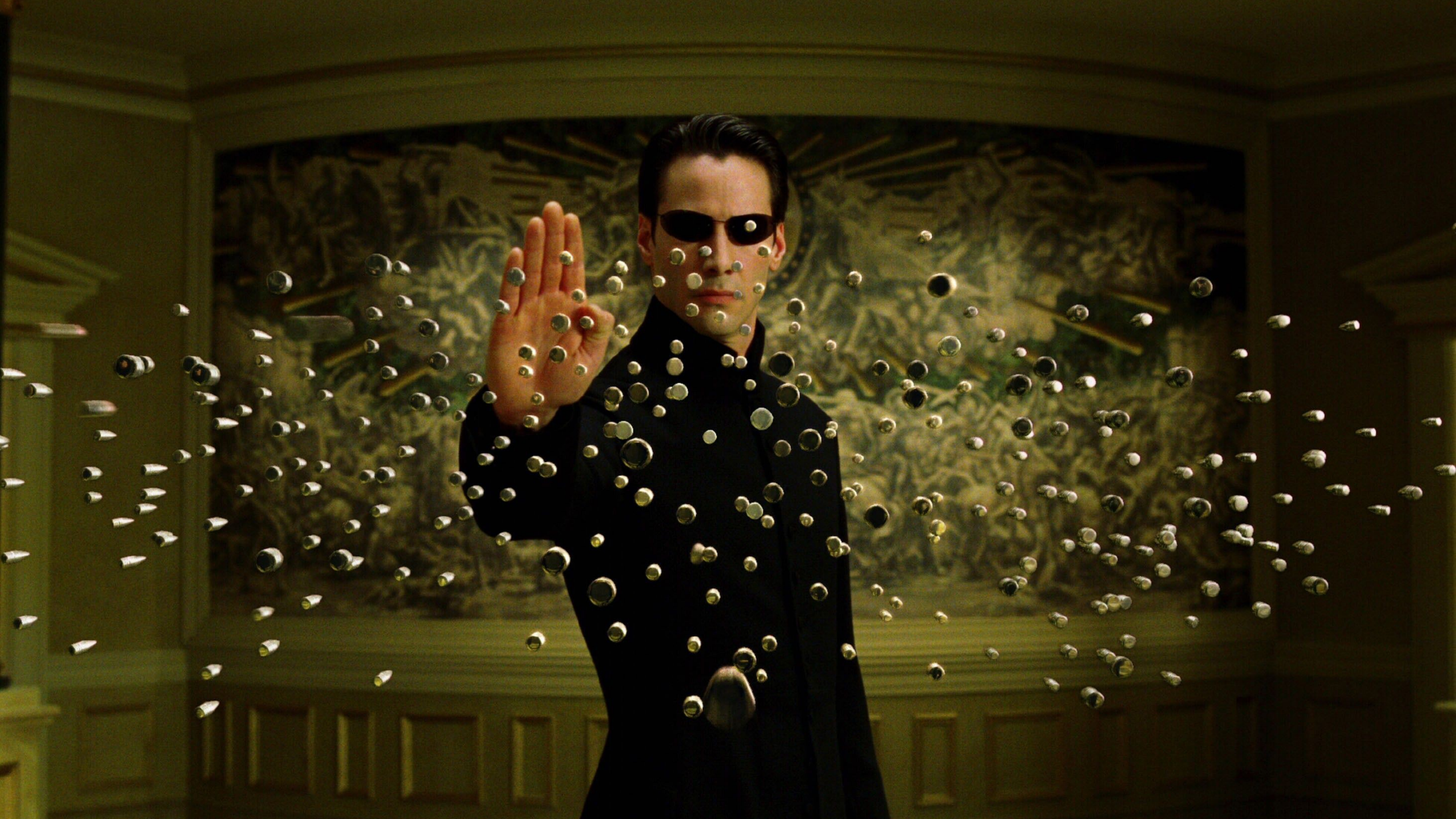


MAKING SENSE...

...even when things don't make sense!







A Mysterious Exercise...

Follow the instructions on the screen.

There are no other instructions...



Step 1



Please arrange yourselves
in order
by
HEIGHT



Step 2



Please arrange yourselves
by
MONTH OF BIRTH



Step 3



Please arrange yourselves
by
PLACE OF ORIGIN



Step 4



Please arrange yourselves
as if
**YOU ARE 5-YEAR OLDS
AT A PARTY...**
... you've just drunk a Red Bull!

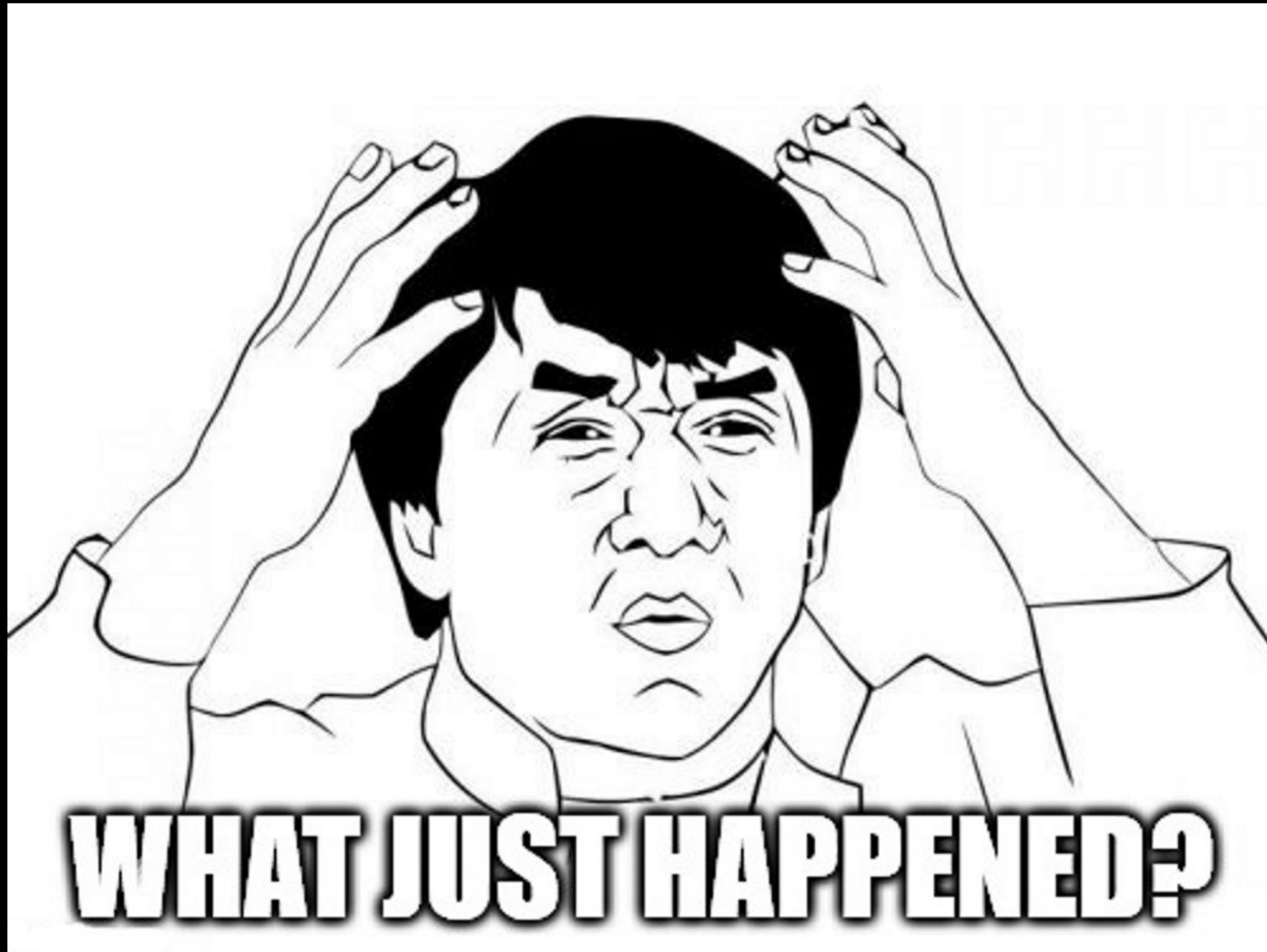


Step 5



Please arrange yourself
by
**NUMBER OF BACTERIA
IN YOUR GUT**







Situational Assessment

Know what you're dealing with...
before dealing with it.





Complex



Complicated



Disorder

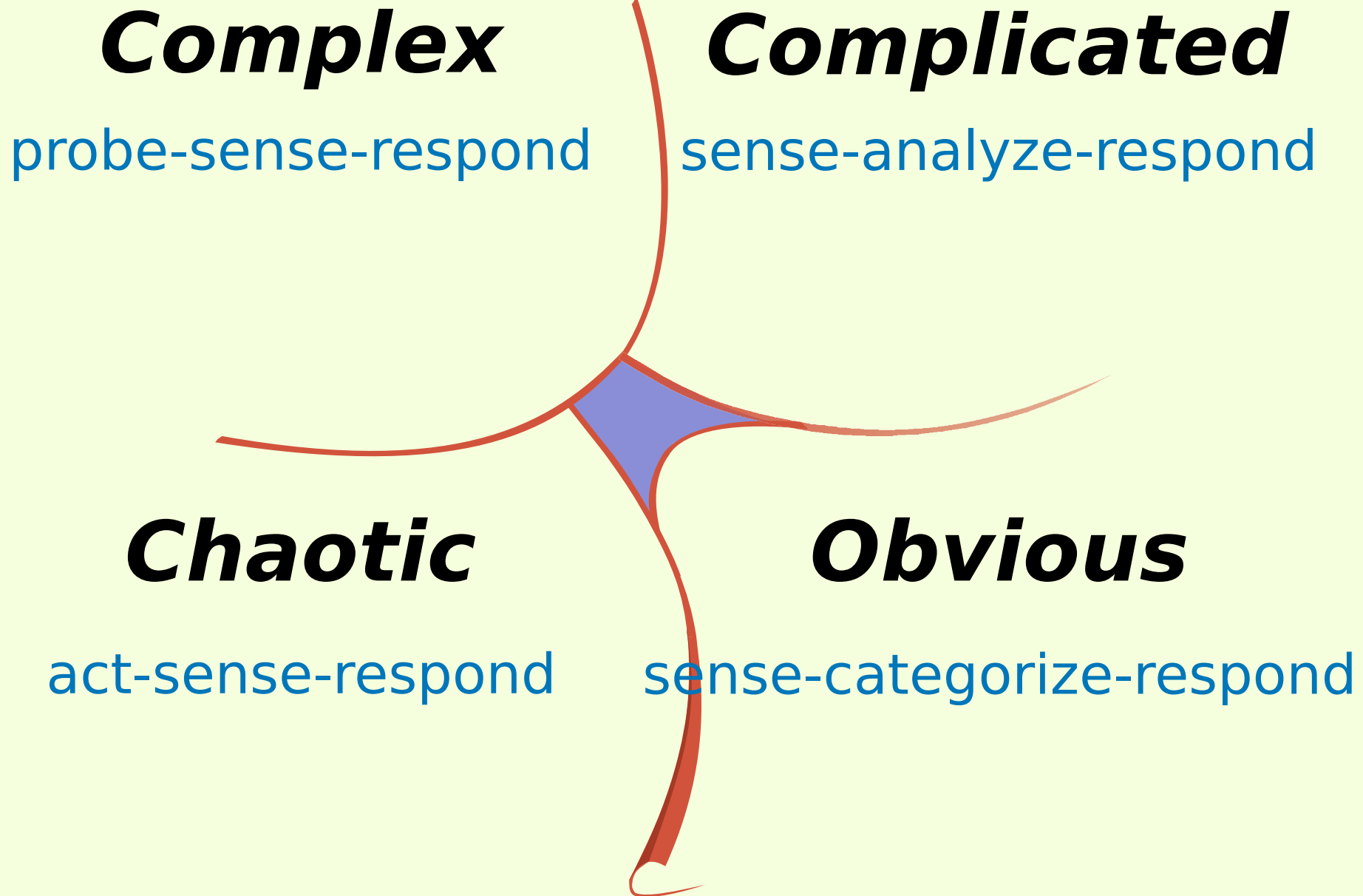


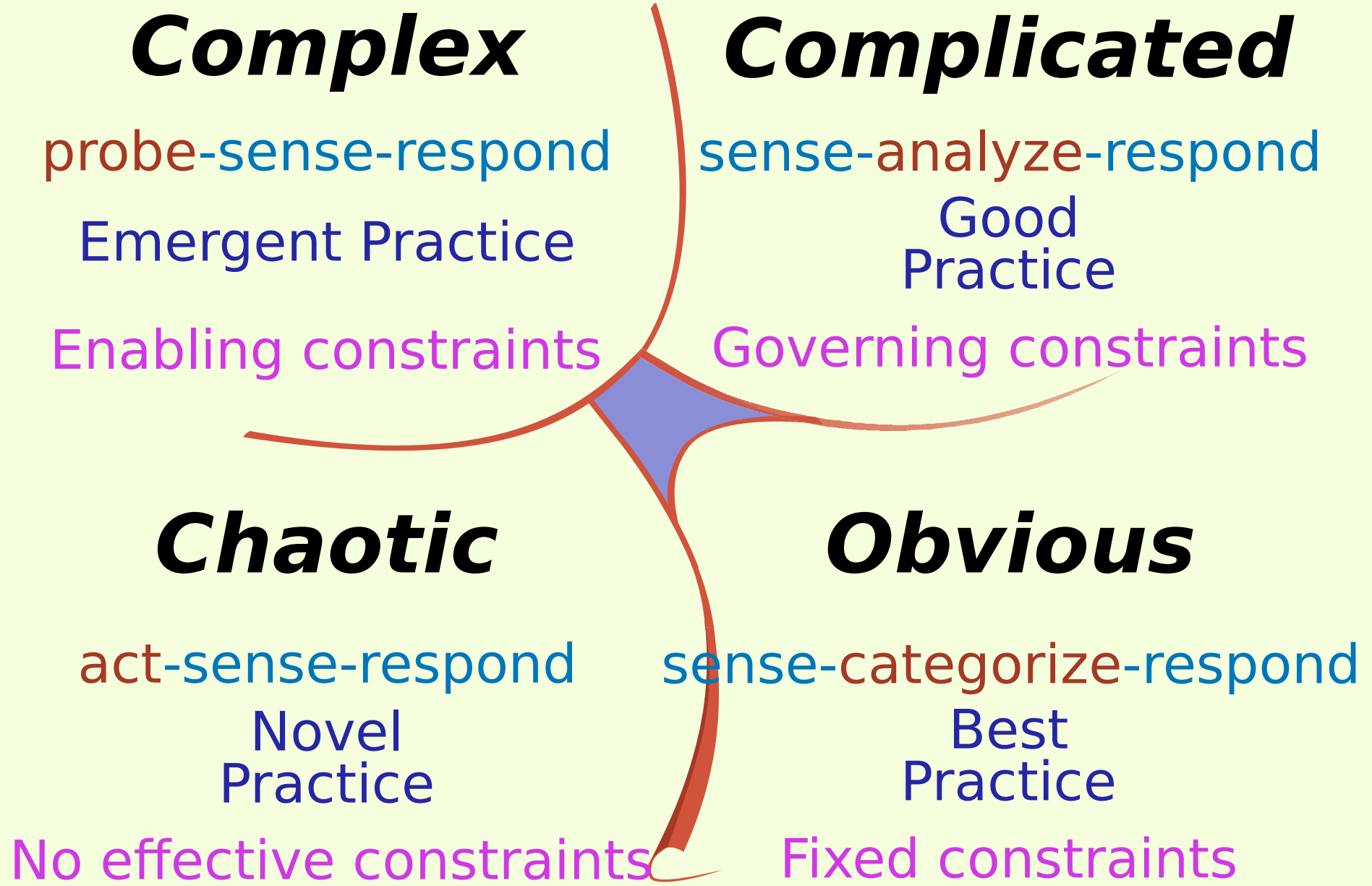
Chaotic

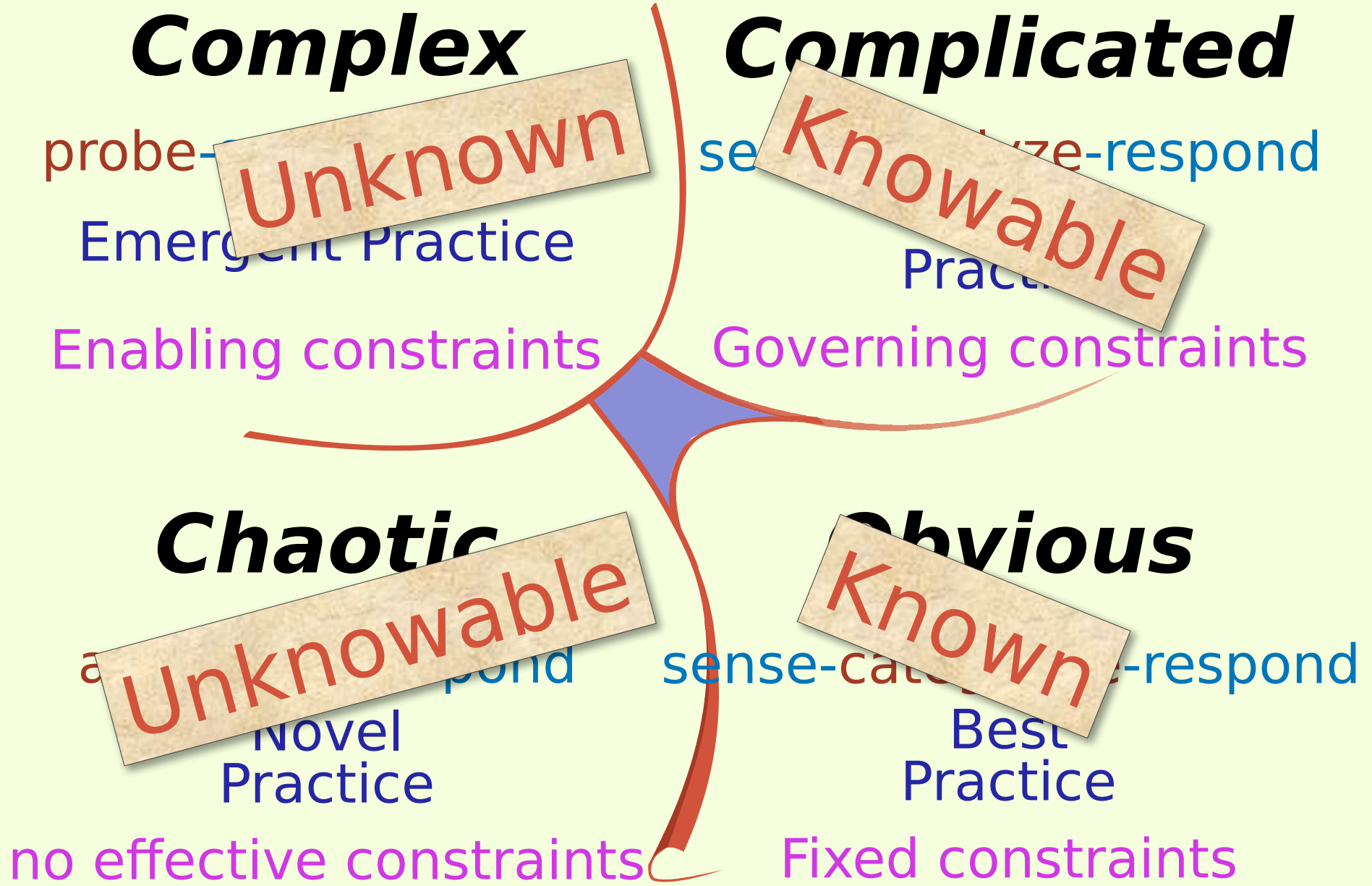


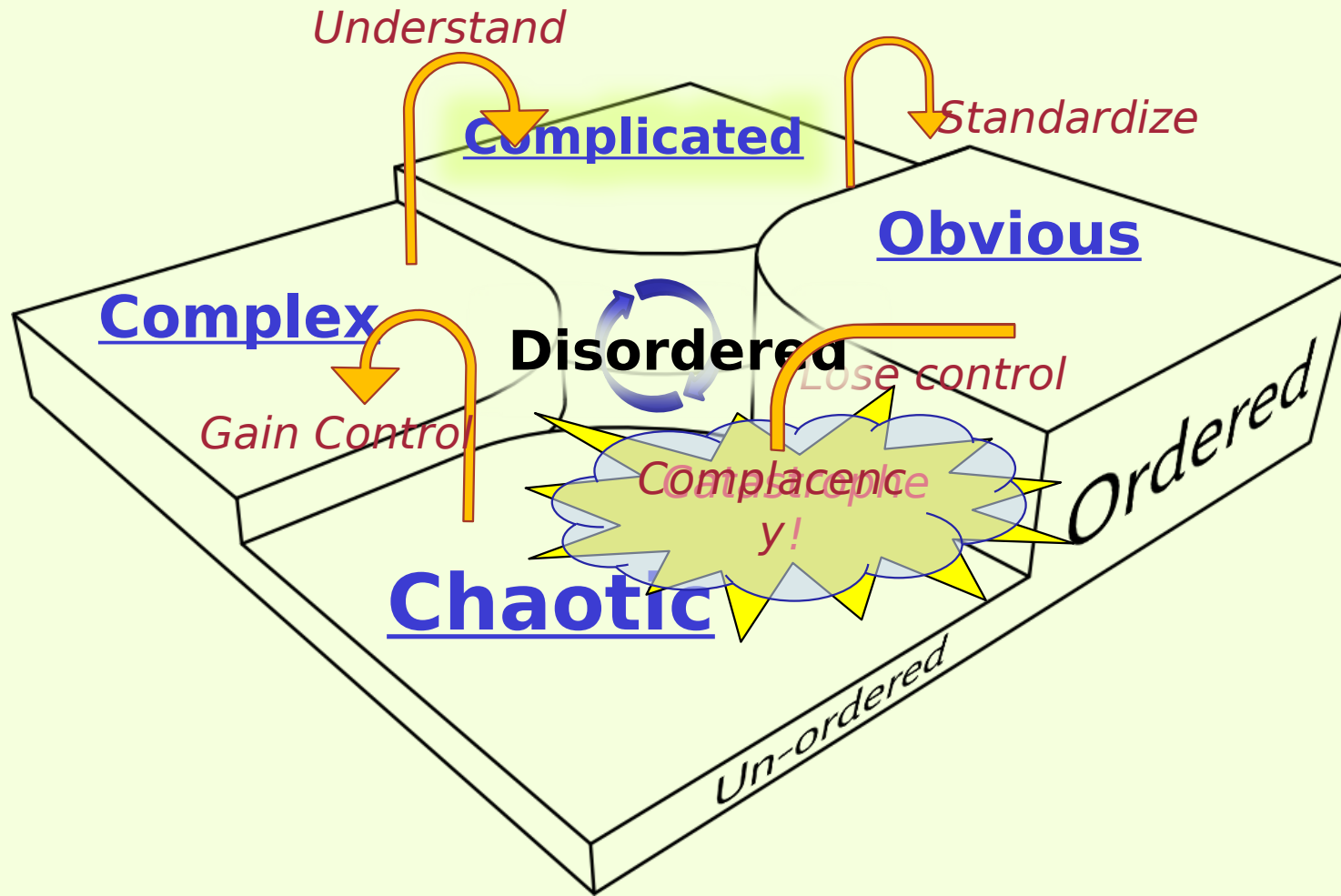
Obvious











Complex

probe-sense-respond

Emergent Practice

Enabling constraints

Un-Ordered

Chaotic

act-sense-respond

Novel Practice

no effective constraints

Complicated

sense-analyze-respond

Good Practice

Governing constraints

Ordered

Obvious

sense-categorize-respond

Best Practice

Fixed constraints



Chaotic

Ordered



Complex

probe-sense-respond

Emergent Practice

Enabling constraints

Complicated

sense-analyze-respond

Good Practice

Governing constraints

Ordered

Chaotic

act-sense-respond

Novel Practice

no effective constraints

Obvious

sense-categorize-respond

Best Practice

Fixed constraints



Cynefin Sense-making Framework

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no effective constraints

Fixed constraints





But Wait...
There's
MORE!

Situational Assessment

Know what you're dealing with... *before* dealing with it.

Complex Adaptive Systems

How can you tell if you're dealing with one?

What to do?

Getting started on applying Cynefin

A recent, local example

"But how can you use this...?"

Questions?

What questions do you have... that I can answer in the time we've got?

Let's wrap it up

Recap and reminder

Cynefin Dynamics

Moving between the domains

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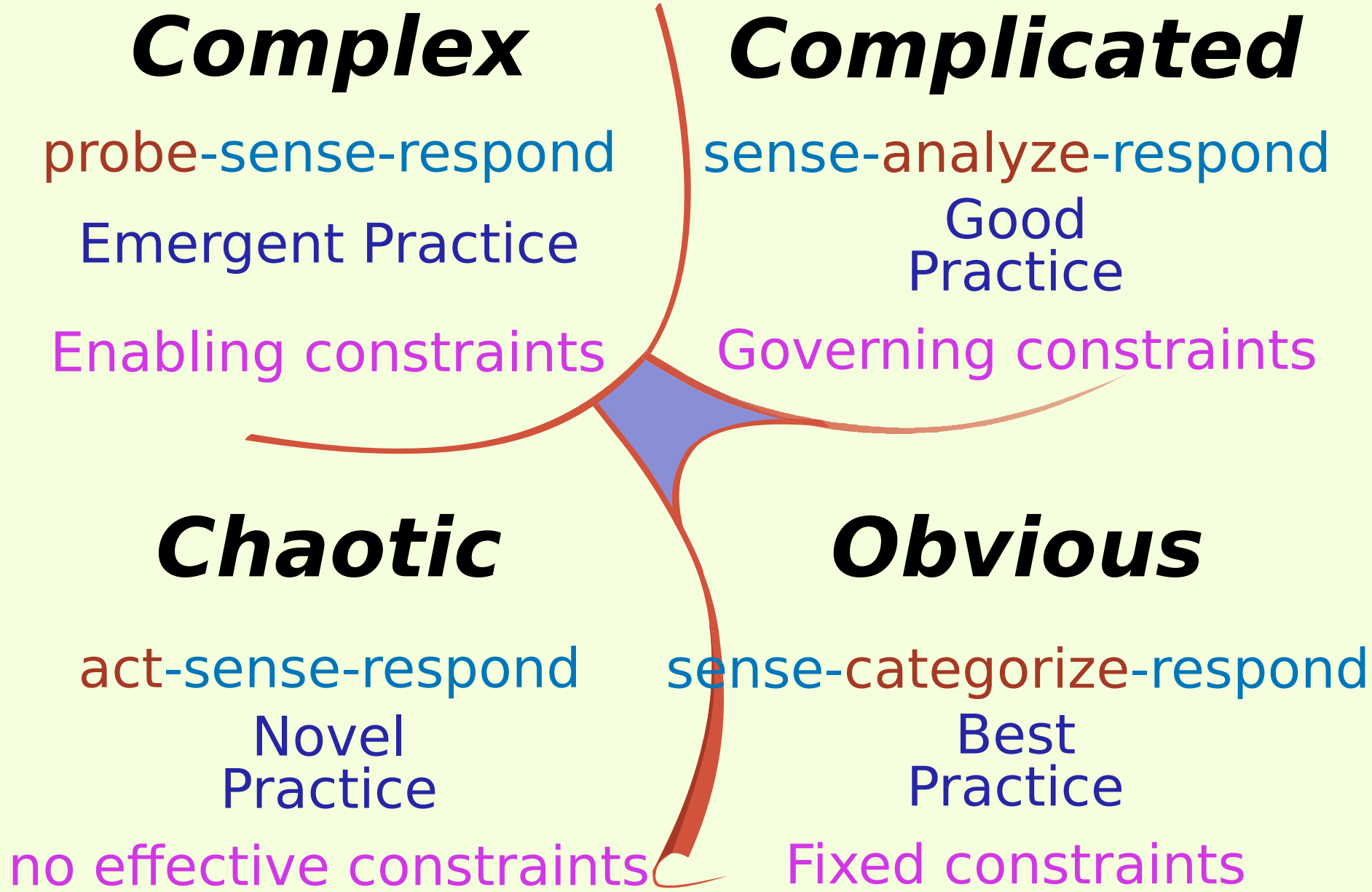
Paying it forward



Complex Adaptive Systems

How can you tell if you're dealing with one?





7 Characteristics of a Complex Adaptive System

- **Unintended Consequences**
- Highly sensitive to small changes
- Not causal
- Propensities
- Not a sum of its parts
- Serendipity
- Perpetual novelty





TOLL YOUR OWN
L-100 BRIDGE FEE
CHARGED BY HOV

APP. 1.5L
FEB 1998
INFO

1.5L
FEB 1998
INFO

1.5L
FEB 1998
INFO

1.5L
FEB 1998
INFO

1.5L
FEB 1998
INFO

1.5L
FEB 1998
INFO

1.5L
FEB 1998
INFO

AUTO TOLL RING FEE

WEEKDAYS	1-10AM	50¢	11-10PM	54¢
	11AM-5PM	50¢		
				WEEKENDS 85¢

WGLAND

WGLAND

WGLAND

7 Characteristics of a Complex Adaptive System

- Unintended Consequences
- **Highly sensitive to small changes**
- Dispositional, not causal
- Propensities
- Not a sum of its parts
- Serendipity
- Perpetual novelty





VIA 9GAG.COM



7 Characteristics of a Complex Adaptive System

- Unintended Consequences
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- **Not causal**
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- Serendipity
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Dispositional





You think because you understand 'one' you must also understand 'two', because one and one make two.

But you must also understand 'and'.

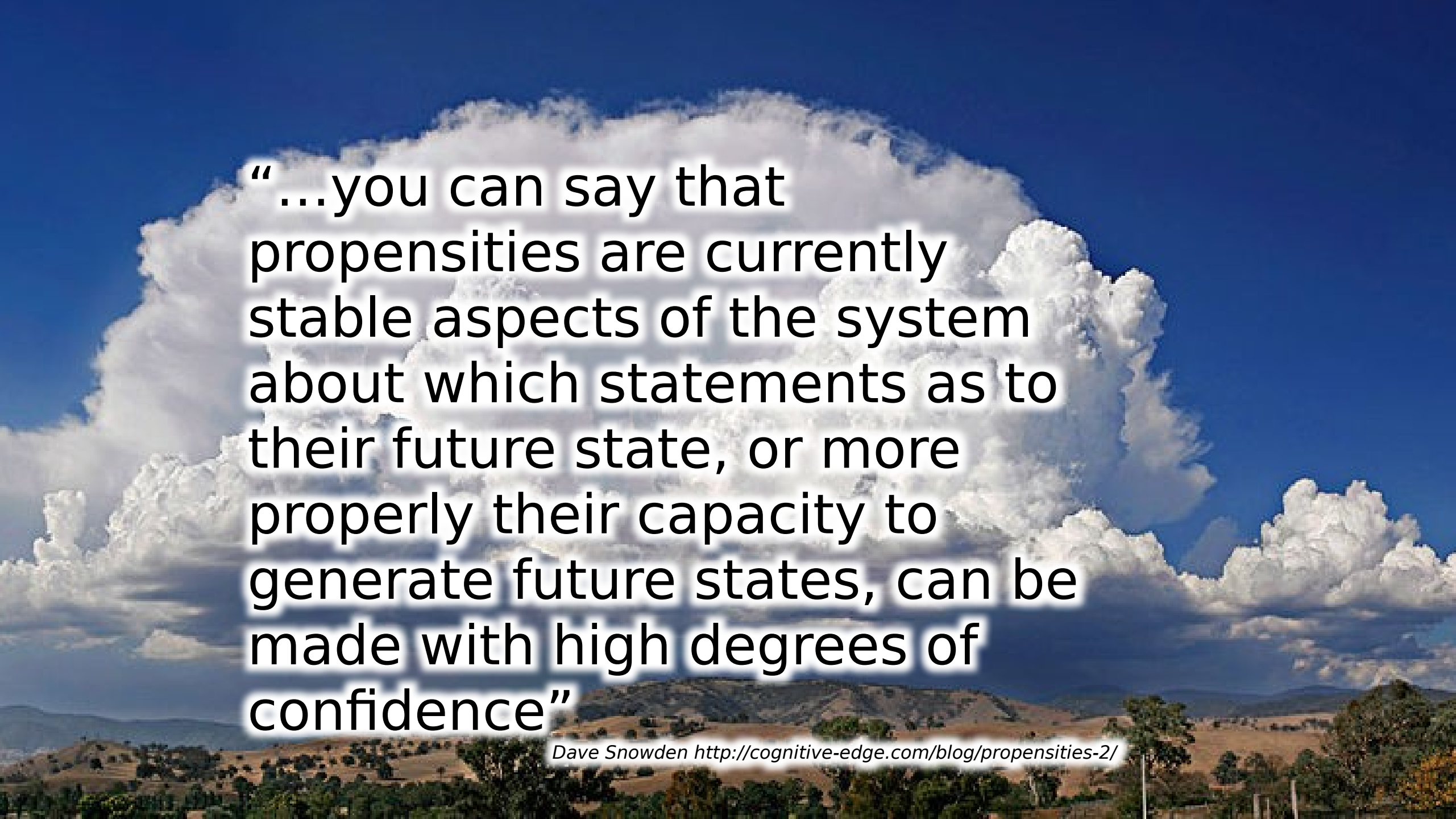
— Mawlana Jalal-al-Din Rumi



7 Characteristics of a Complex Adaptive System

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- **Propensities**
- Not a sum of its parts
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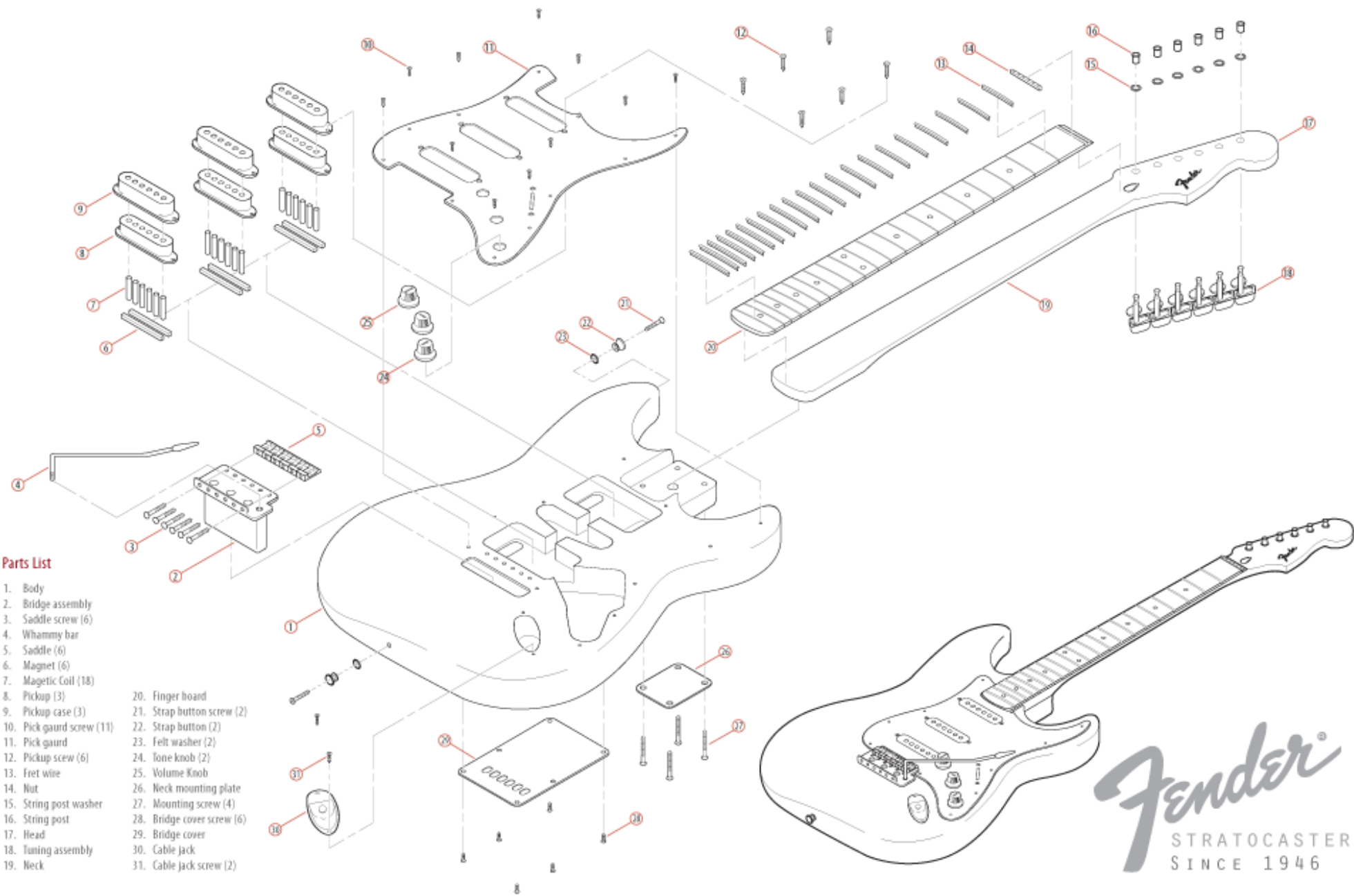
“...you can say that propensities are currently stable aspects of the system about which statements as to their future state, or more properly their capacity to generate future states, can be made with high degrees of confidence”

Dave Snowden <http://cognitive-edge.com/blog/propensities-2/>

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Parts List

- 1. Body
- 2. Bridge assembly
- 3. Saddle screw (6)
- 4. Whammy bar
- 5. Saddle (6)
- 6. Magnet (6)
- 7. Magnetic Coil (18)
- 8. Pickup (3)
- 9. Pickup case (3)
- 10. Pick gaurd screw (11)
- 11. Pick gaurd
- 12. Pickup scw (6)
- 13. Fret wire
- 14. Nut
- 15. String post washer
- 16. String post
- 17. Head
- 18. Tuning assembly
- 19. Neck
- 20. Finger board
- 21. Strap button screw (2)
- 22. Strap button (2)
- 23. Felt washer (2)
- 24. Tone knob (2)
- 25. Volume Knob
- 26. Neck mounting plate
- 27. Mounting screw (4)
- 28. Bridge cover screw (6)
- 29. Bridge cover
- 30. Cable jack
- 31. Cable jack screw (2)

Fender
 STRATOCASTER
 SINCE 1946



7 Characteristics of a Complex Adaptive System

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- Not causal
- Propensities
- Not a sum of its parts
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7 Characteristics of a Complex Adaptive System

- Unintended Consequences
- Highly sensitive to small changes
- Not causal
- Propensities
- Not a sum of its parts
- Serendipity
- **Perpetual novelty**



Pay close
attention...

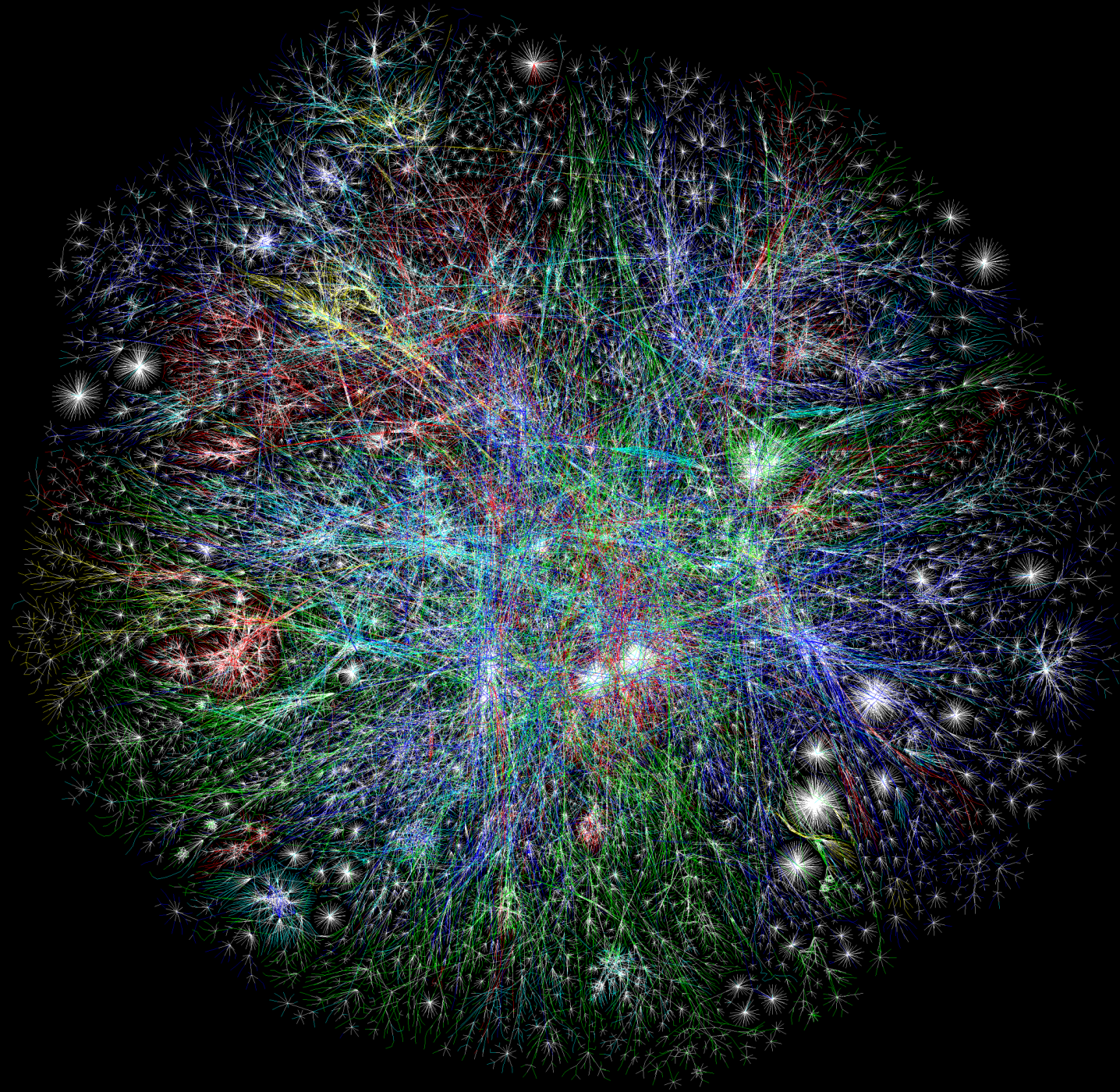




7 Characteristics of a Complex Adaptive System

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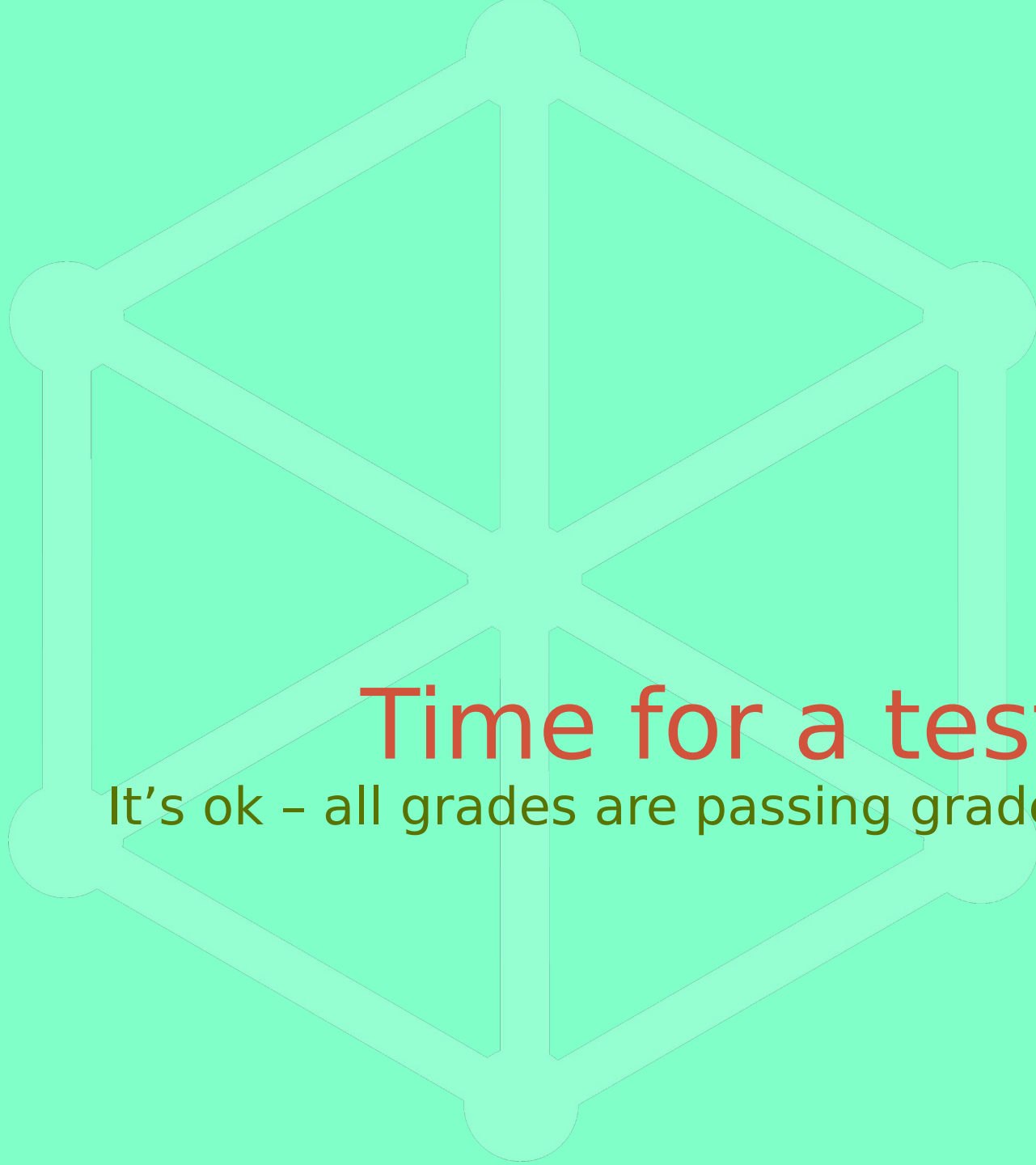
Paying it forward



What to do?

Getting started on applying Cynefin





Time for a test!

It's ok - all grades are passing grades!





WISS® INLAID 22W
10/10





Constraints & Complexity – the moving parts

1. **ORDERED** - system constrains the parts
2. **CHAOTIC** - system has no effective constraints
3. **COMPLEX** - system lightly constrains parts but as parts interact within the system they modify the system.





Complex Adaptive Systems

A survival guide

1. Experiments

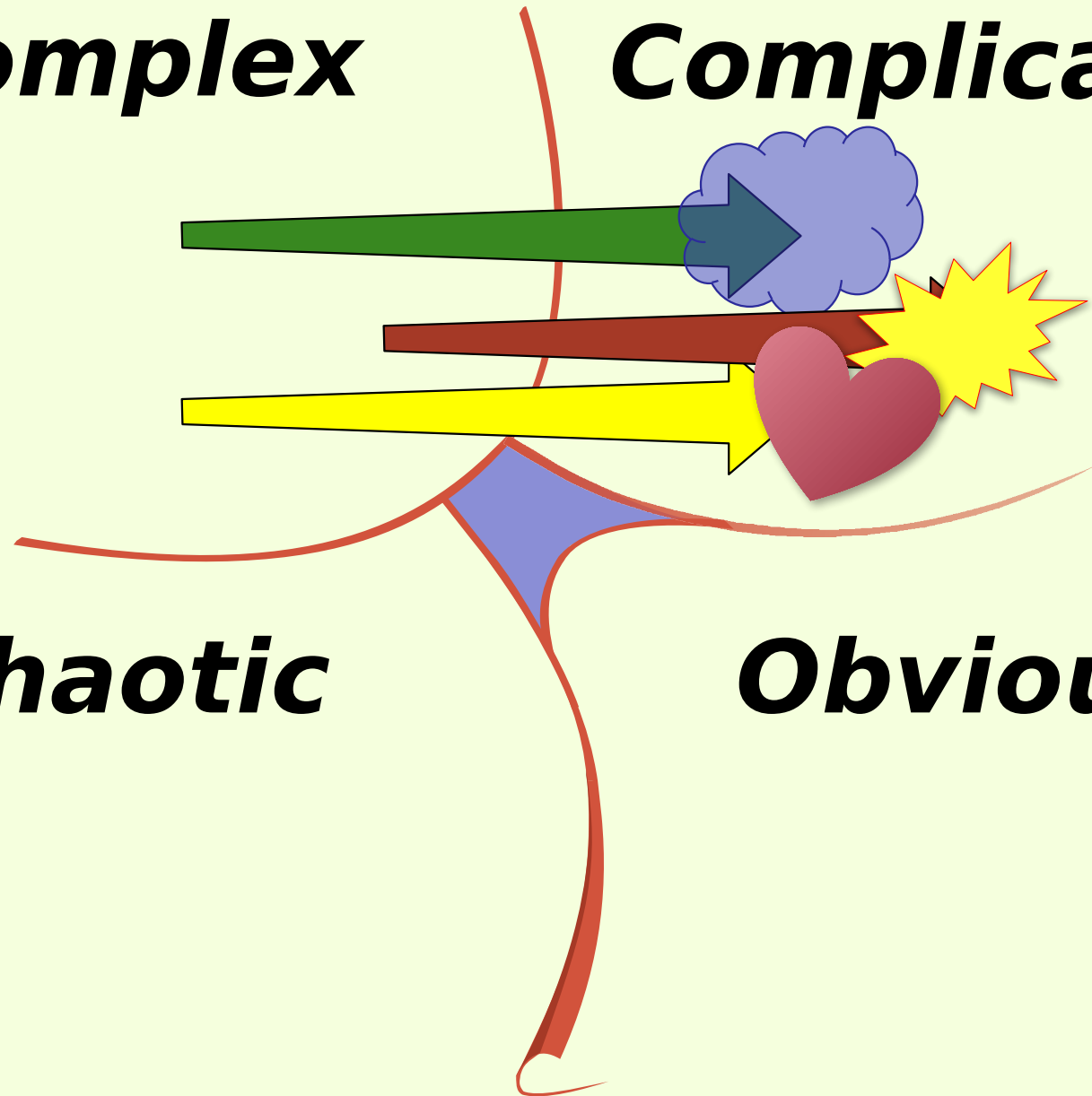


Complex

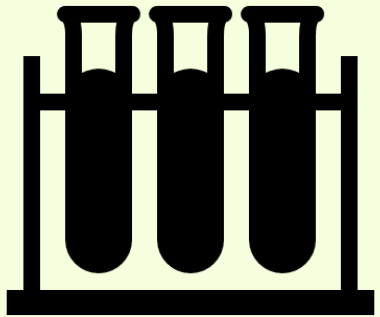
Complicated

Chaotic

Obvious



What is a “safe-to-fail” experiment?



1. What can we **change**?
2. Of the things we can change, where can we **monitor** the impact of change?
3. Where we can monitor the impact, can we rapidly **amplify success** or **recover from failure**?





70 mph



KEENE VALLEY/KEE

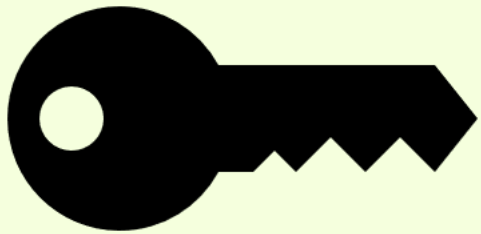
0.2 miles



8:04



Most essential...



- Real time feedback loops

We are uncovering better ways...



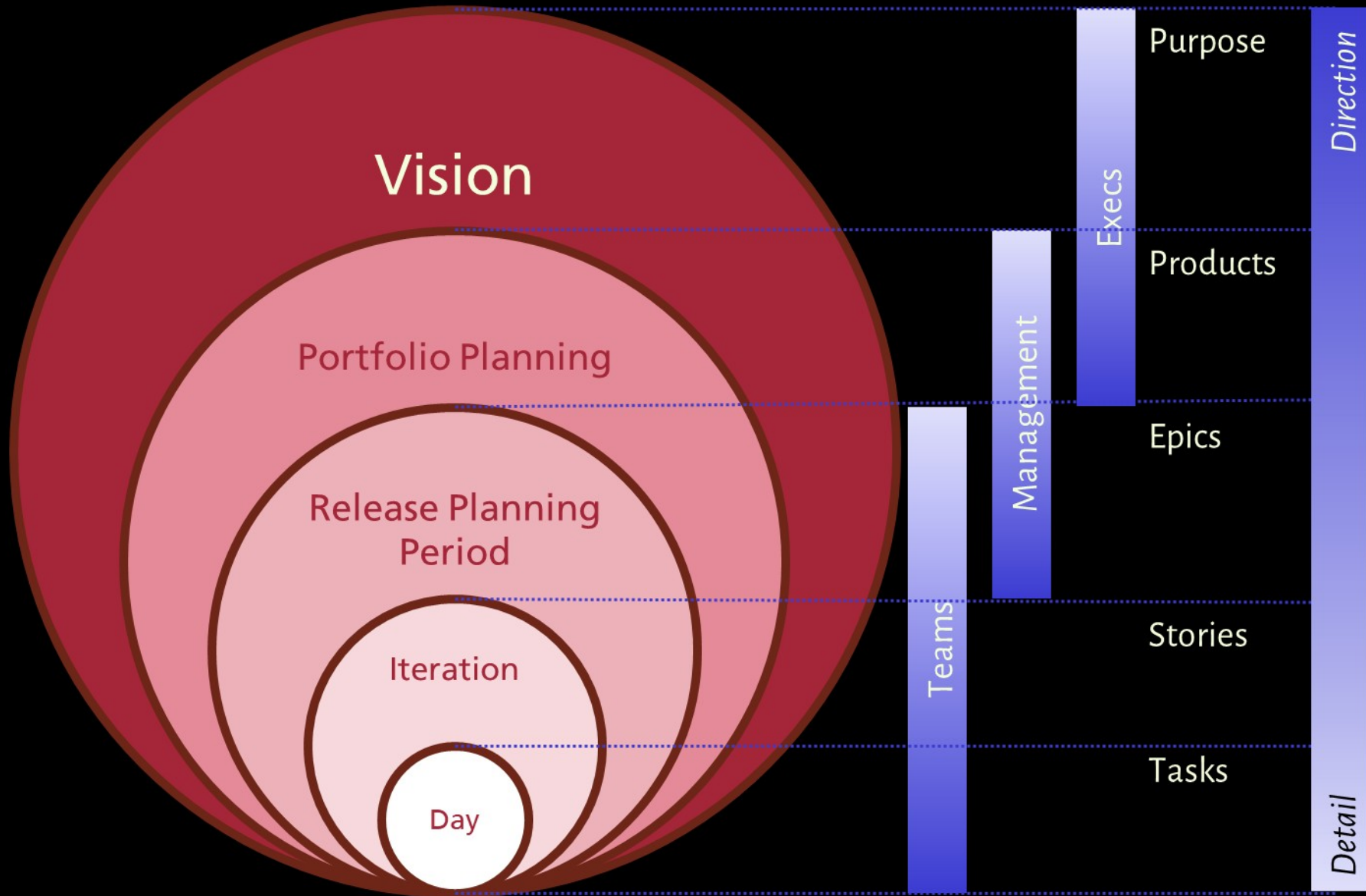


Complex Adaptive Systems

A survival guide

2. Tools









Tools for Complex Adaptive Systems



1. Granularity
2. Distributed cognition
3. Disintermediation





Complex Adaptive Systems

A survival guide

3. Cautions





A trap

Beware “wisdom of hindsight” a.k.a. “*Someone should have done something to avoid this...*”





Retroactive coherence







I KNOW WHAT I'M
TALKING ABOUT. I
HAVE THIRTY YEARS
IN THIS INDUSTRY!

///



Dilbert.com DilbertCartoonist@gmail.com

HOW DOES THAT HELP
YOU UNDERSTAND
TECHNOLOGY THAT IS
SIX MONTHS OLD IN A
YOUTH-ORIENTED
CULTURE?



12-23-10 © 2010 Scott Adams, Inc./Dist. by UFS, Inc.

PLEASE DON'T
HIT ME WITH
YOUR MODEM.

GRRR...

///



Beware...



1. Premature convergence
2. Retroactive coherence
3. Pattern entrainment



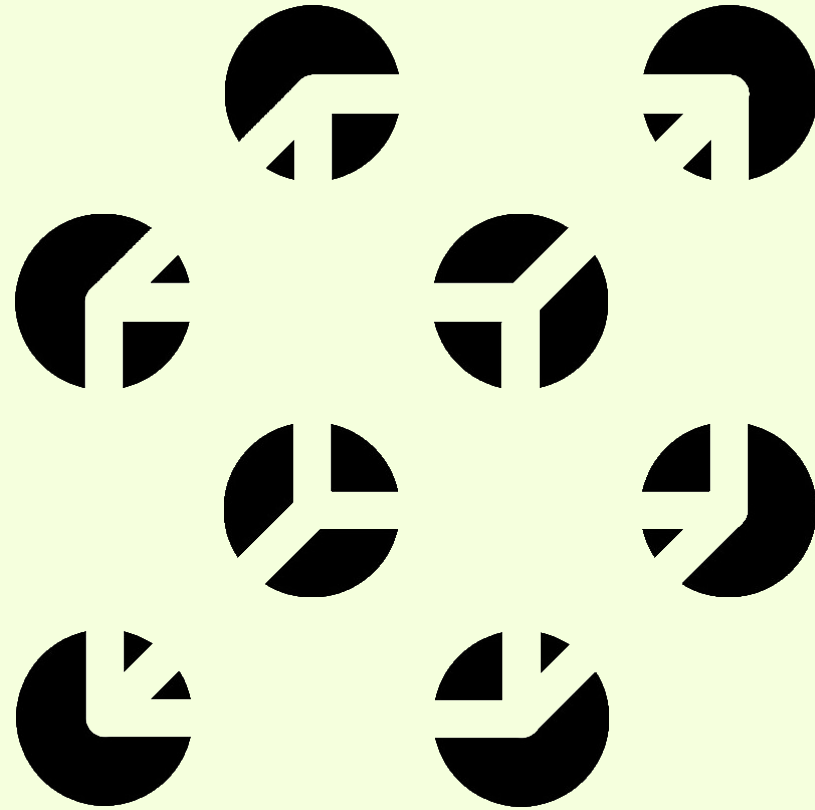


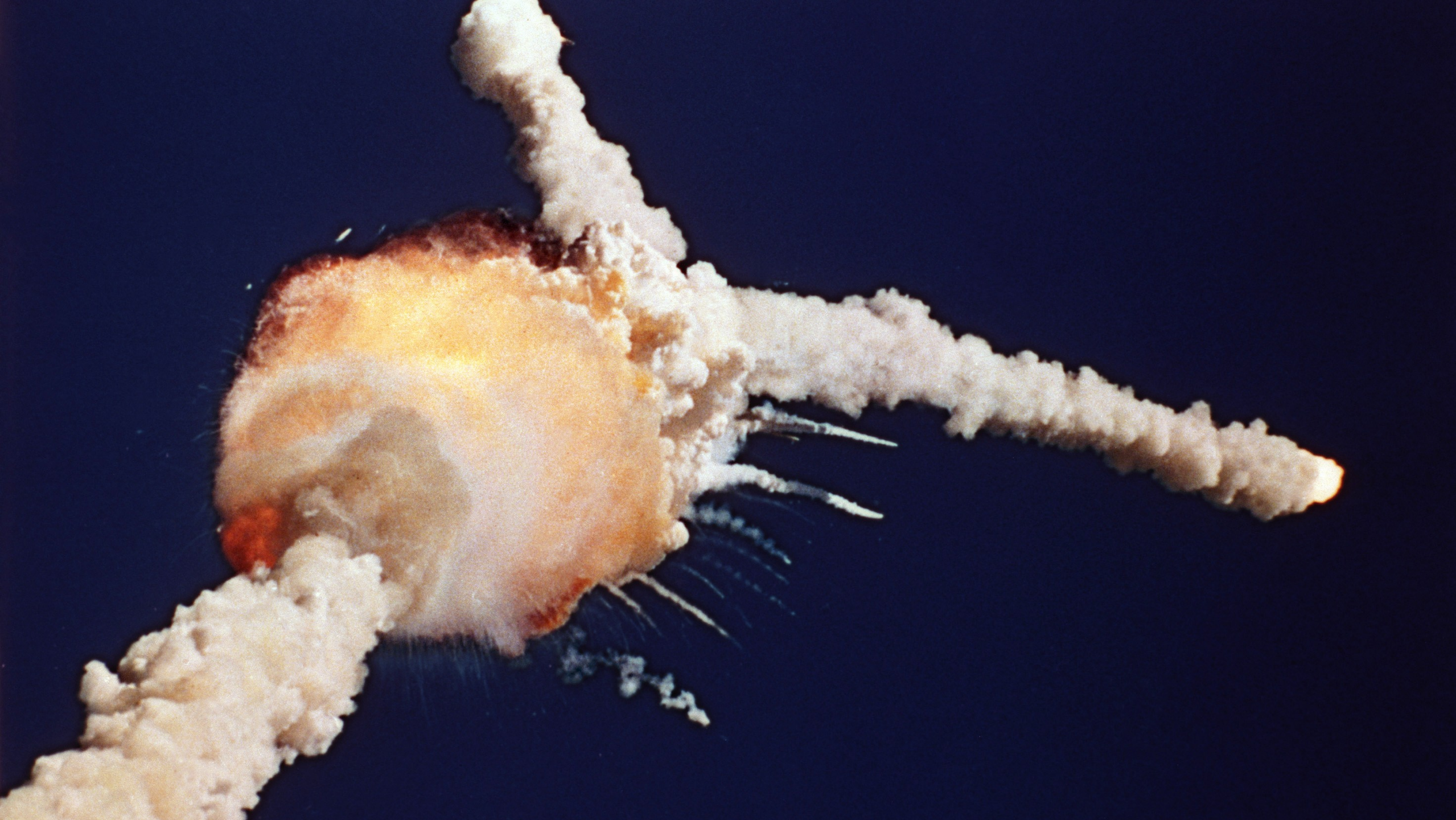
Complex Adaptive Systems

A survival guide

4. Paying close attention







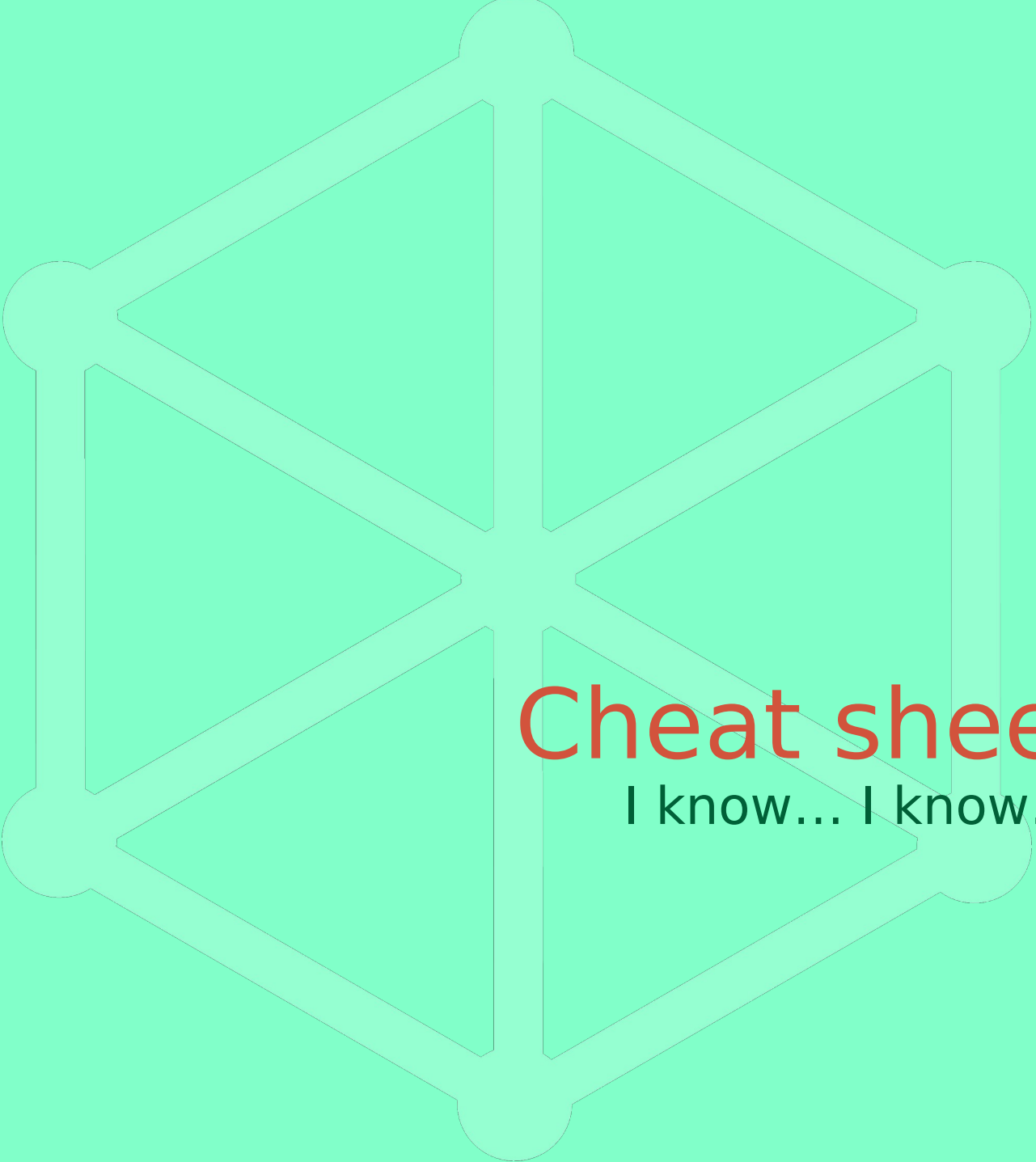
The hard part



1. SEE the data
2. ATTEND (pay attention) to the data and
3. ACT on the data

...as three separate, conscious, deliberate processes.





Cheat sheet

I know... I know...!



Say that again...!

CYNEFIN: GETTING STARTED – CHEAT SHEET

Complex

probe-sense-respond

Emergent Practice

Enabling constraints

Complicated

sense-analyze-respond

Good Practice

Governing constraints

Chaotic

act-sense-respond

Novel Practice

no effective constraints

Obvious

sense-categorize-respond

Best Practice

Fixed constraints

	Ask:	1. What can I change?	2. Of what I can change, what can I monitor?	3. Of what I can monitor, how can I rapidly dampen failure or promote success?
	Use:	<ul style="list-style-type: none"> Granularity 	<ul style="list-style-type: none"> Distributed cognition 	<ul style="list-style-type: none"> Disintermediation
	Beware:	<ul style="list-style-type: none"> Premature convergence 	<ul style="list-style-type: none"> Retroactive coherence 	<ul style="list-style-type: none"> Pattern entrainment
	Pay attention:	1. SEE the data	2. ATTEND (pay attention) to the data	3. ACT on the data

Resources:

- HBR article "A Leader's Framework for Decision Making" (from [HBR](#) or [ResearchGate](#)).
- Cognitive Edge [website](#); In particular "Resources", "Dispatches", and "Blog"
- Wikipedia – [Cynefin Framework](#)
- Contact Andrew Webster (Cynefin Practitioner, Facilitator, & Trainer) andrew@wisdomat.work

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A recent, local example

“But how can you use this...?”



Please Write This Big

COMPLEX

PROBLEM - How to handle SESSION NOTES

(How to keep understanding)

① How: Responsible for notes taken + org of info by taking to attendance taken notes + chart + attendance provided

- Not submitting to Newsroom
 - Not submitting to Newsroom

② TECHNOLOGY
 a) Upload to website - Volunteer } How handle notes, attendance, chart
 b) Participants inputs (photos) unofficial LinkedIn? News website? Twitter?

③ How fast to make public to other attendees?

④ Staffing

⑤ Logistics / Locations - PCs

CYNEFIN DAVID STURDEN



W1 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100
 Day 2 ① = 2 (200 min) + 2 (Newsroom) + Facilitating 1 Training
COMPLICATED

PH150 - Stage unofficial + Vol. move to official (website)
 City of PCs - Event Laptops? Volunteer laptop?
 USB cables to connect to different phones (iPhone or Android) type B or C
 - Cheat sheet for volunteers / Info for attendees (Program) - map
 Newsroom [Loading into website - Morning session by end of day] Symposium Session folder
 Aft. Sessions by end of next day
 - Define hash tag (Twitter, LinkedIn)
 Registration Desk -> Newsroom
 Setup time (locations, etc)

Avoid crashing of website.

Exercise – The Butterfly Stamped

Form groups, grab a flipchart sheet, some small stickies, and some pens.





At your table, in a group:-

- Copy items from this grid onto small Post-It notes (only one item per note)
- Using the items on the post-it notes, create a Cynefin Model on the blank flipchart or large format paper.
- Give yourself 10 minutes to complete this task

Star Wars	Banking Ads	Intelligence	Legal Argument	Musical Scales
Seinfeld	Terrain Effect on Maneuvers	Animals Feeding	Communities of Practice	Mining
Biotechnology	Gosford Park	Catch Phrase	Legislation	Habits
Pitched Battle	Betrayal	Hair Shampoo Ads	M & As	Weapon System Performance
War and Peace	Criminal Activity	24 Hours	Clockwork Orange	Virgin Ads
Japanese Game Shows	Competition	Flute Manufacturers	Love	Beaching Whales
Organizational Change	Migration Patterns	Mozart	Lawyer Ethics	Management Knowledge
Pride and Prejudice	Market Segmentation	Apple Computer Ads	Banking	Judicial Sentencing
Atonal Experimentation	Avante Garde Poetry	Foreign Currency Exchange	Termite Mounds	Whale Songs
Glass Blowing	Portals	Pulp Fiction	Survivor	Web Pages
Unknown Adversary	Coca-Cola Ads	Memory	Consultants' Reports	The Matrix
Symphonies	Animals Sleeping	Fairy Tales	Military Orders	Insurance



Sense-making v Categorization

Categorization

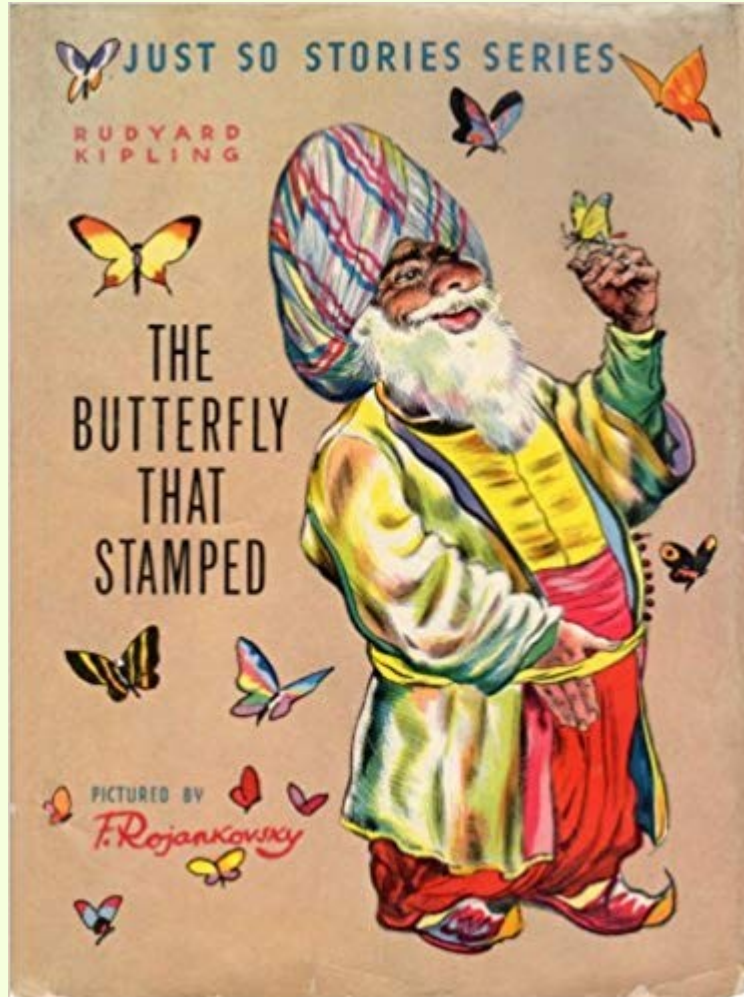
- Framework precedes data and the data is allocated to the framework categories

Sense-making

- Data precedes framework and the boundaries of the framework emerge from the data



Why “...and the Butterfly Stamped”?



Rudyard Kipling's "And the Butterfly Stamped" (1902) is an excellent illustration of the importance of recognizing the influence of multiple perspectives.

The story, a classic 'he-said, she-said', establishes the reality of the existence of multiple perspectives and illustrates how a wise person who understands these nuances can manipulate them for their own benevolent or nefarious purposes.

Likewise, for managers and decision-makers, learning how to gather or observe multiple perspectives can provide critical advantages for having an impact and navigating uncertainty.



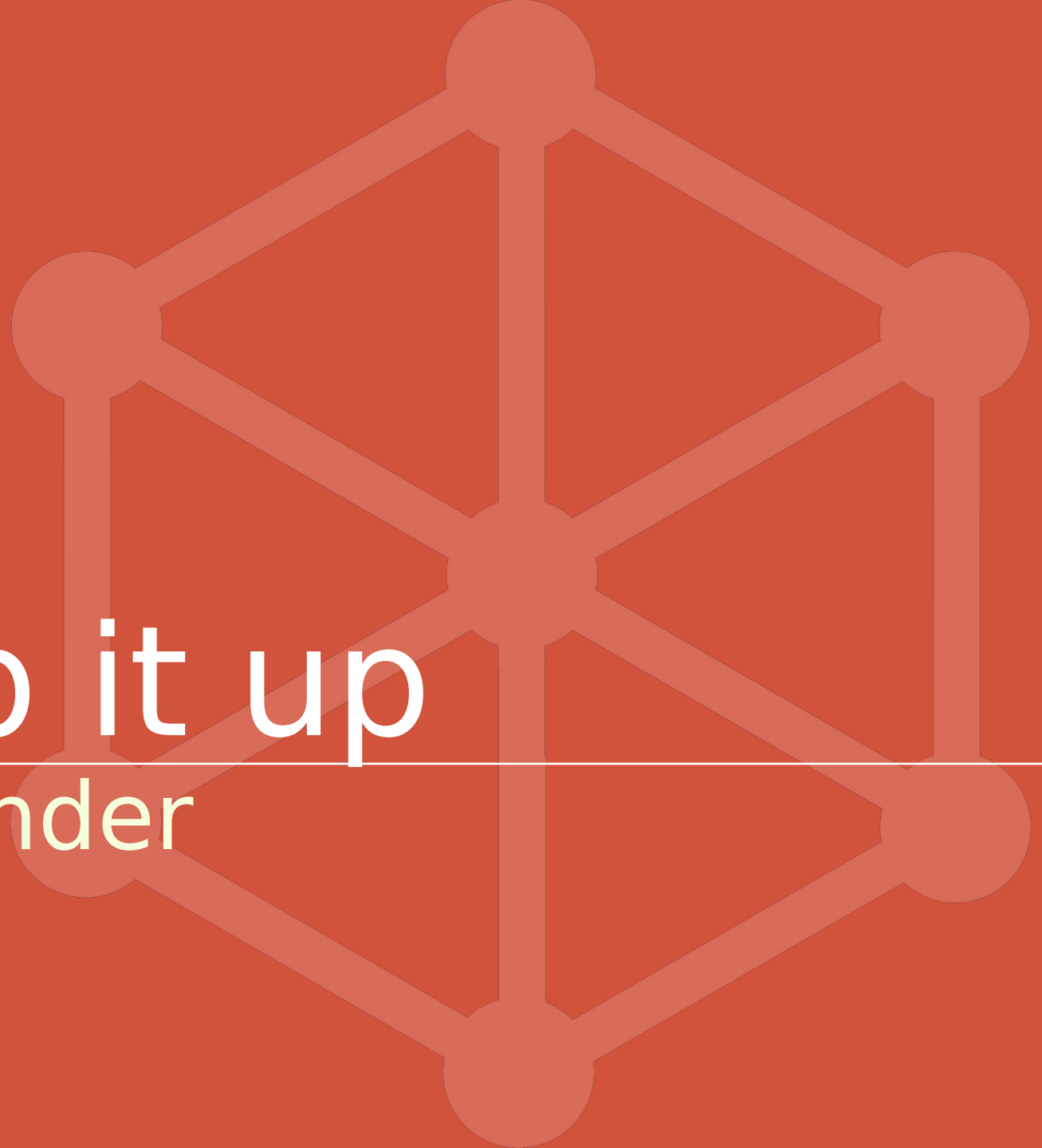
Questions?

What questions do you have... that I can answer in the time we've got?



Now... any questions?

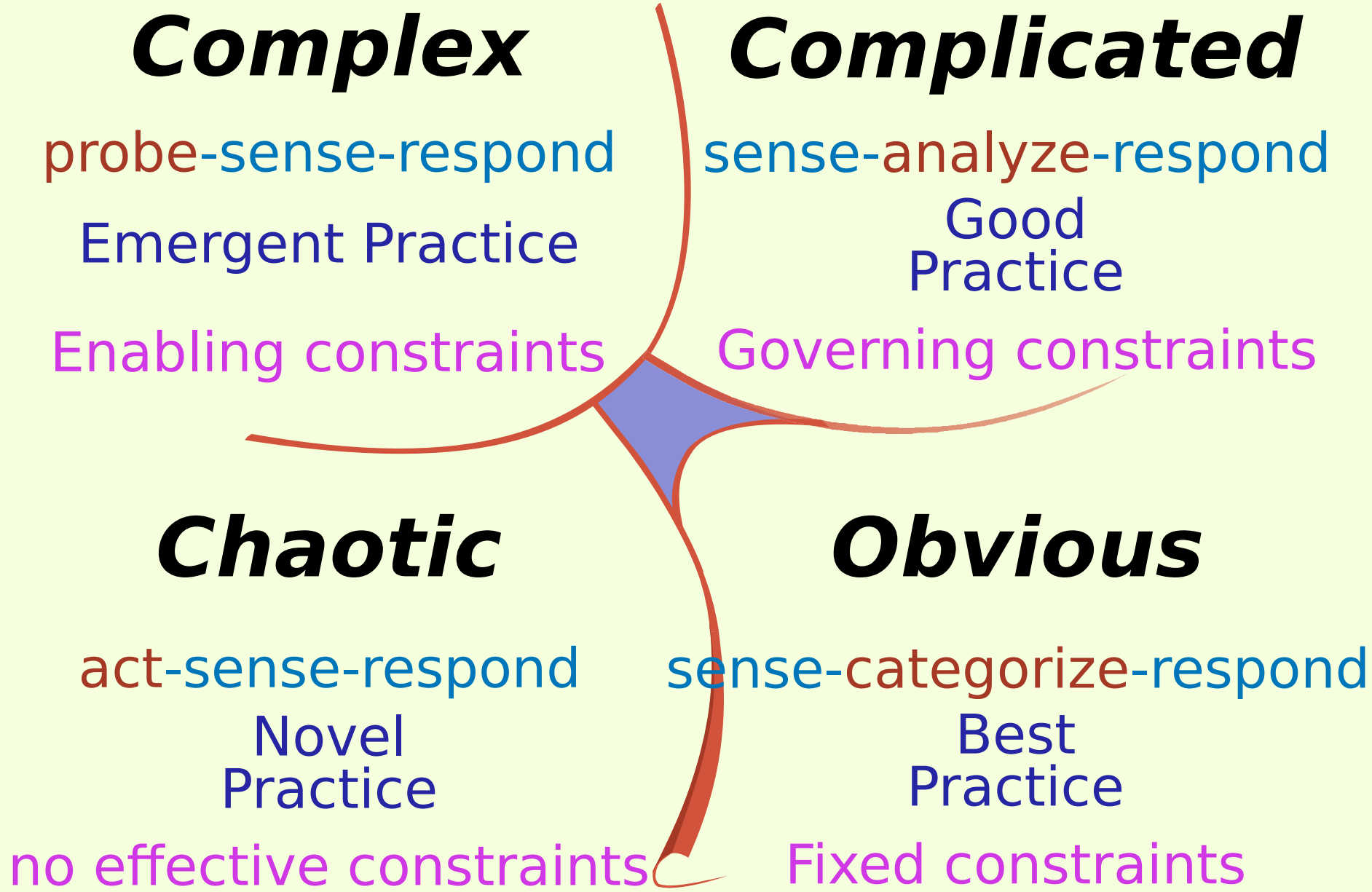




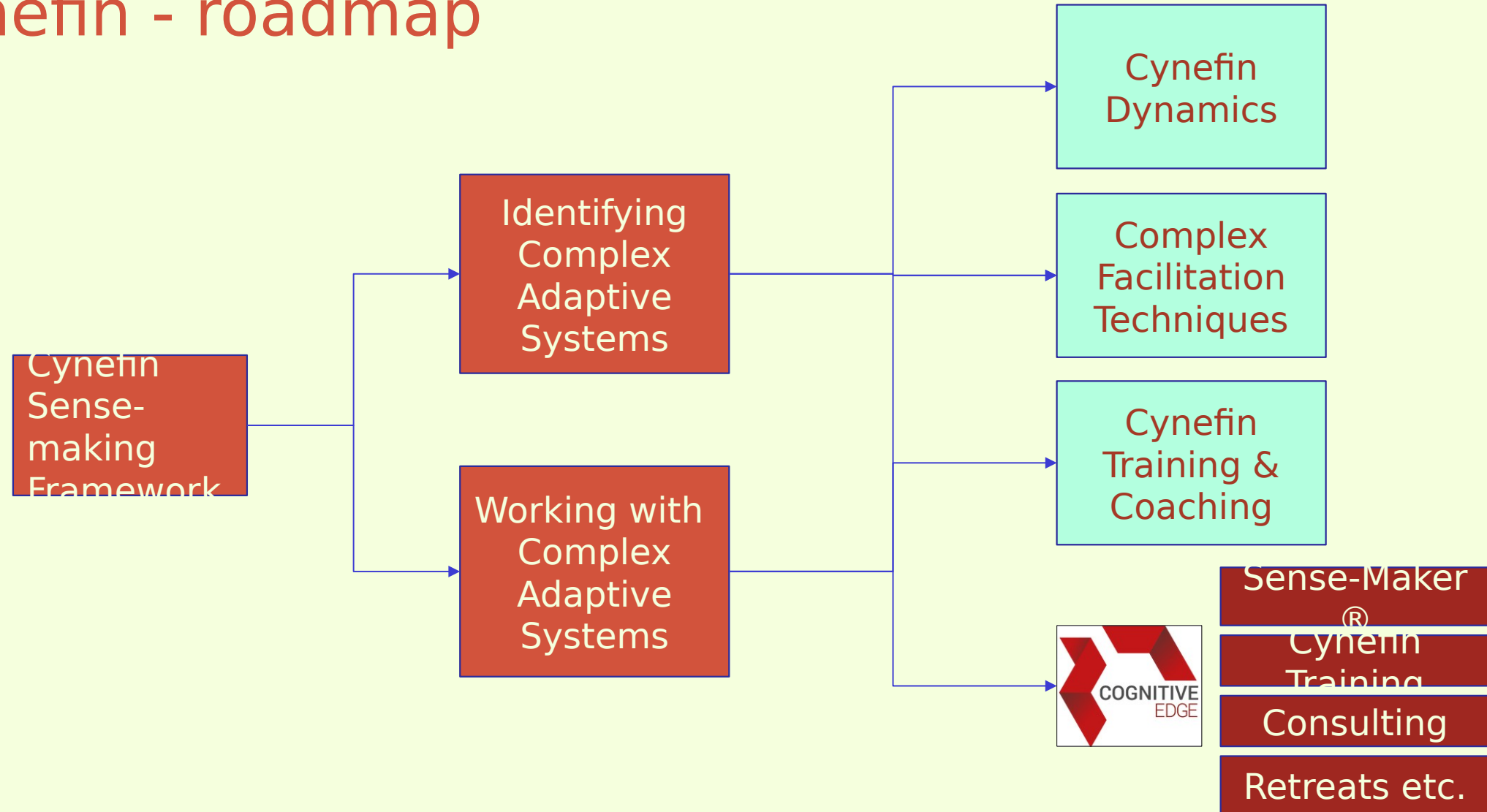
Let's wrap it up

Recap and reminder





Cynefin - roadmap



Andrew Webster



Chief cook and bottle washer at
WCS, LLC “Wisdom at Work”

*Know what to do - when you don't know what to
do!*

Contact:

- andrew@wisdomat.work

Available for:

- Training
- Coaching
- Speaking
- Bar mitzvahs, weddings, funerals



References

- HBR article “A Leader’s Framework for Decision Making” (from [HBR](#) or [ResearchGate](#)).
- Cognitive Edge website: In particular “Resources”, “Dispatches”, and “Blog”
- Wikipedia - [Cynefin Framework](#)
- Kurtz, C.F. & Snowden, D.J. (2003) The new dynamics of strategy: Sense-making in a complex and complicated world *IBM Systems Journal, Vol 42, No 3*, pp.462-483






Cynefin Dynamics

Moving between the domains






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