Cynefin & Sensemaking workshop, part 2
Perspectivity 5 october 2013

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Introduction to the Cynefin framework

“This paper introduces an important new perspective that has enormous future value, and does so in a clear way that shows it can be used. The article makes several significant contributions.

First and most importantly, it introduces complexity science to guide managers’ thoughts and actions.

Second, it applies this perspective to advance a typology of contexts to help leaders to sort out the wide variety of situations in which they must lead decisions.

Third, it advises leaders concerning what actions they should take in response”

- Motivation of the Academy of Management in granting the HBR paper on Cynefin & Leadership the award as the “Best Practitioner Paper 2007 “
Increasing applications and popularity

Examples:

- Analysing policymaking within George W. Bush administration
- Nature of response to bioterrorism
- Measurement in the British National Health Service
- Management of food chain risks
- Safety management in Utility company
- Disaster control
- Agile software development
- Horizon scanning Singapore Government
- Customer satisfaction
- Leadership development
About Cynefin

- A sense-making framework not a categorisation model

- Data precedes the framework

- It does not say all that has gone before should be abandoned. It says that methods used in the past had utility, until they were shifted into an inappropriate context
Building a Cynefin framework

Wicked problem, challenge, ambition

Steps
- Identify issues
- Cluster issues
- Discuss nature of issues and appropriate response
- Design interventions
Ordered versus unordered systems
Nature of systems

Complex
- Flux and unpredictability
- No right answers; emergent instructive patterns
- Many competing ideas
- A need for creative and innovative approaches

Complicated
- Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible
- Expert diagnosis required

Chaos
- High turbulence
- No clear cause-and-effect relationships
- Many decisions to make and no time to think
- High tension

Simple
- Repeating patterns and consistent events
- Clear cause-and-effect relationships evident to everyone; right answer exists

Unknown unknowns

Known unknowns

Unknownables unknowns

Known knowns

Ordered systems

Unordered systems
Response

Complex
• Monitor safe-to-fail experiments
• All contradiction within heuristics
• Flex constraints to manage emergence
• Agility key to amplification/dampening

Complicated
• Create panels of experts
• Manage & enforce process
• Monitor effectiveness of constraints
• Focus on exploitation not exploration

Chaos
• Speed of authoritative response vital
• Follow and enforce heuristics
• Focus on constraints not solution
• Use the opportunity to innovate

Simple
• Ensure sound process in place
• Use best practice
• Test for complacency
• Protect some pet mavericks

PROBE-SENSE-RESPOND

SENSE-ANALYSE-RESPOND

ACT-SENSE-RESPOND

SENSE-CATEGORISE-RESPOND
Action form complicated domain

Action form complex domain
More theory: domain models
Four day training Cynefin & Sensemaking (also in-house options)
Case studies Cynefin & Sensemaking
Risk Assessment & Horizon scanning

RAHS PROGRAMME OFFICE

RAHS THINK CENTRE
Excite policymakers with insights to emerging risks and opportunities with national security implications

RAHS SOLUTIONS CENTRE
Enable policy practitioners with competencies in strategic anticipation and explore new concepts

RAHS EXPERIMENTATION CENTRE
Experiment with emerging processes and technologies and integrating them into the RAHS system

Part of the National Security Coordination Secretariat at the Prime Minister's Office

Our Vision
A Leading Centre of Expertise in Strategic Anticipation for National Security

Our Mission
To enhance policy making capabilities through engaging analyses, robust processes and leading-edge systems

3 Capabilities

1. Cultivate mindset of anticipation
2. Engender greater sharing + collaboration
3. Develop adaptive capacity
International development

Examples
- IRC International Water and Sanitation Centre: Sustainable water supply – Ghana, Uganda, Burkina Faso
- Global giving:
  - Assessing the social, economic and environmental impact of micro-funded development projects – Kenya
  - Grassroots initiatives – East Africa
  - Mapping stories about rape - East Africa
  - Youth leadership - Global including Africa
- UK Department of International Development: GirlHub/Girls’ empowerment – Rwanda, Ethiopia
- United Nations Development Programs
Corporate strategy

- US technology company
- 10% of staff engaged in SenseMaker® program to understand corporate culture, 4,000 narratives collected
- Experiment of CEO sending engaged staff in SenseMaker® program to read 5 articles about a new technology
- Within one week new SenseMaker® site delivered to collect perspectives of staff on new technology
- Within one week 2,500 perspectives gathered
- In parallel a select group of external experts consultants are asked to participate as well, gathering 300 perspectives
- Within one month strategy arrived in executive team based on patterns in the given perspectives
Employee engagement

When it comes down to dealing with tough CLIENT related work issues I feel that I can trust:

2010
- No one
- Directors & Managers
- Peers, friends and colleagues

2012
- No one
- Directors & Managers
- Peers, friends and colleagues
Sustainable development/citizen participation
Customer satisfaction
Health & well being

- Ohio State Medical Center
- Moving from surveys to journaling
- Field notebooks and anticipatory awareness
- Journeys within a landscape of health & well being
Over SenseGuide

SenseGuide is in 2013 opgericht door Dave van Mourik en Friso Gosliga vanuit de gedachte dat de toenemende complexiteit in onze samenleving niet meer met de oude instrumenten begrepen kan worden. SenseGuide is er op gericht om organisaties beter te leren omgaan met ongrijpbare problemen en het zien van nieuwe kansen in onzekere en complexe situaties.

De software en methodes die we hanteren zijn ontwikkeld binnen het Cognitive Edge netwerk, een wetenschappelijk research-netwerk dat zich richt op de theorie en praktijk van sense making in complexe adaptieve systemen. Deze managementinstrumenten zijn gebaseerd op inzichten vanuit de cognitieve wetenschap, complexiteitstheorie en antropologie. Initieel zijn de instrumenten ontwikkeld voor het doorgronden van het complexe geheel van motivatie, capaciteiten en intenties van terroristische organisaties. Dit bevat onder meer de ingewikkelde uitdaging van detectie van zwakke signalen: vroegtijdig duiden van kansen en bedreigingen, wanneer indicatoren moeilijk zijn waar te nemen en te begrijpen.

Tegenwoordig zijn de software en methodes al meer dan 15 jaar wereldwijd toegepast in diverse strategische vraagstukken variërend van nationale veiligheid en internationaal ontwikkelingswerk tot aan risicomanagement, strategische planning, organisatieontwikkeling, marketing en innovatie binnen corporate organisaties.

SenseGuide is in de Benelux landen de exclusieve vertegenwoordiger van Cognitive Edge.

Bezoek ook onze website www.senseguide.nl