



Scotland looks to her future

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The Scottish Referendum

Complexity perspectives

Louie Gardiner



There is no outside

In agreeing to write this article, I am psychologically and soulfully stepping into the conversation on the Scottish Referendum.

Practically I am already in. I live in Scotland by choice. It is my home – not the land of my birth, but the birthplace of my father and my mother's father. My mother and I represent our colonial heritage, having been born in Calcutta, India and Lusaka, Zambia respectively.

I experience myself as Scottish, British, Zambian and a global citizen and know the privileges I have because of all these identities I hold. I am undecided about which way I will vote in this Referendum. It is with some trepidation that I write; yet write I must, because the nature of the debate bothers me and I believe I can contribute to the conversation.

I am supported by my intention (Purpose) to illuminate what is and is not being seen, said or understood. I hope to facilitate a more expansive, respectful enquiry that informs people's sense-making, decision-making and action-taking, whatever the result of the vote on 18 September 2014.

Everything is something

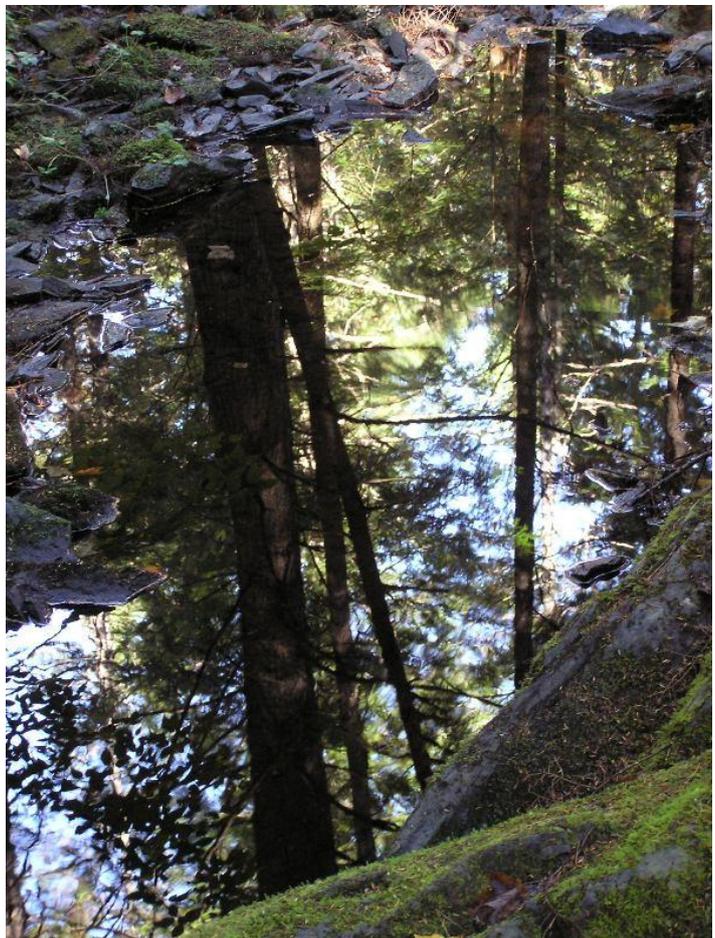
I bring to the arena what I have available to me – it is something, though not everything. The work I do in the world I inhabit is guided by an understanding of complexity principles which appear to illuminate the reality of reality. I use the subtitles in this article to point to some of these principles without diving unnecessarily into the underpinning theories. In particular I draw on complex adaptive systems (CAS) theory, as to me, this most powerfully illuminates the dynamics within and between us as human beings, alone and together. I know something about CAS theory, neuroscience and intrapersonal and interpersonal interplay. I also know something about planning and delivering 'fit-for-purpose' stakeholder engagement; and about organisation, leadership and community development. I work with people individually and collectively, helping them to see, understand and act more effectively amidst great complexity and uncertainty. I bring this fusion of knowing to bear as I coach, consult, facilitate, teach, supervise, write; and through it all I learn. In writing, I discover what I am coming to know. I hope that in my sharing the fruits of this process, you too may reap something of value.

There is something in everything: The Scottish Referendum

How we got to this point as a Nation arises from a complex mesh of factors, facts, feelings and fictions projecting across time (past, present and future) and space (places, nations and continents). In this article I say nothing of specific historical events nor do I refer to explicit details in the ongoing debate. To illuminate aspects of this mesh, I draw on various models and methods from the field of Human Systems Dynamics (HSD),¹ including a framework of my own developed over some 30 years of personal, academic and professional praxis. It is called the *Potent 6 Constellation*. I reveal its constituent elements in italicised text in what follows to help illuminate aspects of the current conversation. I do not, however, explain how it is practically deployed in service to catalysing dynamical (unpredictable) change with individuals, groups and organisations. This would be the topic of another article.

What is, is not

When it comes to the Scottish Referendum, forgive me for not knowing which way to go. Quite apart from the professional critique I have of the question (see insert below), I find myself amidst shades of uncertainty that reside in the space between those who believe they KNOW the right choice for Scotland: those who would answer 'Yes' and those who would answer 'No'. The single question generates a cascade of further questions in me: What is/ would be/ could be/ should be THE right choice? The right choice for 'what' in Scotland? About what? Based on what? To achieve what? For whom? For what purpose? To what end? Amidst this complexity as I see it, there can be no choice that is 'right' from every perspective, for every context and future possibility. In the end, votes will be cast and counted, and we will get on with whatever unfolds as a result of the result. Essentially that is it.



¹ Founded by Glenda Eoyang. I am currently the only HSD Professional Associate in Scotland and one of a handful in the UK

CRITIQUE OF THE SCOTTISH REFERENDUM QUESTION

'Should Scotland be an independent country?'

The question is

- **Closed** - it asks for a single either/or answer = Yes or No. This reduces a hugely complex matter into a simplistic binary response. Kahneman (2011) says that when a question is too complex to answer, we unwittingly default to answering a different simpler question which bears no relation to the original question being asked. If we remain unaware of our internal sense-making patterns, we are likely to default to something we can answer for ourselves – an emotive reaction based on our likes/ dislikes or wants/ desires which will be driven by either by 'fear of getting what we don't want' OR 'fear of not getting what we desire'
- **Leading** - it suggests/ implies an outcome in the body of the question i.e. 'an independent Scotland'. Whichever 'outcome' is mentioned is psychologically seeded/ preferred
- **Loaded** - in using the term 'should' it provokes judgment and evokes emotionality. It implies there is a morally appropriate answer: right/ wrong; better/worse; good/bad. Additionally, it channels people into connecting, not with their rational minds, but with the meaning their minds make (Fictions) e.g. beliefs, assumptions, conclusions, stories, narratives, histories which are coupled with Feelings of matching intensity. These past Fictions are either fed by old narratives, translating into survival/ need-driven Purposes that feed and are fed by imagined (future fiction) Outcomes. We find ourselves taking action based on Decisions that have been wholly reactive. We think we have made a clear choice but in fact our flawed subconscious System 1 thinking will have metaphorically had us play out an old, familiar, counter-productive, potentially destructive drama
- **Unfair** - its phrasing poses a psychological advantage to the 'Yes' answer – voting 'for' something rather than standing 'against' something connects us with hope, optimism, confidence, 'power to...' – How would you respond if the question were: Should Scotland stay united with England, Wales and Northern Ireland?

Future is Fiction until present as Fact

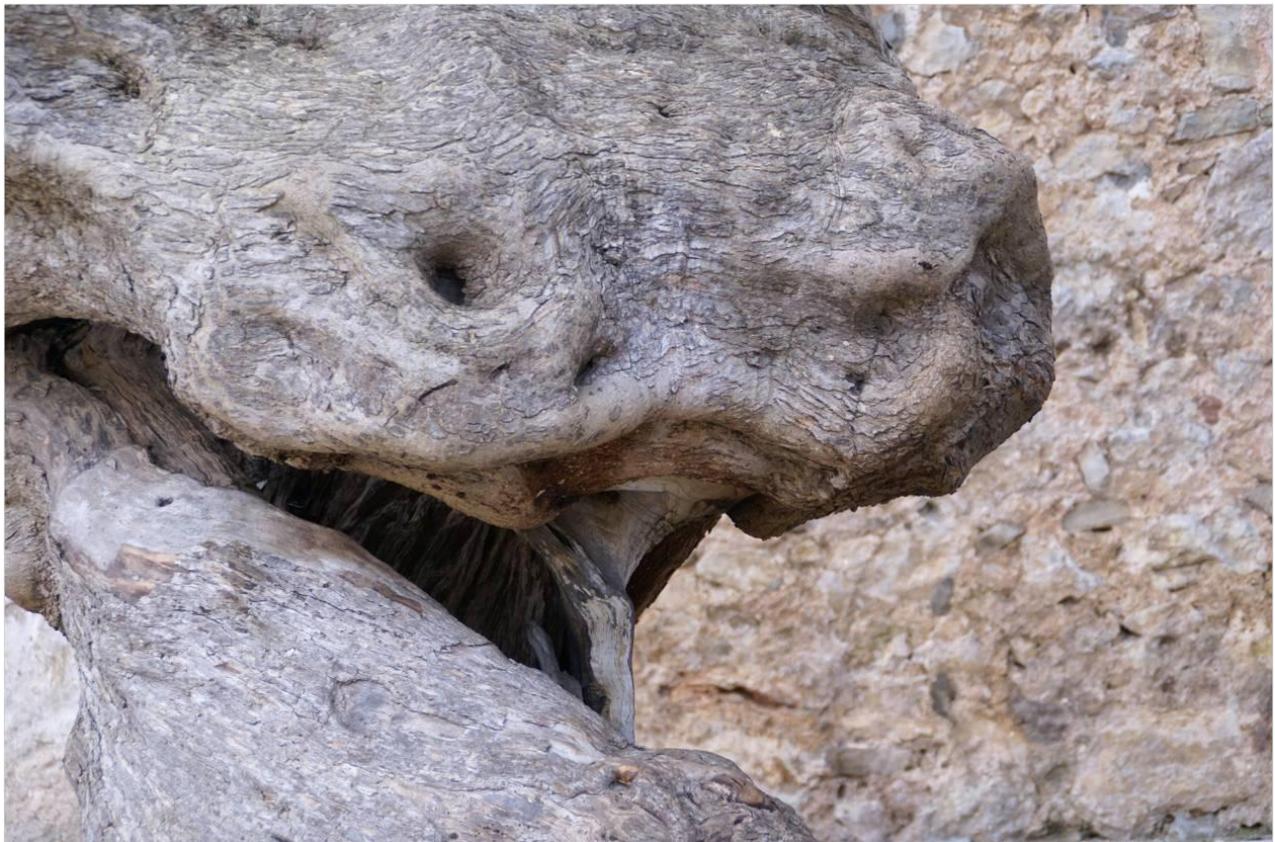
The Referendum Question looks like a simple question seeking a simple answer: **Should Scotland be an independent country?** Its Purpose appears to be self-evident in the framing of the question – the pursuit of independence for Scotland. Some in the 'Yes' camp believe that by becoming independent, Scotland will gain 'control of its own destiny'. This is an assumed Outcome. We do not know it to be true - yet. Factually, were it to become an independent nation, Scotland would simply win the right to make additional legislative, political and financial decisions undiluted by the voices of those in England, Wales and Northern Ireland as represented by MPs in Westminster. What happens thereafter is anyone's guess.

This focus on 'controlling our destiny' draws our attention to future prediction based on interpretation of data and projections of future national performance. In essence, this is meaning-making shaped by beliefs,

conclusions and assumptions based on people's experiences, emotions, knowledge, histories, perceptions etc.

Those in the 'No' camp also call upon future prediction, believing that it will be better for everyone if we stay together 'as demonstrated by our historical success as four nations united in one Kingdom'. They anchor their predictive capability in 'evidence' of the past. Yet just as future success cannot be assured by future projections, neither can it be assured by examining past performance. Both are common flaws in the thinking surrounding business and organisational planning processes.

OUTCOMES: consequences arising from tangible results, effects, manifestations. We tend to think in terms of benefits (what we want/desire) and consequences (what we don't want/fear). In reality, there are numerous – if not infinite – outcomes in any scenario manifesting at every level and scale in a system. We tend to notice only what our default filters seek out. Hopes and desires, fears and catastrophic fantasies are all imagined outcomes or 'future fictions' because they are simply thoughts in our imagination not indisputable FACTS.



What transpires in the future cannot be known with certainty ahead of time. Desired or assumed Outcomes are essentially future Fictions. Only when something is seen, heard, touched in the present moment does it become a Fact. Having many people sharing a particular viewpoint does not make what they think any truer. It simply means a whole bunch of people agree with each other.

Certainly there is no certainty

Certainly there is no certainty when it comes to something as complex as a human system. Why? Because of three evident inter-dependent conditions:

- The systems are **open** not closed. They are essentially unbounded, which means that influences are moving in and out from all directions, all of the time and we cannot know when, what, who, in what ways these influences may be impactful. For example, conversations are not just happening in Scotland. People in other member UK countries, across the diaspora, in America and elsewhere are engaging in related conversations. Who knows what will show up that might divert people's thinking, feelings and decisions in a different direction?
- The systems are **high dimension**. There are innumerable variables/ factors at play, most of which are unknown and unknowable. This is about differences in the system which do not exist independently of each other. Individuals, families, communities, organisations, governments, peoples with differing access to resources, contacts, information etc. can do, in small and big ways, things that bring influence to bear. We have no idea what, who, how, but at some point stuff will show up and we may be caught by surprise. Not all differences make a difference in every situation and moment so we cannot predict which will suddenly become relevant and influential in the debate.
- There is **nonlinear causality**. The connections and exchanges between differences in the system are infinite and multi-directional. Causes are effects and effects are causes. In other words, there is no single 'root cause', nor one-way influence. When we ask 'which comes first - the chicken or the egg?' we are talking about nonlinear causality. This question opens a hopeless circular debate in which opposing parties attempt to establish who 'started it' so they can make the other wrong and themselves right. From a CAS perspective this is futile because there is no useful answer about root causality to be found.

There is no beginning, middle or end; and *Everything* is a beginning, middle and end

These three conditions are interdependent and together, they constitute the conditions which create patterns in a CAS. A change in one condition will affect the others, resulting in system shifts that are unpredictable and uncontrollable. In other words, whatever the result of the vote in Scotland, people's assumed or desired *Outcomes* cannot be assured. Additionally, many surprising – perhaps even shocking - outcomes may also emerge.

Glenda Eoyang in her doctoral research simplified these conditions into CDE:

C = Containers (similarities)

D = Differences (high or low dimension) and

E = Exchanges (interactions/ connections)

We can use CDE these to help us see, understand and influence the human systems in which we find ourselves – which is exactly what I did when considering whether or not to accept the invitation to write in this journal.

I looked for patterns playing out in the referendum debate: considered evident 'containers' in which I had seen the debate taking place; I identified different agents and voices present and took note of the

nature of the exchanges between those agents.

I reflected on what I was seeing and considered how I might usefully contribute e.g. 'talking' or 'writing' being 2 clear options for me (i.e. a form of exchange I might employ). I thought about where I could do this, given what was currently and easily available to me e.g. THIS journal OR the online journal in which I regularly contribute (I chose this journal as a new and potentially better-fit container).

I then also considered what angles I might bring forth in my exchange (choosing to focus on complexity perspectives as A difference to bring into the debate). In essence my writing of the article is an Adaptive Action experiment to see what if any different it makes in the nature and direction of the debate

In Human Systems Dynamics (HSD) we call sudden, unexpected change 'dynamical'. In the physical realm, it is akin to an avalanche or a tsunami. Shifts (small, medium and large scale) happen in multiple directions at once, effecting 'colossal' change on the environment in which it occurs with the landscape being changed irreversibly. No one could begin to determine exactly how and to what extent that landscape will be affected.

Three types of change: Drawing from mathematical sciences,

DYNAMICAL change is where a tiny shift in initial conditions catalyses unforeseeable, non-linear, irreversible changes of state and form in/of a system i.e. what I would call 'transformation'. This change expresses nonlinear causality - unpredictable, complex, unmanageable. By contrast

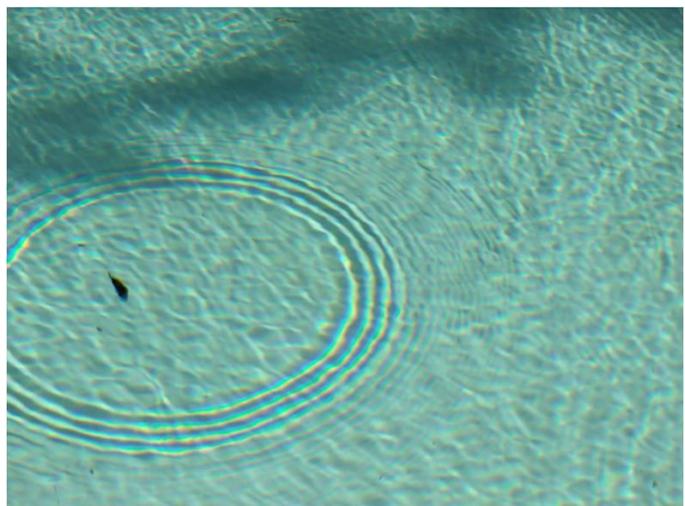
STATIC change assumes that by exerting 'forces' one can move a system from an undesired state to a new and different state e.g. low performing culture to high performing culture.

DYNAMIC change assumes that we can predict a clear pathway and trajectory from the starting point to an end point and that it will unfold as expected.

Where variables are known and small in number, where the system is closed and where connections/exchanges can be directed, it can be helpful to think of change in Static or Dynamic terms - but the key is knowing which frame we are holding and to what extent it is helping or hindering progress.

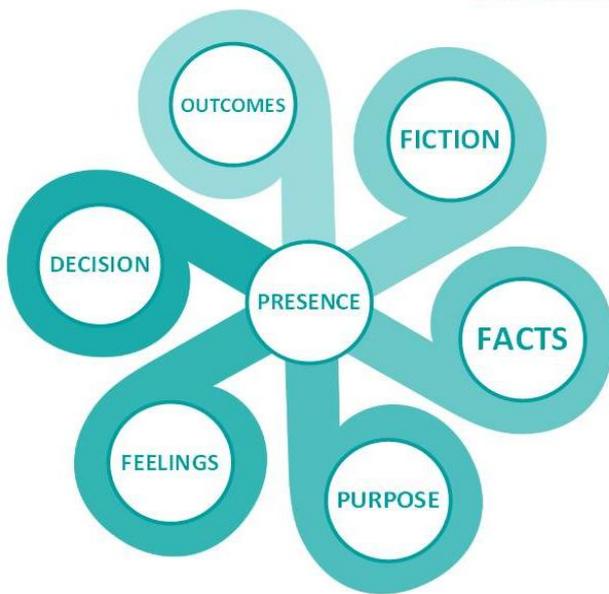
The same principle applies in human systems such as when someone gets a sudden 'aha' moment or when a crowd of people all pour out onto the streets as one, in response to a sudden unexpected event. Examples include the time when Princess Diana died or when the young man set himself alight in Tunisia, marking what then became known as the beginning of the Arab Spring.

No one could have predicted these events, nor the outcomes arising from them, each being an end, middle and beginning to other interconnected happenings in the world.



Believing is not Seeing: Seeing through the lens of the Potent 6 Constellation

The Potent 6 Constellation



So, within the scope and focus of this article, what is certain? A *Decision* has been taken to hold a referendum in Scotland (*Fact*). There appears to be a single explicit *Purpose* to test people's views on an independent Scotland.

In all likelihood (though we cannot know for sure), the decisions and behaviours of politicians on both sides of the debate will be being driven by undercurrent *Purposes* of which they are likely to be unaware. The vote is scheduled for 18 September 2014 (*Fact*). There are divergent perceptions and multiple interpretations (*Fictions*) which influence the assumptions people make about potential *Outcomes*.

People living in Scotland are eligible to vote (*Fact*) but we don't know (*Fact*) who or how many will participate. The result is not yet known (*Fact*). We assume (*Fiction*) the Referendum will place. There are already and will continue to be *Outcomes* (*Fact*) even though we do not know (*Fact*) what these will actually be. People have *Feelings* about the Referendum; and whether or not these are being recognised and their influence acknowledged, their feelings will be implicated in the personal and collective decisions and patterns that unfold.

THE POTENT 6 CONSTELLATION:

What goes on inside us comes together as inter-meshed, multi-dimensional patterns of being and doing that play out, usually out of our awareness: we show up recognisably as ourselves but often have no idea why or how. The Potent 6 Constellation helps us become aware of these patterns and the internal ingredients holding them in place. Awareness helps us shift conditions that can catalyse dynamical (transformational) change.

The outlying portals are briefly explained:

- **Facts** refers to things that are tangible and evident to all. They arise in the present and can be recounted from the past.
- Physical sensations (e.g. hot, cold, tight chest) and emotions (e.g. anger, shame, grief, delight, surprise) sit in the **Feelings** portal. **Feelings** show up in the present but arise from a complex soup made up of past memories, future projections and present events.
- Swimming around in the soup are past-driven **Fictions** – thoughts, conclusions, assumptions, narratives, memories, experiences that have us generating all manner of core beliefs (about ourselves, others, life) and driving beliefs (what we believe we have to do to gain or avoid what we desire or fear).

- *These morph into needs/ drivers/ intentions/ **Purposes** that manifest in our 'Being-ness and Doing-ness'. Through inquiry we may discover multiple **Purposes** that are unconscious. When we are unaware of them (undercurrents), they 'play us' - we may have no idea what is really going on internally and why stuff keeps happening in our lives that we neither want nor expect.*
- *Whilst some **Decisions** are conscious, there are many we make without knowing or understanding that we have nor, indeed, why. Revealing undercurrent Purposes can shed light on the internal drivers for our decisions.*
- *When we are blind to our internal dynamics, we may find ourselves reacting rather than responding – taking decisions and actions that result in surprising, even shocking, **Outcomes**. Recognising the uncertain, unpredictable, uncontrollable nature of reality calls on us to accept there are limits to the degree to which we can predict and control outcomes.*

The Potent 6 Constellation illuminates, equips and accelerates more effective change-work with individuals, groups, organisations – human systems.

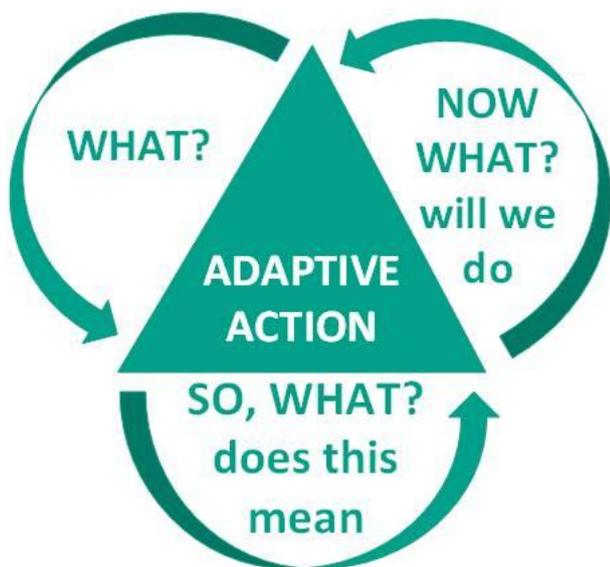
The central portal – **Presence** - in the Potent 6 Constellation calls us to notice WHAT is present within and around our own internal systems so that we can better understand and respond. The framework itself helps us discover what is present and absent; what is noticed and not yet noticed, and where patterns are (in)coherent, (in)consistent and (in)complete. It seems to me that there are incoherent, inconsistent and incomplete patterns showing up in many actors engaged in the Referendum debate – selective facts, unconscious fictions, suppressed feelings, undercurrent purposes, assumptions about outcomes and reactive decisions... Only the individuals themselves will be able to discover what is really driving them...

Patterns repeat across scales

People in the debate speak of how things **will** be after the vote. This takes our attention away from what is already unfolding **because of** the 'vote-to-come'. Consequences are already emerging.

From the place of *Presence* – and being guided by portals of the Potent 6 Constellation - we could deploy a simple yet powerful process of inquiry - Adaptive Action² - which by itself can usefully and meaningfully help us handle enormous complexity. Its three simple questions move us from gathering data (WHAT?) to making-meaning (SO, WHAT?) to decision-making (NOW WHAT?). It brings our attention to what is present in the here-and-now. Drawing on the different perspectives of others, we can gather important 'data' about the patterns of activity and engagement within and between players in and beyond Scotland. Involving others brings difference into the exploration and expands the scope of what is noticed, helping us to break out of limited and default ways of seeing. Engaging in shared sense-making opens up more options for action. NOW WHAT? moves us from options to decision to action which, once taken, brings us back to engage in the next WHAT?

² ADAPTIVE ACTION: WHAT, SO, WHAT? NOW WHAT? first referenced by Terry Borton (1970) in 'Reach, Touch and Teach' and then Eoyang and Holladay (2012) in their book 'Adaptive Action' supports responsiveness to PRESENT reality and 'damps' reactivity to PAST and future-projection 'FICTION'.



Adaptive Action is powerful because it can be applied a) reflectively to understand how past events have brought us to the present AND b) reflexively, moment-to-moment (in fast-cycle iterations) as events unfold, with our attention focusing simultaneously on the present with the future in mind. Engaging in conscious, fast-cycle iterations, more than anything else, equips us to adapt more assuredly to unpredictable, uncertain, complex situations. Though simple in principle, it requires mindful practice and effort to turn what is essentially a natural, unconscious, reactive process (Daniel Kahneman, calls this 'System 1/ Fast thinking') into one that is conscious, considered, and choice-ful ('System 2/Slow thinking').

Individually practising Adaptive Action can grow our personal capacity to adapt; engaging in Adaptive Action with others in groups builds adaptive capacity within the wider system i.e. 'being sensitive enough to see; flexible enough to adapt; and robust enough to withstand challenges' (Eoyang, 2012).

Importantly though, we need to recognise that both fast and slow thinking processes are necessary and useful. System 1 thinking runs on what is known, familiar, similar; thereby reinforcing what is already present – great in an emergency. In contrast, System 2 thinking opens the possibility for new patterns because it invites in different data, calls upon new sense-making, and different decision-making – great for complex, unknown situations. Limited difference can make things easy to resolve but can lead to compliance, stagnation, extinction or self-destruction. Significant difference can be creative yet may lead to tension, conflict, disengagement; violence, destruction, break-up.

What we do and how we 'be' as individuals, shows up in and shapes the places and groups in which we gather – the patterns we create begin and end with us individually and together. We influence these patterns by how we engage with each other around our differences and similarities. A cross on a voting page sets conditions for a competitive exchange, the outcome of which drives perceptions of winners and losers. How is the anticipation of this event manifesting in our communities, organisations, council chambers? What are the patterns we are seeing playing out in our homes, neighbourhoods, towns and cities in Scotland? In the UK?

*To influence systemic change in Complex Adaptive Systems (CAS), we look to take action at three connected scales: the **whole, part and greater whole**. What this means depends on the issue, context and scale of any particular dilemma. It could mean working within a department (whole), management team (part) and an organisation (greater whole) or within the Scottish Government, City Councils and Local partnerships; or even as an individual (part) within a street (whole) in a neighbourhood (greater whole) etc. Under the 'right' conditions, dynamical change in one scale could shift the entire system*

My sitting alone with these questions or conversing only with those who think like me will not help me or us see and understand our multi-dimensional reality; nor will it help us generate systemic solutions that have the potential to attend to the sustainability of the 'whole, part and greater whole'.

What if we decided to change the game? What if, instead of playing the voting game, we engaged in Adaptive Action **with** others who are different from ourselves; who also shared a common desire to act for the benefit of the 'part, whole AND greater whole' rather than prioritising one of these system levels/scales to the detriment of all others e.g. me; or my neighbourhood; or my city; or my business; or my nation; or my union of nations?

There is no 'there, there'

In the Referendum, people seem to have their eyes on the horizon, looking backwards or forwards. This is not wrong, simply incomplete. The future is made in the present. So it matters to pay attention to current observable patterns, connections, exchanges and activity, to how people are feeling and behaving NOW. As the debates become more prevalent and visible, so the quality and nature of the exchanges between people holding differing positions, becomes amplified. I notice patterns that suggest more telling, less asking; more persuading, less listening; more certainty, less curiosity; more noise, less silence; more emotional intensity, less considered reflection; more focus on winning the vote than in seeking systemic solutions; more blaming of others for past injustices than taking personal responsibility for the parts we have all played in creating our own current reality in Scotland. Patterns of competition in Scotland and between Westminster and the Scottish Government are being amplified. The 'WE' we once were is becoming ever more divided into 'them and us'.

The very act of putting the referendum question on the table has shifted differences that were more evident **between** England and Scotland and has now amplified them both between the two and now **within** Scotland. We have started creating our own internal battle lines and with conflict and competition, there are winners and losers. How we are relating to and working with each other NOW is seeding patterns of our present and future. There is no there, there because 'There' is already here. We must decide if and how we want to change it. This begins and ends in 'local' exchanges between each of us as individuals and the people we meet day-to-day. This is how patterns replicate – not in or through the grand-scale policy and position statement, but in the 'what' and 'how' we treat each other, whoever we are, wherever we are in each present moment.

Competition and conflict in CAS: at the level of the 'part' and 'whole' we might see evidence of simple winners and losers but when we scale up and down those patterns of conflict can show up affecting and damaging the sustainability of the system as a whole. Where there are winners and losers, usually in the end, everyone loses

Interventions are experiments with uncertain consequences

Were independence to happen, it could set the ground for structural change, much the same as in organisational re-structuring or re-design exercises. However, rarely do such exercises deliver the fundamental cultural and performance changes that the architects of organisational development agendas promise. Why is this? Because re-structures generally involve establishing new metaphorical boundaries

coupled with re-drawing functional and organisational charts. Such OD interventions are grounded in conventional thinking that assumes change is predictable and controllable (static or dynamic) rather than dynamical. Yet despite the structural manipulations, people remain in the system, possibly with new job titles, and little or no effort is directed to influencing the actual internal and relational dynamics. So they persist: people who exchange with each other continue to do so and those who don't, don't. The patterns remain the same.

The result of the Vote is not a guarantee of promised/expected change. In this open, high dimension, nonlinear complex adaptive system in which we exist, we simply do not know what might emerge or erupt within and/or beyond Scotland as a consequence of a 'Yes' or 'No' vote. Whilst the Referendum might prove to be an important and helpful ingredient in the change agenda, we need to remember it is only ONE of an infinite array of possible actions and influences. Causes will be effects and effects, causes. And the Referendum will simply be another experiment with uncertain consequences.

There are multiple histories, realities, pathways, insights, resolutions and futures

We cannot know what might unfold as each person takes a step forward from now, except in one general sense – **individually and together, we will adapt to what is** – just as we always have and always will – until perhaps some point of global or material extinction. We may survive, limp along or even thrive. No one can know for sure if 'it' will be better for none, some or all, were Scotland to become an independent nation. This is as unknowable and as unpredictable as the Scottish weather. With each decision - each action – we take, the systemic landscape around us will change. Those changes may be imperceptible at first; but life has a habit of shifting conditions outside of our awareness until suddenly the avalanche of whole-scale transformation cascades upon us, wreaking havoc on the established order. Here we find ourselves - wildly different lives, histories, narratives and futures existing in impossibly complex, ever-changing and overlapping literal and metaphysical containers, all inextricably interconnected and interdependent. Whatever we might think; whatever we believe we see, we find ourselves here together.

How can we possibly cope? How can we possibly prepare ourselves to both respond to and influence what is happening around us?

There is no Outside; there is no There or Then, only Here and Now

First and foremost, we would recognise we cannot wait for the Vote. To some extent it is immaterial as change is already upon us. Whether or not we realise it, we are already creating and reacting to the perturbances caused by the-vote-to-come. We are left with some basic choices: How conscious we want our Adaptive Action to be? Who do we want to play with? Where do we want to play?

Individually and collectively, for example, we could choose to:

- 'explore and challenge our personal assumptions' or 'hold on to our current thinking paradigms'
- 'welcome difference and discomfort' or 'seek comfort in similarity'
- 'convene conversations with people we do not ordinarily meet in places we do not usually go' or 'stay close to home with those we know'

- 'change the nature of our exchanges within our families, communities and organisations' or 'comply with current codes of conduct and power dynamics'
- 'collaborate to co-create' or 'compete to win at any cost'
- 'work for the benefit of the whole, part and greater whole' or 'serve me and mine above all else'

The challenges for us in Scotland, the Union and the world at large are enormous in scope and degree; who knows what else might emerge on the horizon and in the landscape before and beyond 18 September 2014?

Votes will be cast and counted; and we will get on with whatever unfolds as a result of the result. All of us will face the consequences. Shocks, surprises; frights and delights – little of the future is likely to be quite as we imagined. My hope is that through reading this article you may feel inspired to experiment with and explore further, the ideas, lenses and frameworks presented. In so doing, I hope you will find yourself better equipped to engage with the current debate in ways that leave you clearer, more grounded and ready to cope with the uncertainties and with whatever unfolds.

In the end, what transpires Then and There will come down to what we each do Here and Now. Now. Now. Not when... when... when...

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AMED stands for the Association for Management Education and Development, www.amed.org.uk. We are a long-established membership organisation and educational charity devoted to developing people and organisations.

Our purpose is to serve as a forum for people who want to share, learn and experiment, and find support, encouragement, and innovative ways of communicating. Our conversations are open, constructive, and facilitated.

At AMED, we strive to benefit our members and the wider society. Exclusive Member benefits include excellent professional indemnity cover, free copies of the quarterly journal *e-O&P*, and discounted fees for participation in a range of face-to-face events, special interest groups, and our interactive website. We aim to build on our three cornerstones of **knowledge**, **innovation** and **networking** in the digital age. Wherever we can, AMED Members, Networkers and Guests seek to work with likeminded individuals and organisations, to generate synergy and critical mass for change.

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