



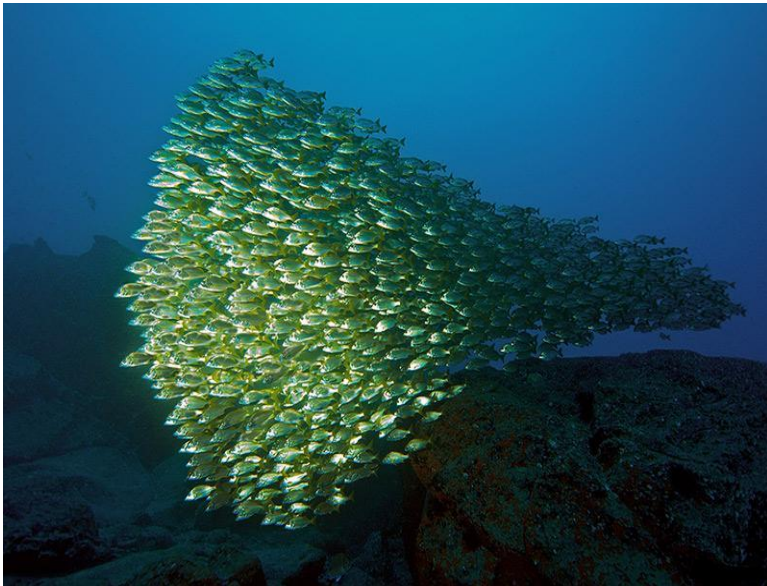
# Mediation in the Age of Complexity

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# Complex Adaptive Systems

Apply to everything in nature including humans

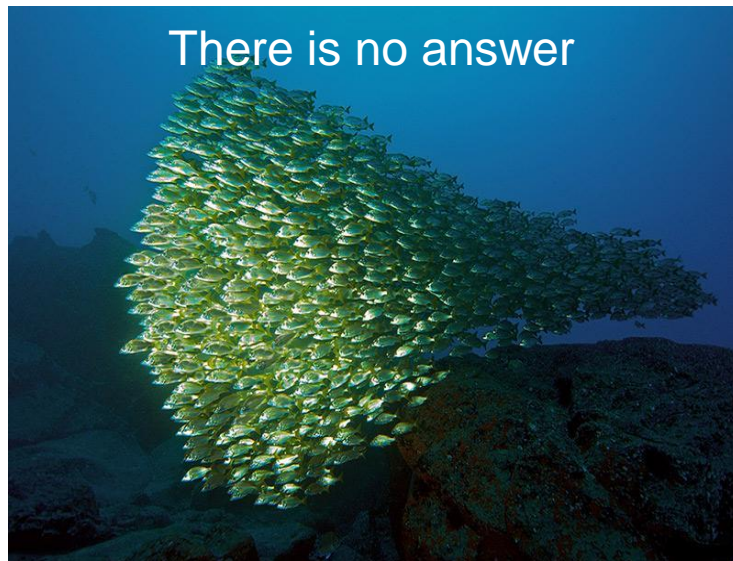


include: climate; cities; firms; markets; governments; industries; ecosystems; social networks; power grids; animal swarms; traffic flows; social insect (e.g. ant) colonies; the brain and the immune **system**; and the cell and the developing embryo.

# Complex Adaptive Systems

Apply to everything in nature including humans

Patterns form then unfold - but they never finish. They remain open-ended  
This creates 'Perpetual Novelty'



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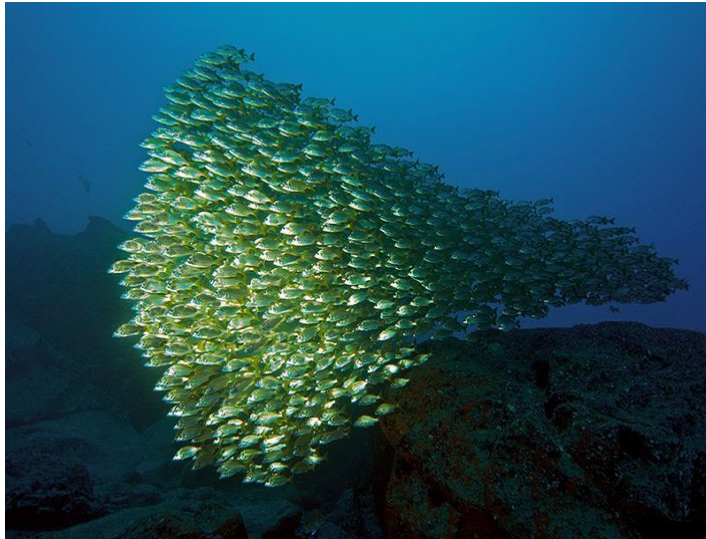


# Complex Adaptive Systems

Outcomes cannot be predicted.

We can only understand in retrospect - Best practice is by definition past practice.

Joining the dots in advance is an illusion



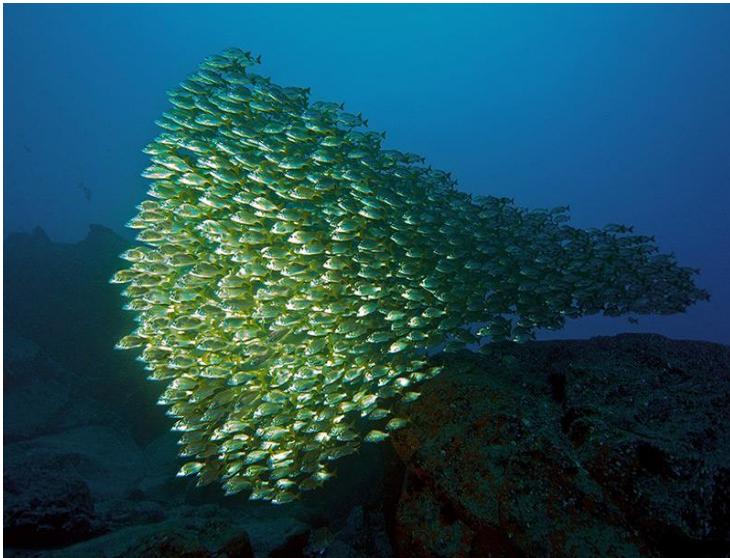
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# Complex Adaptive Systems

There is no one-way or right way to do things - no universal solution

It requires a multi-hypothesis approach

Probe for early failure and trigger fast recovery - it shows what is possible



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# Step 1. Create a Boundary



- Create a boundary within the system that irritates emergent behaviour into life.
- Managers can then observe that behaviour and amplify things that work and dampen things that do not.



# Complex System – Nothing is repeatable

Emergent Practice - Novelty

You have to interact with it not analyse it  
by probing – sensing and responding



Enabling Constraints

# Complex Adaptive Systems

Once a pattern forms you work from that point and nudge forward

You cannot go back or forward in time.

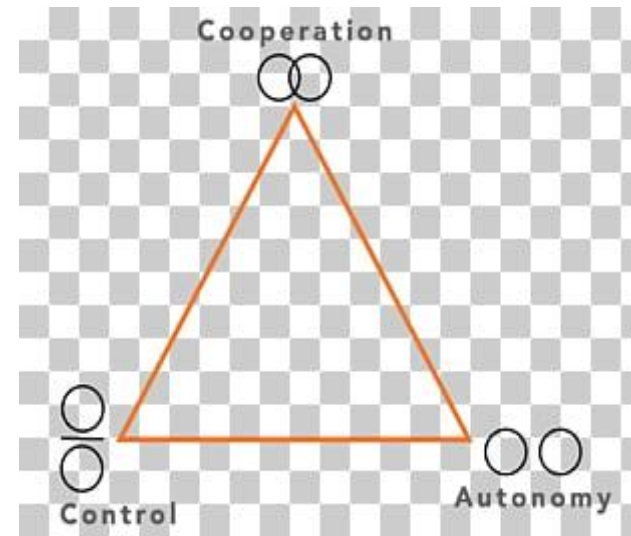
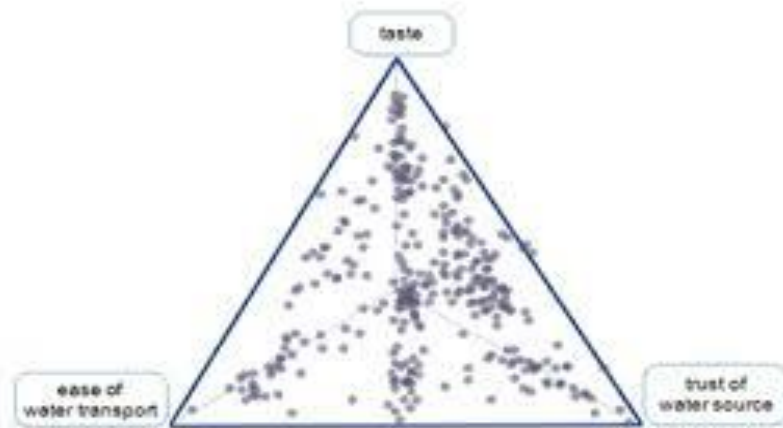
You have to manage from the present



Mapping the present rather than defining a future state



## Map the present - Don't define a future state



- What story would you tell your friend about the company you work in
- looking for a cluster of user anecdotes - micro narratives
- How can we get more stories like these and less like those
- What is adjacent possible to where I am now that's going to move in the direction of where I want to go
- novelty emerges in the margins
- Discovering unarticulated needs

# The Two Mediation Models

## Shuttle or Caucused Mediation

There is no intention by the mediator to have the parties engage in any direct meaningful exchange.

## Facilitative Mediation

The mediator intends that at some point in the mediation there will be a direct meaningful exchange between the parties.

# The Principle of Emergence

Mediation is built on the complex interaction between the parties.

That interaction leads to something new being created which becomes greater than the sum of the parts.

Scientists call this process 'emergence'.





The American physicist Murray Gell-Mann

*“You don’t need something more to get something more. That’s what emergence means.”*