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Reframing Strategic Dilemmas through 12 Modes

Commentary and checklist of documents

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Annex to Reframing the Game of Strategic Dilemmas a 12-fold interplay of possibilities of otherwise (2009)

Introduction

The purpose of this document is to point to resources enabling challenging strategic dilemmas to be reframed. The exercise here in clustering options builds on Governing Civilization through Civilizing Governance: global challenge for a turbulent future (2008) and on Enabling Strategies for Viable Futures (2009).

The emphasis explored in the main paper (Reframing the Game of Strategic Dilemmas a 12-fold interplay of possibilities of otherwise, 2009) is on the possibility of a dynamic reframing rather than a static, structural reframing of dilemmas -- notably in the light of insights from the dynamics of complex systems appropriate to the expected turbulence of the future (Human Values as Strange Attractors: coevolution of classes of governance principles, 1993).

The following sections expand the indications provided by their labels in the diagram in the main paper (which links to them). The content below is intended to be indicative only. Papers on this site are cited to give a sense of the variety of themes under which the domain may be explored. The question of how to work with such an array of possibilities is discussed above.

The argument here might be most succinctly stated (as articulated below) in terms of the need for a system of insight capture, encompassing current creativity, emergent insight in the future, and that embedded in the "wisdom literature" of the past. The case made is for a global WikiStrategies, WikiSolutions -- or perhaps a WikiInsight. On the basis of such a system of insight capture many experimental applications could be developed to cluster included options into arrays evoking different styles of engagement consistent with different modes of knowing.

Insight capture and integration technology

Designing open processes for gathering, configuring and disseminating insight -- in anticipation of it proving valuable or in eliciting further insights which may be of greater value. Implementing and assessing "wisdom" and innovation gathering systems (eg a strategic Wikipedia):

- Transforming Static Websites into Mobile "Wizkomes": enabling change through intertwining dynamic and configurative metaphors, 2007
- Preliminary Netmap Studies of Databases on Questions, World Problems, Global Strategies, and Values, 2006
Credibly and with respect to organizational architecture, there is a desperate need for transformative dialogue, meetings, and strategies.

Mono-sensual juxtaposition in terms of their complementarity. A polysensual approach is impossible to define, yet experienced and understood deep in the collective consciousness of the human race. The challenge is to identify richer and more powerful patterns of comprehension to reframe polarization.

**Pattern language, as variously evident through the different senses**

Pattern languages provide an enriching vocabulary of semantically meaningful concepts—each a pattern of elements in themselves and yet each combinable with others. Certain patterns are intuitively recognised and predictable; they appear wholesome; they have a quality, impossible to define, yet experienced and understood deep in the collective consciousness of the human race. The challenge is to identify richer and more powerful pattern languages on whatever sense, or combination of senses, they are based.

- Dynamic Exploration of Value Configurations: polyhedral animation of conventional value frameworks, 2008
- Polyhedral Pattern Language: software facilitation of emergence, representation, and transformation of psycho-social organization, 2008
- Strategic Challenge of Polysensorial Knowledge: bringing the "elephant" into "focus", 2008
- Cyclopean Vision vs Poly-sensual Engagement, 2006
- Governance through Pattern Language: creative cognitive engagement contrasted with abdication of responsibility, 2006
- 9-fold Higher Order patterning of Tao Te Ching Insights, 2003
- Patterning Archetypal Templates of Emergent Order implications of diamond faceting for enlightening dialogue, 2002
- Spherical configuration of interlocking roundtables: Internet enhancement of global self-organization through patterns of dialogue, 1998
- Discovering richer patterns of comprehension to reframe polarization, 1998
- Patterns of Conceptual Integration, 1984
- 5-fold Pattern Language, 1984
- Patterning Transformative Change -- for sustainable dialogue, vision, conference, policy, network, community and lifestyle, 1983

With respect to reframing strategic dilemmas, a pattern language provides a context within which contrasting perspectives may be juxtaposed in terms of their complementarity. A polysensorial approach enables a move out of the trap of thinking reinforced by the mono-sensual "vision" metaphor, so typical of conventional strategic thinking (Metaphor and the Language of Futures, 1992). It opens the possibility of forms of engagement and embodiment which bridge across the cognitive abyss between strategic options.

**Transformative dialogue, meetings and strategies**

With respect to organizational architecture, there is a desperate need for some strategic and institutional "Platonic solids" to emerge credibly and sustainably from any Socratic dialogue process. It is possible that it is the very dynamic of such dialogue, as a complex
system involving many sides, which engenders such solids as a form of standing wave pattern. Design of systems whose viability benefits from the variety of intractable differences; identification of the variety of games as potential systemic attractors (and distractors); development of a continuing series of experimental dialogues (bringing together the wise and the model/solution advocates) and evaluating the dynamics of such gatherings and the degree to which lessons are integrated into the models of the wise.

- *Interrelating Metaphors -- to enable a cycle of transformation between epistemological modes*, 2007
- *Norms in the Global Struggle against Extremism "rooting for" normalization vs. "rooting out" extremism?*, 2005
- *Dialogue Challenges towards the Year 3000*, 2000
- *Typology of 12 complementary dialogue modes essential to sustainable dialogue*, 1998
- *Living Differences as a basis for Sustainable Community: Designing a difference engine*, 1998
- *Reframing Personal Relationships between Innovators or Leaders*, 1998
- *Future Generation through Global Conversation: in quest of collective well-being through conversation in the present moment*, 1997
- *Sustaining the Coherence of Dialogue through Apartness: configuration of entities through hypertext*, 1997
- *Sustainable Dialogue as a Necessary Template for Sustainable Global Community*, 1995
- *Systems of Categories Distinguishing Cultural Biases*, 1993
- *Facilitation in a Cross-cultural Environment*, 1993
- *Using Disagreements for Superordinate Frame Configuration*, 1992
- *Higher Orders of Inter-sectoral Consensus*, 1991
- *Transformative Conferencing: re-enchanted of networking through conceptware*, 1990
- see also *Documents relating to Dialogue and Transformative Conferencing*

*With respect to reframing strategic dilemmas,* dialogue offers the possibility of "designing in" otherness and disagreement beyond comfort zones (rather than harmonising it "out"). It may well be that the long conventional pursuit of "consensus", "reconciliation", and *Getting to Yes* precludes the possible emergence of structures based on incommensurability. The latter is more characteristic of real-world intractable situations where the outcome of current dialogue is typically "feel good" tokenism of little concrete consequence.

**Creative agreements and business models**

Such possibilities continue to be demonstrated through a wide variety of innovative local initiatives and open source projects. The challenge is to enable a systematic exploration of such possibilities and to anchor them in new forms of contract and accounting system.

- *Spherical Accounting: using geometry to embody developmental integrity*, 2004
- *Towards a New Order of Community Participation*, 1997
- *Being Employed by the Future: reframing the immediate challenge of sustainable community*, 1996
- *Gardening Sustainable Psycommunities: recognizing the psycho-social integrities of the future*, 1995
- *Patterning disagreement*, 1995
- *Using Disagreements for Superordinate Frame Configuration*, 1992
- *Higher Orders of Inter-sectoral Consensus*, 1991

*With respect to reframing strategic dilemmas,* neural networks are now being used to detect unusual strategies, as discussed by David E. Moriarty and Risto Mikkulainen (*Discovering Complex Othello Strategies through Evolutionary Neural Networks*, 2000). They argue that their approach could also be used to find new strategies and heuristics in other domains including planning. Hendrik Moraal (*Counterintuitive behaviour in games based on spin models*, 2000) has shown that mixing of two losing strategies may lead to a winning one, but also that the mixing of two winning ones may lead to a loss. Mixing of a losing and a winning strategy may give unexpected results.

**Design of complex structures**

Identifying structures of requisite complexity and coherence, and ensuring their emergence, especially those in which intractable differences and incommensurabilities are designed in rather than out. Of particular interest, it should be recalled that Plato is known to geometricians for his association with Platonics solids which only take form in three dimensions (as opposed to two) -- and when more than three sides are presented and appropriately configured. Many of them have many more sides and the configurations are quite complex -- although aesthetically and intuitively appealing. Arguably there is a challenge to escape from "strategic flatland" into the third dimension (at least). With the complementary Archimedean solids, the two series together suggest a periodic table of institutional and strategic opportunities that call for exploration -- where "sides" are indicative of distinct (if not incommensurable) strategic perspectives. More generally, including forms of more than three dimensions, this institutional architectural repertoire includes the regular polytopes. There may indeed be a case for geodesic institutional and cognitive structures -- as implied by arguments of R. Buckminster Fuller (*Synergetics: explorations in the geometry of thinking*, 1975/1979).

Implementing information systems to enable such structures to emerge and develop as appropriate; application in support of face-to-face and virtual assemblies of "static" and "non-static" actors. Design of electronic protocols that would catalyze the emergence of "Platonic solid" configurations from the amorphousness of "social networking" and "networks of excellence", as partially envisaged by management cybernetician Stafford Beer (*Beyond Dispute: the invention of team syntegrity*, 1994).

Towards Polyhedral Global Governance: complexifying oversimplistic strategic metaphors, 2008
Polyhedral Empowerment of Networks through Symmetry: psycho-social implications for organization and global governance, 2008
Coherent Value Frameworks: pillar-ization, polarization and polyhedral frames of reference, 2008
Consciously Self-reflexive Global Initiatives: Renaissance zones, complex adaptive systems, and third order organizations, 2007
Planetary Challenge of 12-fold Strategic Marriage: Bonding Empire + Alternatives, Global + Local, and Behavioural + Depth psychology, 2003
And When the Bombing Stops? Territorial conflict as a challenge to mathematicians, 2000
Challenges in Applying Mathematical Insights to Comprehension of World Problems and Communication amongst International Organizations about Strategic Responses, 1999
The Challenge of Cyber-Parliaments and Statutory Virtual Assemblies, 1998
Spherical configuration of interlocking roundtables: Internet enhancement of global self-organization through patterns of dialogue, 1998
Coherent Organization of a Navigable Problem-Solution-Learning Space, 1996
Policy Options for Civil Society through Complementary Contrasts, 1994
Configuring Globally and Contending Locally: shaping the global network of local bargains, 1992
Creative Identification of Appropriate Social Structures through Metaphor, 1990
Alternation between Variable Geometries: a brokership style for the United Nations, 1985
see also Documents relating to Networking, Tensegrity, Virtual Organization

With respect to reframing strategic dilemmas, to the extent that these are typically represented in terms of "polarization", or as "pillars", "stakes" or even "sides", the shift beyond these simplistic architectural metaphors into three dimensional configurations opens up a richer array of possibilities.

Appropriate technology

The web environment has enabled and made evident a wide variety of supportive uses of technology, notably in local environments.

- Developing an Internet Framework for Creative Dialogue on Irreconcilable Policy Differences: experimenting with new approaches to democratic governance, 1998
- Spherical Configuration of Interlocking Roundtables: Internet enhancement of global self-organization through patterns of dialogue, 1998

With respect to reframing strategic dilemmas, such technology may be used to juxtapose seemingly incommensurable initiatives and to give form to configurations that render them both comprehensible and viable. In a sense the technology ensures both the emergence of new designs and indicates how their coherence can be ensured in an electronic environment through appropriate information protocols.

Simulation, role playing and gaming

Designing simulations to elicit (unconventional) options, associating them with openly accessible, attractive gaming to elicit cognitive entrainment; learnings from the successes and failures of "peace games" and "war games" in enabling constructive rather than purely destructive or exploitative outcomes (notably reminiscent of imperial/colonial historical patterns); development of intelligent agent-based simulations; exploration of enabling simulations for emergence of more complex memetic and social structures (beyond the constraints exemplified by simplistic and negative prefixes). Dissemination of insightful, interactive gaming and pattern emergence; adaptation of virtual stock portfolio practices (as promoted by some banks as learning devices for clients) to enable exploration of governance options

- Playfully Changing the Prevailing Climate of Opinion: climate change as focal metaphor of effective global governance, 2005
- Simulating a Global Brain: using networks of international organizations, world problems, strategies, and values, 2001
- Human Values Stock Exchange: Investing in shares in a value market of fundamental principles, 2006
- Humour and Play-Fullness: Essential integrative processes in governance, religion and transdisciplinarity, 2005
- Simulation Possibilities for Complementary Currencies, 2005
- Dynamically Gated Conceptual Communities, 2004
- New Paradigms via a Renewed Set of Prefixes? Dependence of international policy-making on an array of operational terms, 2003
- And When the Bombing Stops? Territorial conflict as a challenge to mathematicians, 2000
- Global modelling perspective (Assessment: Encyclopedia of World Problems and Human Potential)

The challenge of exploring alternative options is illustrated by the need to respond to increasing voter apathy. This has been well-illustrated by the 43% turnout for the 2009 elections to the European Parliament -- effectively undermining the legitimacy of that institution. The possibility for simulating the communication challenges and possibilities has been discussed separately (Simulation of communication challenges in democracy and strategy formulation, 2009; Frédéric Anblard. Simulating Social Networks: a review of three books. Journal of Artificial Societies and Social Simulation, 2003)

In this respect it is appropriate to note the development of the Joint Simulation System initiated in 1995 (Kari Pugh and Collie Johnson, Building a Simulation World to Match the Real World; The Joint Simulation System, January-February 1999, p.2; James W. Hollenbach and William L. Alexander, Executing the DOD Modelling and Simulation Strategy: making simulation systems of systems a reality, 1997). This has seemingly now morphed, via the Total Information Awareness program, into the Sentient World Simulation (SWS) and will be a "synthetic mirror of the real world with automated continuous calibration with respect to current real-world information" with a node representing "every man, woman and child". It would however seem to avoid providing a node for every perceived problem,
With respect to reframing strategic dilemmas, of special interest is the possible exploration of their dynamic resolution. Whereas games and game theory typically focuses on winner and losers (as in any board game), the question is whether a degree of stability and coherence can emerge from the dynamics between them rather than the elimination of one or the other. This has been remarkably explored by James P. Carse (Finite and Infinite Games, 1992). This is best illustrated by the contrast between chess (or go) and a dance. In the latter case it is clearly ridiculous for one partner to triumph over the other to ensure the elimination of one. It is the dynamics of the dance that the interest lies and which is the guarantee of sustainability. This is evident in the continuing enthusiasm for players of games to re-encounter each other. But this dynamic is not built into the game itself. One possibility has been explored as Strategic Jousting through Poetic Wrestling: aesthetic reframing of the clash of civilizations (2009).

Self-reflexive organizations and initiatives

Identifying the conceptual challenges of cognitive embodiment of "external" reality and its role in psycho-social sustainability -- notably engagement with any "other". Recognition, design and implementation of strategies that effectively mirror their environment

- Engaging with Globality through Knowing Thyself: embodying engagement with otherness, 2009
- Looking in the Mirror -- at Josef Fritzl ? Global conditions on reflection, 2009
- Stepping into, or through, the Mirror: embodying alternative scenario patterns, 2008
- Engendering the Future through Self-reflexive Group Initiatives, 2008
- Embodying Values Dynamically through Alternation, 2008
- Consciously Self-reflexive Global Initiatives: Renaissance zones, complex adaptive systems, and third order organizations, 2007
- "Human Intercourse" "Intercourse with Nature" and "Intercourse with the Other", 2007
- Conditions of Objective, Subjective and Embodied Cognition: mnemonic systems for memetic coding of complexity, 2007
- Snoring of The Other: a politically relevant psycho-spiritual metaphor? 2006
- My Reflecting Mirror World: making Joburg worthwhile, 2002
- Psychology of Sustainability: Embodying cyclic environmental processes, 2002
- Personal Globalization, 2001

With respect to reframing strategic dilemmas, the dynamics of the cognitive encounter with a potentially threatening "other" are fruitfully explored from a strategic perspective through bullfighting as a metaphor (Viable Global Governance through Bullfighting: challenge of transcendence, 2009).

Paradoxical and negative strategies

Cognitive vigilance and critical thinking appropriate to detection of vital insights readily suppressed by spin and advocacy of positive thinking (Credibility Crunch engendered by Hope-mongering: "Credit crunch" focus as symptom of a dangerous mindset, 2008). Develop processes for reframing assumptions and ensuring the emergence of challenging and problematic perspectives, notably those associated with the "unsaid" or the "unasked" and "nasty" questions:

- Root Irresponsibility for Major World Problems: the unexamined role of Abrahamic faiths in sustaining unrestrained population growth, 2007
- Emergence of a Global Misleadership Council: misleading as vital to governance of the future? 2007
- Distinguishing Levels and Patterns of Strategic Obsolescence, 2006
- Question Avoidance, Evasion, Aversion and Phobia: why we are unable to escape from traps, 2006
- Being Positive and Avoiding Negativity: Management challenge of positive vs negative, 2005
- Enlightening Endarkenment: selected web resources on the challenge to comprehension, 2005
- Liberating Provocations: use of negative and paradoxical strategies, 2005
- Global Strategic Implications of the Unsaid: from myth-making towards a wisdom society, 2003
- Varieties of the Unsaid in sustaining psycho-social community, 2003
- Groupthink: the Search for Archaeoraptor as a Metaphoric Tale, 2002
- Web resources on "breaking the cycle", 2002
- The "Dark Riders" of Social Change, 2002
- Sustainable Improvement in the Quality of Corruption, 2000
- Questions to which Many deserve Answers, 2000
- Undermining Open Civil Society: Reinforcing unsustainable restrictive initiatives, 1999
- Checklist of "Nasty Methodological Questions" regarding development analyses and initiatives, 1981

With respect to reframing strategic dilemmas, the focus of this cluster is to challenge comfort zones and habitual responses, especially when there is a long track record of their inadequacy to an increasingly turbulent context. This might be understood as a contrarian strategic equivalent of appreciative inquiry, exemplified by Liberating Provocations: use of negative and paradoxical strategies (2005). It might also be understood as the "requirement for embracing error" identified as critical by Donald Michael (On Learning to Plan and Planning to Learn, 1973) -- perhaps even to the degree of appreciating the challenges that humanity has engendered (Celebrating the Value of Deadly Problems Worldwide, 2008). As noted above, this is partly enabled by considering the cognitive encounter with a potentially threatening "other" through bullfighting as a metaphor (Viable Global Governance through Bullfighting: challenge of transcendence, 2009).
Dynamics and emergent order

Exploring unforeseen potentials of complex dynamics of non-linear systems involving multiple actors. Implementing information systems to enable such sustainable structures to emerge and develop as appropriate

- Engaging with Globality through Dynamic Complexity, 2009
- Embodiment Values Dynamically through Alternation: integrating sets of polarized static values through indicative metaphor, 2008
- Emergence of Cyclical Psycho-social Identity: sustainability as "psycically" defined, 2007
- Sustainability through the Dynamics of Strategic Dilemmas: in the light of the coherence and visual form of the Mandelbrot set, 2005
- Cardioid Attractor Fundamental to Sustainability: 8 transactional games forming the heart of sustainable relationship, 2005
- Spherical Accounting: Using geometry to embody developmental integrity, 2004
- Dynamically Gated Conceptual Communities, 2004
- Enhancing the Quality of Email Dialogue using Artificial Intelligence, 2001
- From Statics to Dynamics in Sustainable Community, 1999
- Being Other Wise: dynamics of a meaningfully sustainable lifestyle, 1998
- Human Values as Strange Attractors: coevolution of classes of governance principles, 1993
- Envisioning the Dynamics of Partnerships for Change, 1993
- see also Documents relating to Alternation, Dynamics, Movement

With respect to reframing strategic dilemmas, as mentioned (above) in the case of gaming, of special interest is the possible exploration of their dynamic resolution. In the light of increasing understanding of complex systems, it becomes possible to build organization on processes as much as on static structures (Consciously Self-reflexive Global Initiatives: Renaissance zones, complex adaptive systems, and third order organizations, 2007).

Rhythm, poetry, music, song and dance

Use of aesthetic insights, disciplines and appeal to reframe strategic concord and discord in richer forms of harmony:

- Poetic Engagement with Afghanistan, Caucasus and Iran: an unexplored strategic opportunity? 2009
- Strategic Jousting through Poetic Wrestling: aesthetic reframing of the clash of civilizations, 2009
- Group Rhythm, Harmony and Transposition of Key: exploring overtones in psychosocial organization, 2009
- All Blacks of Davos vs All Greens of Porto Alegre: reframing global strategic discord through polyphony? 2007
- Ensuring Strategic Resilience through Haiku Patterns: reframing the scope of the "martial arts" in response to strategic threats, 2006
- A Singable Earth Charter, EU Constitution or Global Ethic? 2006
- Polarities as Pluckable Tensed Strings: hypercomprehension through harmonics of value-based choice-making, 2006
- Humour and Play-Fullness: Essential integrative processes in governance, religion and transdisciplinarity, 2005
- Ensuring Strategic Resilience through Haiku Patterns: reframing the scope of the "martial arts" in response to strategic threats, 2006
- Structuring Mnemonic Encoding of Development Plans and Ethical Charters using Musical Leitmotivs, 2001
- Paradigm-shifting through Transposition of Key: a metaphoric illustration of unexplored possibilities for the future, 1999
- Recontextualizing Social Problems through Metaphor: transcending the switch metaphor, 1991
- Participative Democracy vs. Participative Drama -- lessons on social transformation for international organizations, 1991
- Poetry-making and Policy-making: arranging a Marriage between Beauty and the Beast, 1993
- Aesthetics of Governance in the Year 2490, 1990
- see also Documents relating to Culture and Aesthetics

With respect to reframing strategic dilemmas, many aesthetic disciplines have long developed ways of interrelating contrasts, notably through complementarity and allowing for their development over time as in a piece of music or a drama. Of particular interest are the resonances across any such work, both in developing a structure of a higher order of complexity, embedding relevant "feedback loops" essential to its coherence, and rendering it memorable as a whole.