



Evolutionary Policy Design

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Agenda

- Part 1: Core Concepts
- Part 2: Principles of Action
- Part 3: CLEAR Policy Design
- Part 4: Evolving Policies with ARCs
- Part 5: The Evolutionary Policy Design Canvas

Part 1: Kanban Concepts



Part 1: Kanban Concepts

Values	Agendas	Principles	Practices
Transparency	Survivability	Start with what you do now	Visualize
Balance		Agree to pursue evolutionary change	Limit WIP
Collaboration		Encourage acts of leadership at all levels	Manage Flow
Customer Focus		Understand & focus on customer needs & expectations	Make Policies Explicit
Flow	Service-Orientation	Manage the work, let people self-organize around it	Implement Feedback Loops
Leadership		Evolve policies to improve outcomes	Improve Collaboratively, Evolve Experimentally
Understanding			
Agreement			
Respect	Sustainability		

—Anderson

Part 2: Principles of Action



Policy: Definition

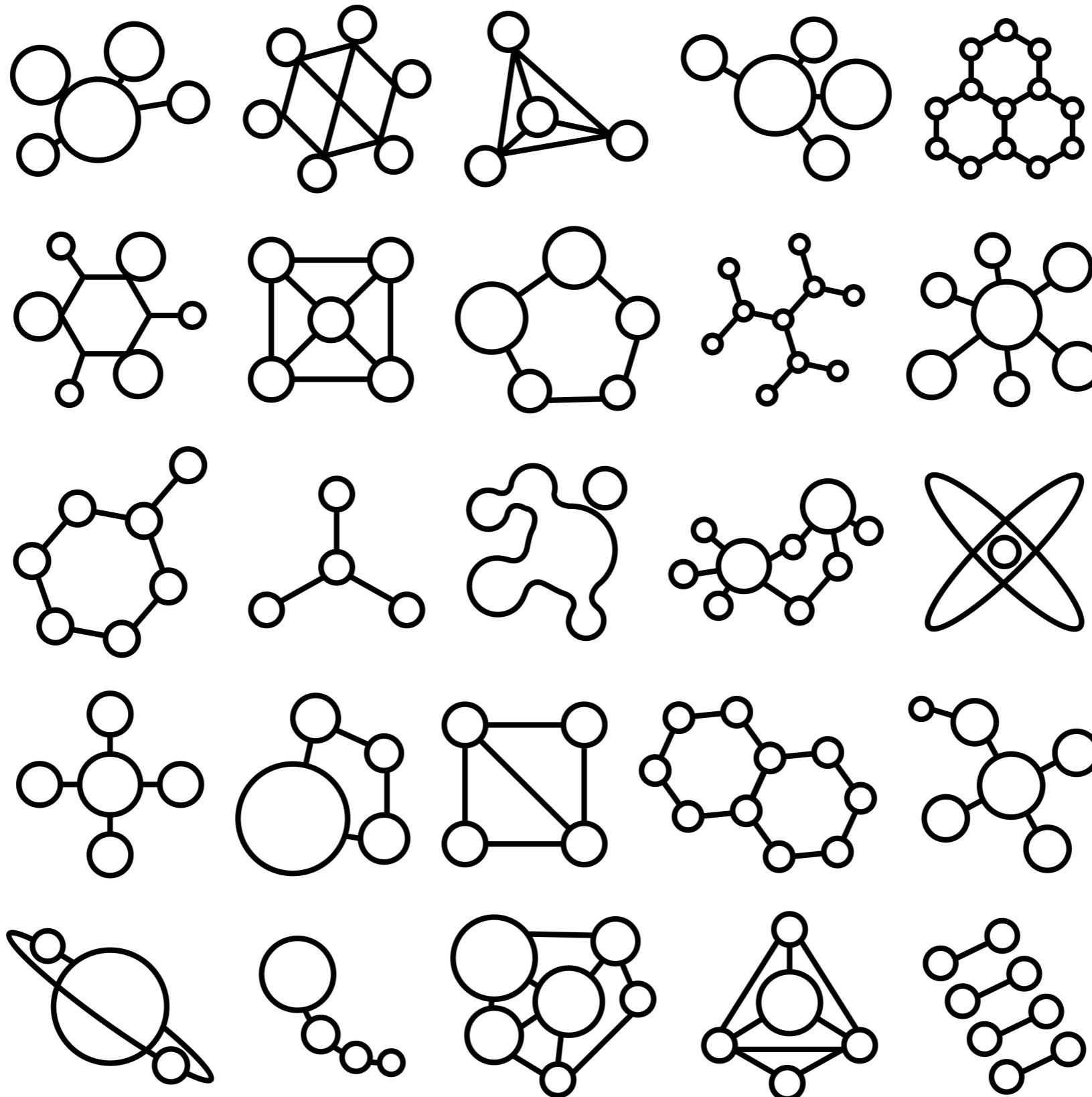
A course or principle of action adopted or proposed by an organization or individual.

–Oxford

Policy Design

An act of leadership
seeking agreement on
principles of action in
pursuit of evolutionary
change.

Part 3: CLEAR Policy Design



Clarity

Latitude

Encouragement

Accompaniment

Resources

–Scott

Clarity

“It is important that an aim never be defined in terms of activity or methods. It must always relate directly to how life is better for everyone...The aim of the system must be clear to everyone in the system. The aim must include plans for the future. The aim is a value judgment.”

–Deming

Latitude

“What is at the heart of the transformation? It is the release of the power of intrinsic motivation. How? By creating joy, pride, happiness in work; joy and pride in learning. One is born with a natural inclination to learn and to be innovative. One inherits a right to enjoy his work.

–Deming

Encouragement

“The most valuable ‘currency’ of any organization is the initiative and creativity of its members. Every leader has the solemn moral responsibility to develop these to the maximum in all his people. This is the leader's highest priority.”

–Deming

Accompaniment

“This is the nature of capacity building:
Someone accompanies you as you learn to
walk the path by yourself. If you fall, there is
somebody close by to give you a hand.
Mistakes are accepted. Confidence is gradually
built. Setting grandiose goals and whipping up
enthusiasm through constant emotional appeals
are avoided.”

–Ruhi Institute

Resources

“People are already doing their best;
the problems are with the system.
Only management can change the
system.”

–Deming

Clarity
Latitude
Encouragement
Accompaniment
Resources

–Scott

Part 4: Evolving CLEAR policies with Learning ARCs



Action

“The reflective practitioner...carries out an experiment which serves to generate both a new understanding of the phenomenon and a change in the situation.”

–Schon

Reflection

“The reflective practitioner allows himself to experience surprise, puzzlement, or confusion in a situation which he finds uncertain or unique...He reflects on the phenomenon before him, and on the prior understandings which have been implicit in his behaviour.”

–Schon

Consultation

- Collaborative exploration of reality;
- Collective reflective practice;
- Clash of differing opinions sparks truth;
- Dialogue - Bohm;
- Purpose: Coherence, integrity & unity of thought & action.

Double-Loop Learning

Single-loops

Change in course of action towards a set goal using a different strategy or method. The new approach is expected to yield a different, successful outcome, thereby achieving the initial goal.

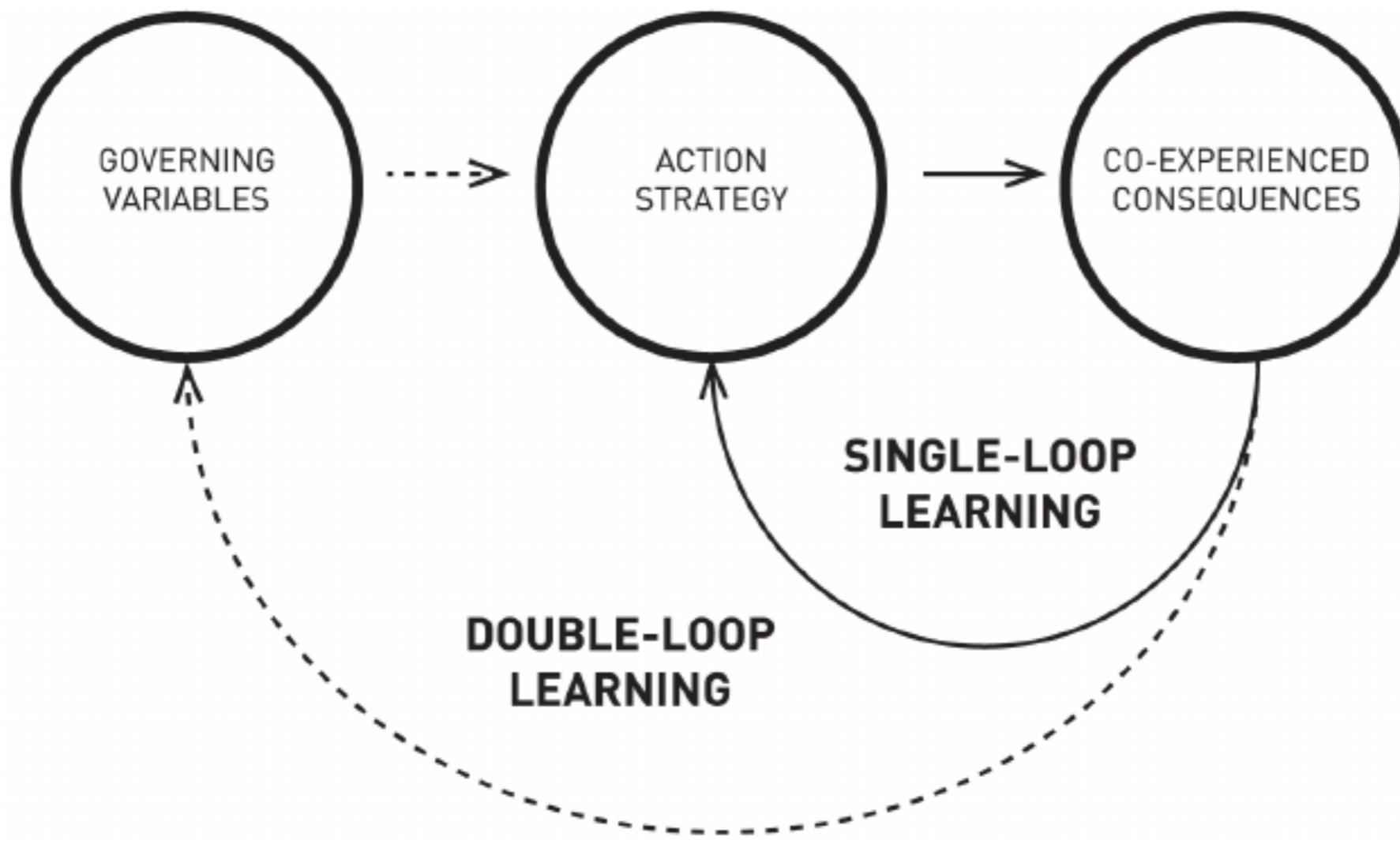
Double-loops

Change in course of action decided by rethinking the initial goal and reevaluating beliefs and assumptions instead of simply reassessing failed actions—then taking a set of actions that are aligned with reevaluated goals, beliefs & assumptions.

—Schon

Double-Loop Learning

Governing Variables = Policies?



-Schon

Part 5: The Policy Design Canvas



- Describe the current system you seek to improve.
What makes the service fit for purpose? What is dissatisfying about it?
- Describe the current policies that govern the system.
- Describe how people interact with these policies.
- Describe the policy change you will make to improve the system.
- Describe how the Core Concepts & **CLEAR ARCs** model inform the new policy design.

- What change(s) do you expect to perceive in the system? How do you expect it to make your service fitter for purpose?
- What change(s) do you expect to perceive in the behaviours and actions of people?
- Schedule a reflection & consultation meeting (review) for 1-3 months from today.
- Observe how the system and people respond to the policy change.
- Record your observations
- Share what you learn at the next reflection & consultation meeting. Identify patterns.
- Repeat...

Evolutionary Policy Design Canvas

Describe the current system you seek to improve. What makes it fit for purpose? What is dissatisfying about it?	Describe the current policies that govern the system.
Describe how people interact with these policies.	Describe the policy change you will make to improve the system.
Describe how the Core Concepts & CLEAR ARCs model inform the new policy design.	
Describe the change(s) that you expect to perceive in the system. How do you expect your service to be fitter for purpose?	Describe the change(s) that you expect to perceive in the people.
Observations of how the system and people respond to the policy change.	
Date/Time of next reflection & consultation meeting:	

