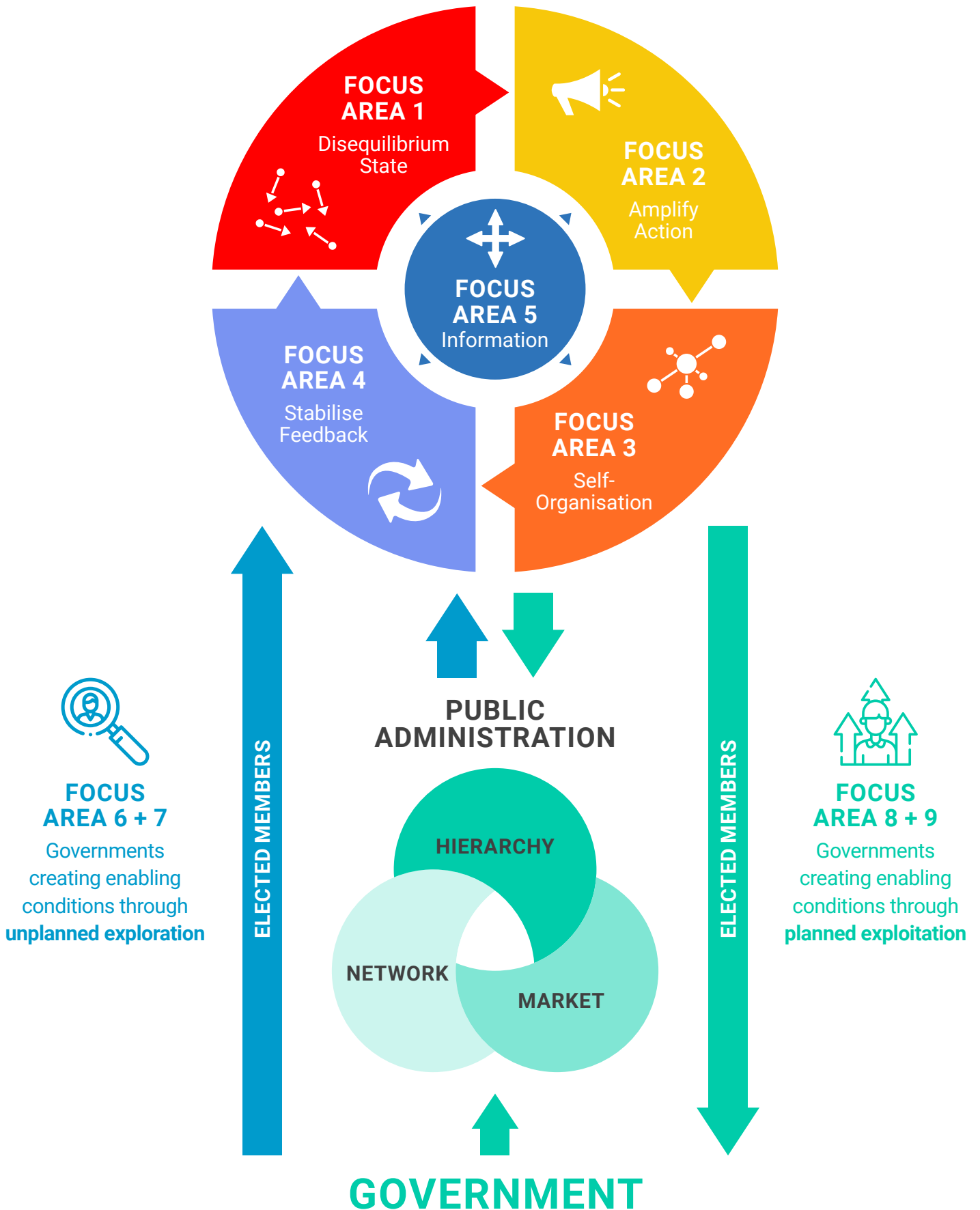


COHERENT AND ADAPTIVE SOLUTION ECOSYSTEMS



## Building the Adaptive Capacity of Communities

Focus Area	Initiative Characteristics
<b>1. Create a disequilibrium state</b>	<ul style="list-style-type: none"> <li>1.1 highlight the need to organise communities differently</li> <li>1.2 cultivate a passion for action</li> <li>1.3 manage initial starting conditions</li> <li>1.4 specify goals in advance</li> <li>1.5 establish appropriate boundaries</li> <li>1.6 embrace uncertainty</li> <li>1.7 surface conflict</li> <li>1.8 create controversy</li> </ul>
<b>2. Amplify action</b>	<ul style="list-style-type: none"> <li>2.1 enable safe fail experimentation</li> <li>2.2 enable rich interactions in relational spaces</li> <li>2.3 support collective action</li> <li>2.4 partition the system</li> <li>2.5 establish network linkages</li> <li>2.6 frame issues to match diverse perspectives</li> </ul>
<b>3. Encourage self-organisation</b>	<ul style="list-style-type: none"> <li>3.1 create correlation through language and symbols</li> <li>3.2 encourage individuals to accept positions as role models for the change effort</li> <li>3.3 enable periodic information exchanges between partitioned subsystems</li> <li>3.4 enable resources and capabilities to recombine</li> </ul>
<b>4. Stabilise feedback</b>	<ul style="list-style-type: none"> <li>4.1 integrate local constraints</li> <li>4.2 provide a multiple perspective context and system structure</li> <li>4.3 enable problem representations to anchor in the community</li> <li>4.4 enable emergent outcomes to be monitored</li> </ul>
<b>5. Enable information flows</b>	<ul style="list-style-type: none"> <li>5.1 assist system members to keep informed and knowledgeable of forces influencing their community system</li> <li>5.2 assist in the connection, dissemination and processing of information</li> <li>5.3 enable connectivity between people who have different perspectives on community issues</li> <li>5.4 retain and reuse knowledge and ideas generated through interactions</li> </ul>

## Unplanned Exploration of Solutions with Communities

Focus Area	Initiative Characteristics
<b>6. Public administration – adaptive community interface</b>	6.1 assist public administrators to frame policies in a manner which enables community adaptation of policies 6.2 remove information differences to enable the ideas and views of citizens to align to the challenges being addressed by governments 6.3 encourage and assist street level workers to take into account the ideas and views of citizens
<b>7. Elected government – adaptive community interface</b>	7.1 assist elected members to frame policies in a manner which enables community adaptation of policies 7.2 assist elected members to take into account the ideas and views of citizens

## Planned Exploitation of Community Knowledge, Ideas and Innovations

Focus Area	Initiative Characteristics
<b>8. Community innovation – public administration interface</b>	8.1 encourage and assist street level workers to exploit the knowledge, ideas and innovations of citizens 8.2 bridge community-led activities and projects to the strategic plans of governments 8.3 gather, retain and reuse community knowledge and ideas in other contexts
<b>9. Community innovation – elected government interface</b>	9.1 encourage and assist elected members to exploit the knowledge, ideas and innovations of citizens 9.2 collect, analyse, synthesise, reconfigure, manage and represent community information that is relevant to the electorate or area of portfolio responsibility of elected members

(Goldstein, Hazy & Lichtenstein, 2010; Jessop, 1998; Lichtenstein & Plowman, 2009; Lipsky, 1980; Snowden 2008; Snowden & Boone, 2007; Surie and Hazy, 2006; Uhl-Bien, Marion & McKelvey, 2008)