

What values seem shared, but actually are not?

When gone unspoken, the things that “obviously” matter to one participant—especially one with power—can be presumed to matter to everyone

How do participants feel about their role?

The stories people tell themselves about who they are (or want to be) can influence what actions they choose willingly, and what they dismiss out of hand.

How might aligning on values or priorities help?

Explicitly stating collective goals can help ensure network needs take center stage, even as participants also make progress toward personal goals.

What is most meaningful to each participant?

People can be unexpectedly flexible on some things and be rigid on others. What are they willing to give up, and what is non-negotiable?

How might a sense of kinship be impacting the interaction?

Social ties, a sense of wanting to belong, and an individual’s core sense of self are strong motivators for action.

How might overall complexity be reduced?

Too much complexity of process, communication, or options can lead to challenges. How might unnecessary complexity be simplified?

How are options being evaluated?

Without explicit agreement on how options should be evaluated, it’s difficult to reach consensus... especially when there might be underlying assumptions about how to choose.

Where might lack of structure be causing confusion or frustration?

Structure—even something like an agenda or to-do list—can help groups know if progress is being made.

Is anyone benefiting from complexity?

Sometimes participants with high levels of expertise don’t recognize when providing *all* the details is a burden to others.

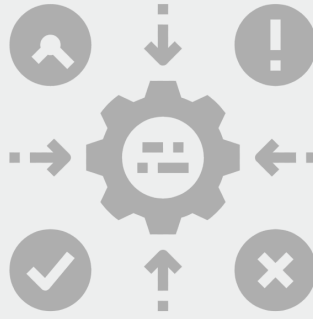
Are conflicting perspectives causing tension?

When participants have different “mental models” for what good looks like but don’t realize it, this can lead to conflict or a sense that others aren’t listening.

CONTEXT



CONTEXT



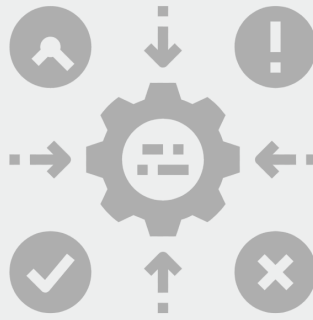
CONTEXT



CONTEXT



CONTEXT



CONTEXT



COGNITIVE EFFORT



COGNITIVE EFFORT



COGNITIVE EFFORT



COGNITIVE EFFORT



COGNITIVE EFFORT



COGNITIVE EFFORT



What is causing uncertainty?

The state of uncertainty is uncomfortable, especially when stakes are high. In networks, uncertainty can take multiple forms: what the future holds, but how your partners operate.

What tradeoffs are contributing to uncertainties?

Uncertainty is often a result of a fork in the road, where we feel responsible for making a good choice but hesitate to give up some options in favor of others.

How might a fear of loss influence behavior?

Behavioral theory tells us that losses hurt worse than gains feel good; fear of losing either tangible or intangible assets can greatly impact behavior.

How might a “what good looks like” example help?

We can partially manage uncertainty by looking for familiar examples, which help ground us in the known.

Where might a lack of insight into others’ values add to uncertainty?

When views that are obvious to us are clearly not shared by others, it can cause additional confusion or doubt about what to do.

What barriers—large and small—are a problem?

Sometimes even small or seemingly “irrational” obstacles can create significant barriers to action.

How might a sense of ownership motivate actions?

Motivation can often be increased by heightening a sense of investment or accountability in the outcome.

What might be reducing—or increasing—the urge to act?

Are the perceived stakes high enough... or too high? The perception of seeming stupid, or failing, can get in the way of taking action.

What incentives—or disincentives—for action exist?

What matters most to each participant? Social norms and social capital can be more important considerations than money or power.

How is urgency—of time, scarcity, or social—present, or needed?

It's often much easier *not* to take action or make a choice... adding urgency can dial up the motivation to move forward.

UNCERTAINTY



UNCERTAINTY



UNCERTAINTY



UNCERTAINTY



UNCERTAINTY



UNCERTAINTY



ACTION



ACTION



ACTION



ACTION



ACTION



ACTION



A new beginning: A new start of any kind (e.g. a new leader, new project, new funding cycle)

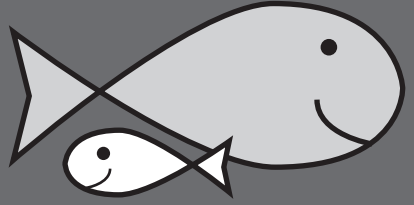
Shift in fortunes: A sudden or significant external shift that will impact current plans or structures

A
NEW
BEGINNING

Big fish, little fish:
A formal merger or acquisition, where one entity subsumes another organization (or is integrated into it)

A SHIFT IN FORTUNES

THE END OF THE ROAD

BIG FISH

LITTLE FISH

Better together: A formal allegiance or collaboration

BETTER TOGETHER

End of the road: The end of a long-term or reliable state of things, like a departure or the end of a project

These “out of the blue” events can be used to interrupt and redirect the scenario... either positively or negatively. They provide a chance to look into the future and prototype how participants might respond to events that have not yet occurred.

To assemble, cut around the dotted lines then fold and secure to create a six-sided die.

WILD CARD

Wild card:
The introduction of a new dynamic or event