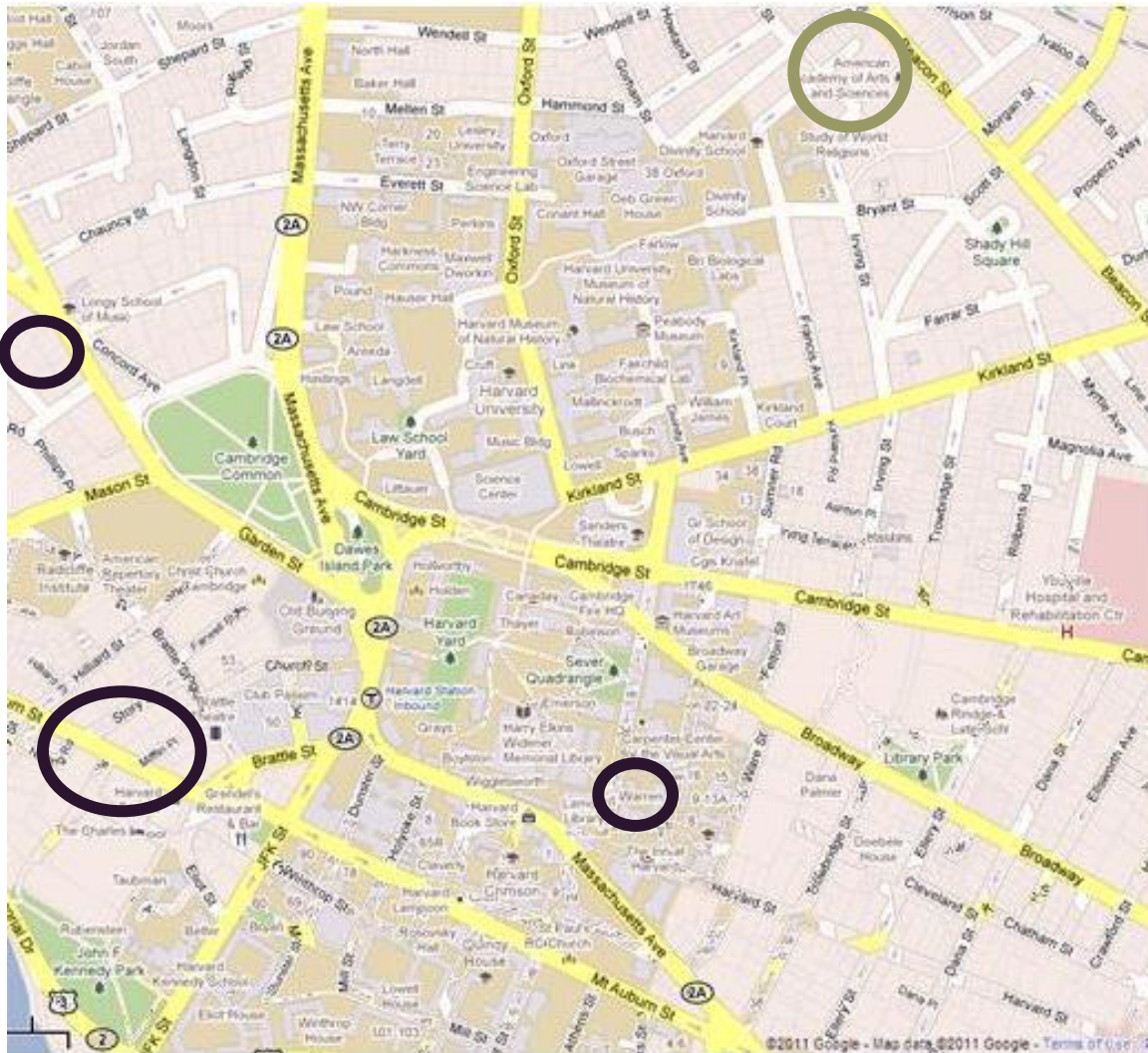
⬤ Popular lodging options   ⬤ American Academy of Arts & Sciences

The House of the Academy is located at 136 Irving Street on five-and-a-half wooded acres on the Cambridge/Somerville line. PLEASE NOTE that the vehicle entrance to the Academy is at 200 Beacon Street, Somerville, Massachusetts. The Porter Square train stop is a 15-minute walk for those coming by subway. For bus maps go to the MBTA website). You can also get door-to-door directions to the Academy from Yahoo.