

Move to the Edge, Declare it Center

Infrastructuralism

Solving complex problems...when you don't know the answer.

Everett Harper
@everettharper

10/13/2017
Alliance of CEOs



Complicated



Complex



Complex

Move

Edge

Declare

Center

What's the mission for your company or project?

What values do you want it to have?

Who do you want to come with you?

Declare



Edge

What hypotheses can you test?

How (and with whom) will you test them?

Do I, as CEO, have all the information?

Move

Do you share the results to the org? How?

How do you bring results to decision-makers?

What tools can you use to iterate & automate?

What operational structures might you change?

What is the first thing you would do to “recenter” the org?

How do you engage everyone in the same direction?

What are you willing to give up?



Center



Move

Edge

Declare

21st century
University

Center

Move

Edge

Experiments
w/ departments

Declare

21st century
University

Center

A photograph of a city skyline at sunset. The sky is filled with warm, orange and yellow light, with some clouds. A small airplane is visible in the upper left. The city buildings are silhouetted against the bright sky. The quote "Oops, will you follow me anyway?" is overlaid in the center of the image.

“Oops, will you follow me anyway?”

A sunset over a city skyline. The sky is filled with warm, orange and yellow clouds. In the foreground, the dark silhouettes of buildings and a church spire are visible against the bright horizon. A small airplane is seen flying in the upper left portion of the sky.

“Humility without reverence”

“Curiosity without fear”

Samuel Arbesman



OAKLAND SAN FRANCISCO

TRUSS



OAKLAND SAN FRANCISCO

'TRUSS

Move

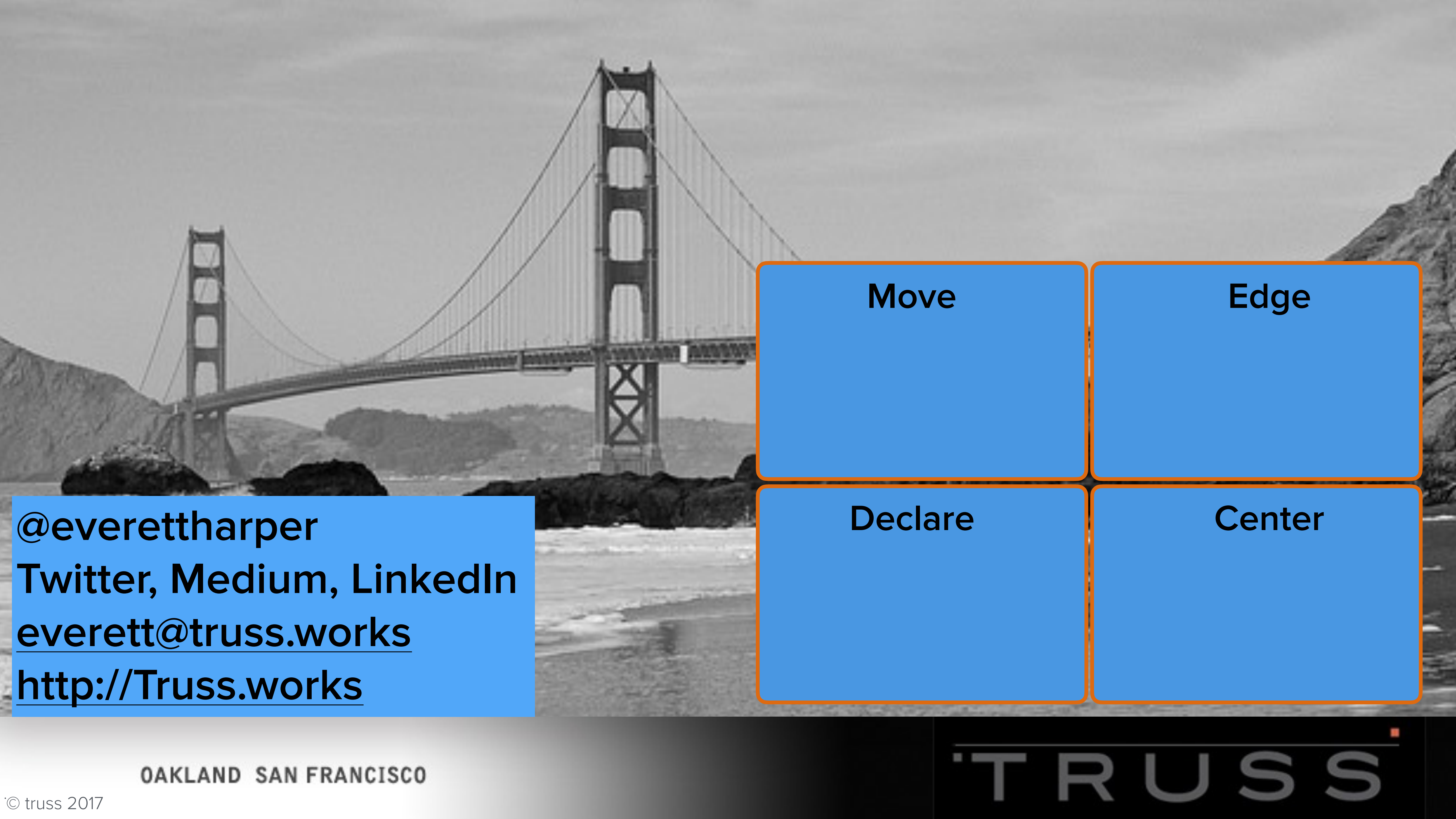
Edge

Operations

Declare

Center

Leadership



Move

Edge

Declare

Center

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OAKLAND SAN FRANCISCO

'TRUSS'

INFRASTRUCTURALISTS



'TRUSSS

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Samuel Arbesman quotes: Complexity



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NAME	ADDRESS	PHONE
John Smith	123 Main St	555-1234
Jane Doe	456 Elm St	555-5678
Bob Johnson	789 Oak St	555-9012
Alice Brown	101 Pine St	555-3456
Charlie White	202 Cedar St	555-7890
Diana Green	303 Birch St	555-2345
Frank Black	404 Spruce St	555-6789
Grace King	505 Willow St	555-0123
Henry Lee	606 Poplar St	555-4567
Ivy Carter	707 Sycamore St	555-8901
Jack Evans	808 Chestnut St	555-2345
Karen Hill	909 Walnut St	555-6789
Larry Scott	1010 Maple St	555-0123
Mary Adams	1111 Hickory St	555-4567
Ned Baker	1212 Dogwood St	555-8901
Olivia Clark	1313 Redwood St	555-2345
Paul Lewis	1414 Cypress St	555-6789
Quinn Walker	1515 Juniper St	555-0123
Rachel Young	1616 Fir St	555-4567
Sammy Allen	1717 Hemlock St	555-8901
Tina King	1818 Cedar St	555-2345
Victor Wright	1919 Pine St	555-6789
Wendy Green	2020 Spruce St	555-0123
Xavier Brown	2121 Birch St	555-4567
Yvonne Black	2222 Poplar St	555-8901
Zoe White	2323 Willow St	555-2345

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