

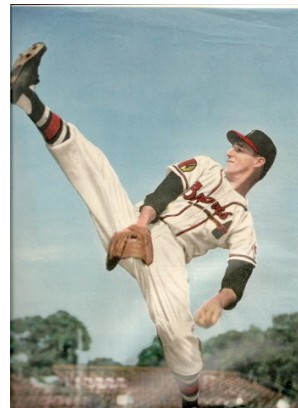
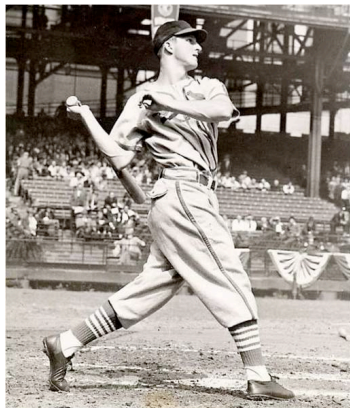
Finding the Sweet Spot in Human Communication

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Baseball



The Sweet Spot

- The section on the barrel of the baseball bat where the ball most likely can be hit solidly and for maximum power
- It is the center of percussion . . . which, when hit by the ball, produces no recoil of the wrists . . . the least amount of vibration at the handle, and the maximum exit speed of the ball
- It is the spot where the inertia of the swing is most efficiently transferred

The Sweet Spot in Natural Sciences and Mathematics

- Thom and Catastrophes
- Maturana, Verela, von Foerster and Autopoiesis
- Lorenz et al and Chaos
- Prigogine and Dissipative Structures
- Santa Fe in 1987 – Holland, Kauffman and complexity

The Sweet Spot in Philosophy and Behavioral Sciences

- Dewey: the reflexive arc
- Bergson: la duree
- Mead: emerging self and society
- Wittgenstein: rules of the game
- Lewin: force fields
- Bateson: schismogenesis
- Campbell: BVS
- Chomsky: generative grammar
- Buckley: CAS

Feedforward

1. Complex Dynamic Systems
2. The Great Tension
3. Human Communication

The Dynamics of Swings

- ↗ Iterative
- ↗ Recursive
- ↗ Multiplicative
- ↗ Parameters
- ↗ Bifurcation Points and Thresholds

Outcomes

- ↗ Attractors & Regimes
 - ↗ Point Attractors
 - ↗ Periodic Attractors
 - ↗ Chaos
 - ↗ Strange Attractor, Edge of Chaos, Complexity
- ↗ Basins of Attraction

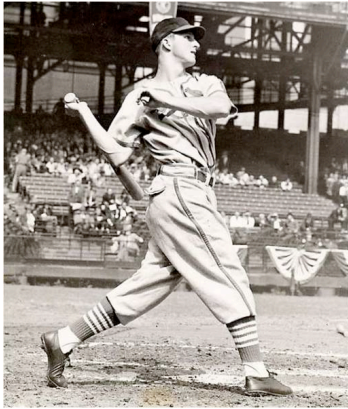
Hits and Misses

- No change
- More or less of the same
- Transitions
- Disorganization
- Transformations

The Sweet Spot

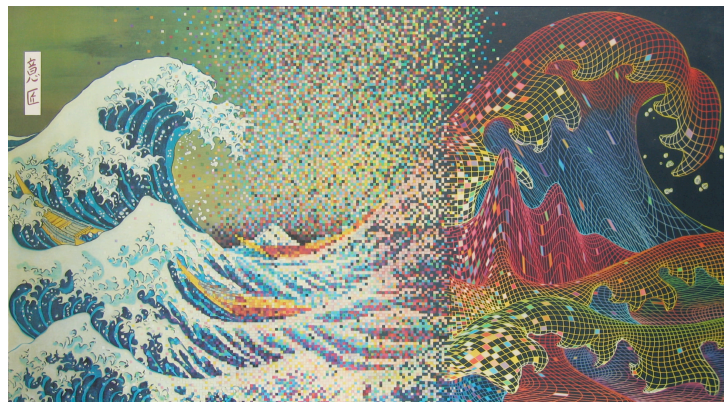
- Parameters are high but not too high
- Aggregation of small differences
- The old system protects emergence
- Conflict and testing
- Maximum tension
- Transformation and difference

Hitting



The one unbreakable rule about hitting is this: if a batter hits well with his own particular stance and swing, think twice – or more – before suggesting a change. There is no one correct way to bat, and so of course there is no one correct stance.

Wave of the Future



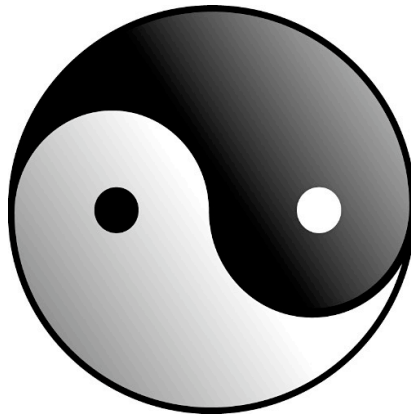
Great Wave of Kanagawa



Within the Form



Balance



Self Similar - Different



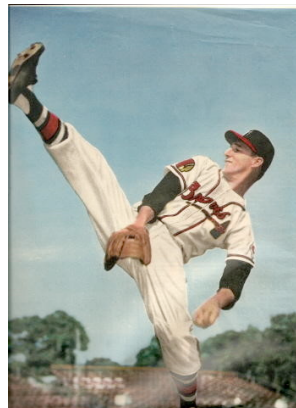
Wave of the Future



Pitching

Hitting is timing.

Pitching is upsetting timing.



The Tension: Similarity and Difference

- Adaptation and Emergence
- Stability and Change
- Fitness and Viability
- Individuation and Socialization
- Efficiency and Innovation

Information

- As the amount of relative variety
 - Nominal data and distributions
 - Negative entropy
 - Conditional probabilities and interaction matrices
 - Noise or information
 - Redundancy
- As perceived relative variety
- As made relative variety, as making sense

Umpires and Information

Umpire 1: I calls 'em as they is.

Umpire 2: I calls 'em as I sees 'em.

Bill Klem: It ain't nothin' till I call it.



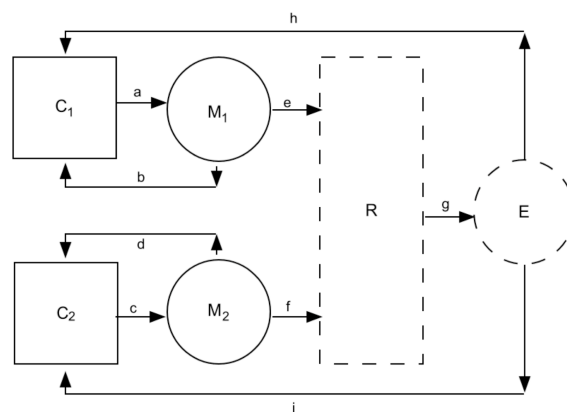
Human Communication

- Is one way to make sense
- Involves perceptions and behaviors
- Involves individual and social phenomena
- Is an emergent process of mutual cueing
- Occurs when communicators in a relationship construct messages as part of an ongoing episode

Communication Factors

	Individual	Social
Perceptions	Communicator	Relationship
Behaviors	Message	Episode

Social Channel



Analyzing Communicators

- Types of Perceptions
 - Object
 - Social
- Cognitive Complexity
 - Breadth
 - Depth
 - Configuration
- Richness

The Tension in the Communicator

Too Similar

- Few self discriminations
- Deeply developed and redundant discriminations
- Centralized and hierarchical configuration with few ties between categories
- Dogmatic
- Anxious, stressed, overloaded

Too Different

- Many discriminations
- Shallow development of any one discrimination
- Flat configuration with many weak connections between discriminations
- Rootless and ephemeral
- Anxious, bored, underloaded

Analyzing Messages: Style

- | | |
|-----------------|------------|
| ➤ Animated | ➤ Dramatic |
| ➤ Argumentative | ➤ Friendly |
| ➤ Attentive | ➤ Open |
| ➤ Dominating | ➤ Precise |

The Tension in Messages

Too Similar

- Few topics
- Guarded
- Long dominating turns
- Impervious
- Remote
- Boring

Too Different

- Many topics
- Exposed
- Short accepting turns
- Sensitive
- Doting, cloying
- Confusing

Analyzing Relationships

- Nature of coorientation
- Cognitive complexity of relational perceptions
- Relational dimensions
 - Cohesion/closeness
 - Adaptability/structure
 - Functionality
 - Predictability
- Dialectical tensions
- Networks

The Tension in Relationships

Too Similar

- Few expectations of self with others, many rules
- Deeply developed and redundant expectations, rules
- Dense core with loose ties to a few others
- Formal
- Distrust

Too Different

- Few expectations, but few rules
- Shallow development of any one set of expectations, rules
- Many weak connections between expectations, rules
- Impromptu
- Mistrust

Analyzing Episodes

- Length, frequency
- Coherence
- Routines
 - Instrumental social routines
 - Rituals
- Improvisation
 - Yes and
 - In the moment . . . Don't write the script
 - Fitting the whole . . . the group mind

The Tension in Episodes and Conflict

Too Similar

- Few issues
- Deeply developed and redundant positions
- Transactional redundancy
- Routines and rituals
- Escalated differentiation, both symmetrical and complimentary

Too Different

- Many issues
- Shallow development of any one position
- Perpetual state of partial utterances - fragments
- Simultaneous monologue
- Rolling episodes

Recursiveness

- The Sweet Spot as a metaphor for the place where transformational change happens
- The search for the sweet spot in philosophy and the behavioral sciences
- The search for the sweet spot in the natural sciences and mathematics
- The importance of finding the balance between similarity and difference
- The extremes in human communication

Organizations

Too Similar

- Very homogeneous workforce
- Tell MCS
- Much vertical and horizontal differentiation
- Low anxiety, boredom
- Routines & rituals for making sense of most things
- Centralized net, strong dense ties within *units*, few weak ties between *units*

Too Different

- Very heterogeneous workforce
- Join MCS for everything
- Very little differentiation
- High anxiety, stress
- Impromptu episodes for making sense of most things
- Decentralized, many weak connections between *actors*

The Competent Communicator

- Hits the sweet spot
- Is mindful and practiced and has
 - Knowledge of and
 - An ability to perform
 - Those behaviors
 - At a level of performance
 - Effective in a given situation

Hitting the Sweet Spot



BABE RUTH • THE SULTAN OF SWAT

Success

- 30% success makes you an all-star
- 30% for a career puts you in the hall of fame
- Organizations achieve transformational change about 30% of the time

