To advocate:
recommend, prescribe, commend, advise, favour, approve of, support, back, uphold,
subscribe to, champion, campaign on behalf of, stand up for, speak for, argue for,
plead for, press for, lobby for, urge, promote, espouse, endorse, sanction, vouch for
Simple solutions

- where there is clear data
- if we do A, we will get B.
Complicated problems

- multiple experts who will argue a case
- multiple options where there are with clear evidence (past data)

Simple solutions

- where there is clear data
- if we do A, we will get B.
Complex scenarios

- many possible options
- many different perspectives;
- No one clear defensible answer

Complicated problems

- multiple experts who will argue a case
- multiple options where there are with clear evidence (past data)

Simple solutions

- where there is clear data
- if we do A, we will get B.
What kind of advocating are you most often trying to do?
Advocating in complex systems requires a mindset change:

We must shift from let me convince you that I’m right?

To let’s agree a focus?
Or a shared desired future State?

Resisting temptation to narrow options early; to convince or decide?

Instead... diverging, opening, seeking multiple perspectives, opening broader questions.
Focus area for advocacy
Moving from less to more diverse workforce

Key process owners

Key selection panels

Middle managers

Senior mgt

Other central agencies

mgt development processes

teams

Graduate Program

candidates

Universities

external experts
Moving from less to more diverse workforce

- Perspectives
- The values, loyalties and experience that informs those perspectives
- Relationships and Commitments
  - How power flows; how influence moves
• Perspectives
• The values, loyalties and experience that informs those perspectives

• Relationships and Commitments
  • How power flows; how influence moves
Listening well: what is this person’s purpose, intent, hope in delivering this message? What does the message mean to him?

“Listening doesn’t happen by mistake and its hard to do well, and it costs us energy. Unless you purposefully invest the energy, you’re unlikely to listen well enough to learn something really unexpected.”

This is especially true if you’re head is filled with the message you’re trying to tell someone else”

Jennifer Garvey Berger and Keith Johnston
UNCERTAINTY
Humans as pattern recognisers
- Focus on listening
- Get curious
- Enlist divergent sense-making
- Resist convergent pattern seeking
- Identify possibilities, polarities and paradoxes
- Test ideas
- Generate fail-safe experiments
- Seek feedback
- Collaborate

Advocating effectively in complex systems
A little about the power of curiosity...

Research mapping chemistry changes in key regions of the brain found that:

When the brain is in a curious state, participants were more able to learn with better retention of information.

*States of curiosity modulate hippocampus-dependent learning via the dopaminergic circuit*  
Matthias J. Gruber,1,* Bernard D. Gelman,1 and Charan Ranganath1,2  
Fail safe experiments to test ideas, generate possibilities and increase the richness of data in the system
Your skill as an advocate is to find the complexity, listen to it, seek to understand it, engage with it, attract collaborators and experiment to create new shared meaning about new ways.

Good luck!