MAKING SENSE...

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

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A Mysterious Exercise...

Follow the instructions on the screen.

There are no other instructions...

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Step 1

Please arrange yourselves
in order
by
HEIGHT

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Step 2

Please arrange yourselves
by
MONTH OF BIRTH

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Step 3

Please arrange yourselves

by

PLACE OF ORIGIN

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Step 4

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

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Step 5

Please arrange yourself

by

NUMBER OF BACTERIA
IN YOUR GUT

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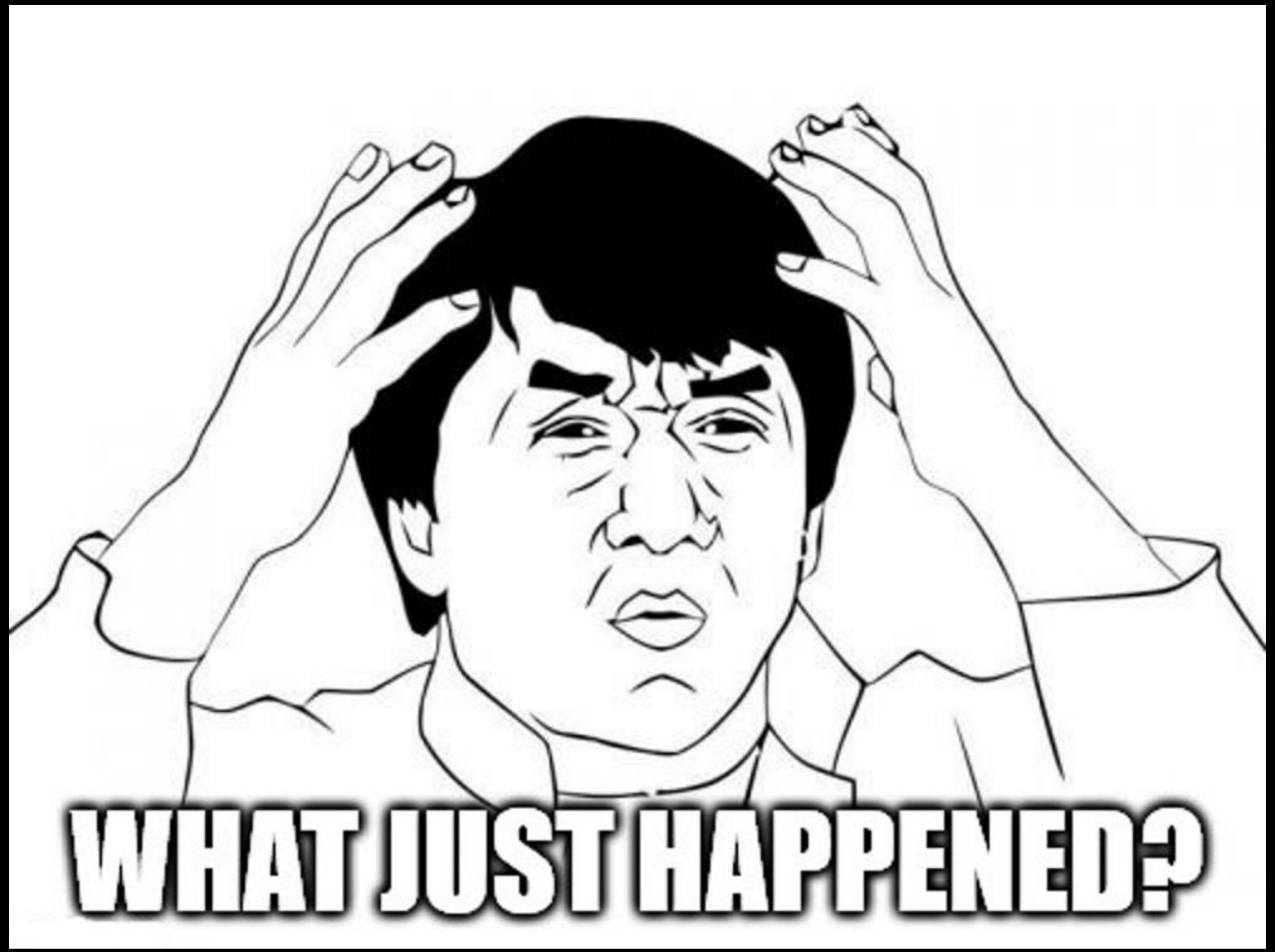

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Situational Assessment

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

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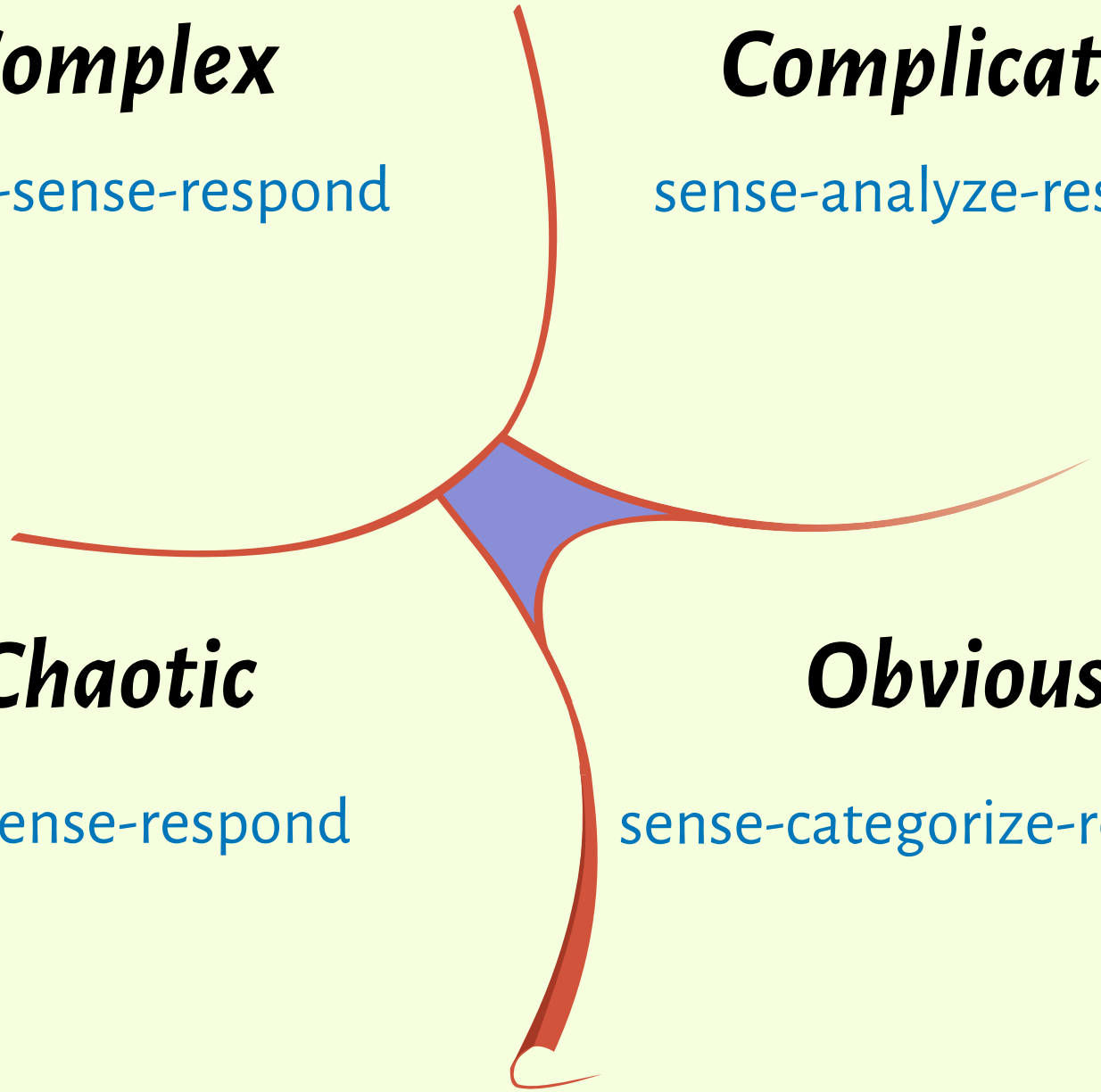

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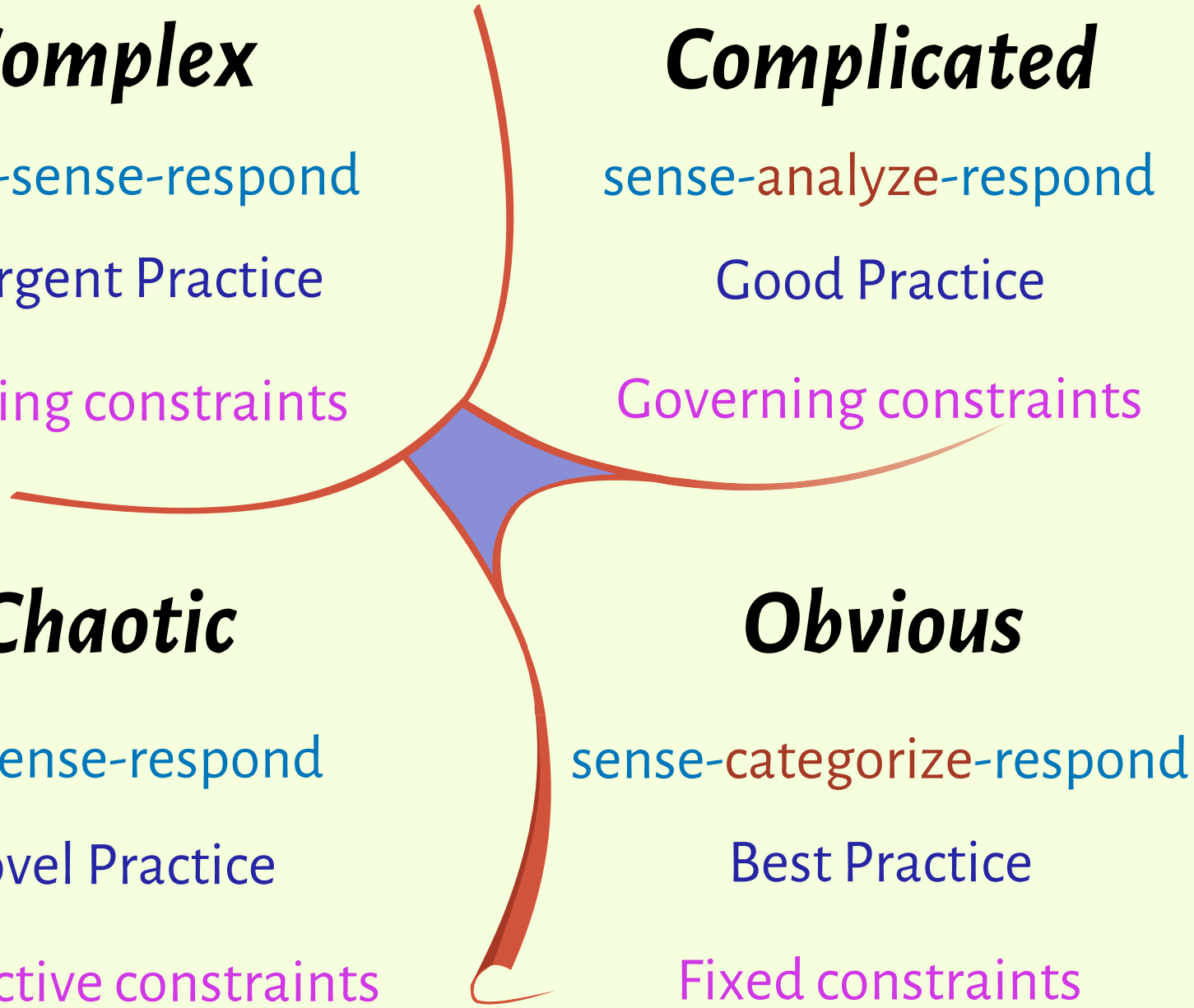

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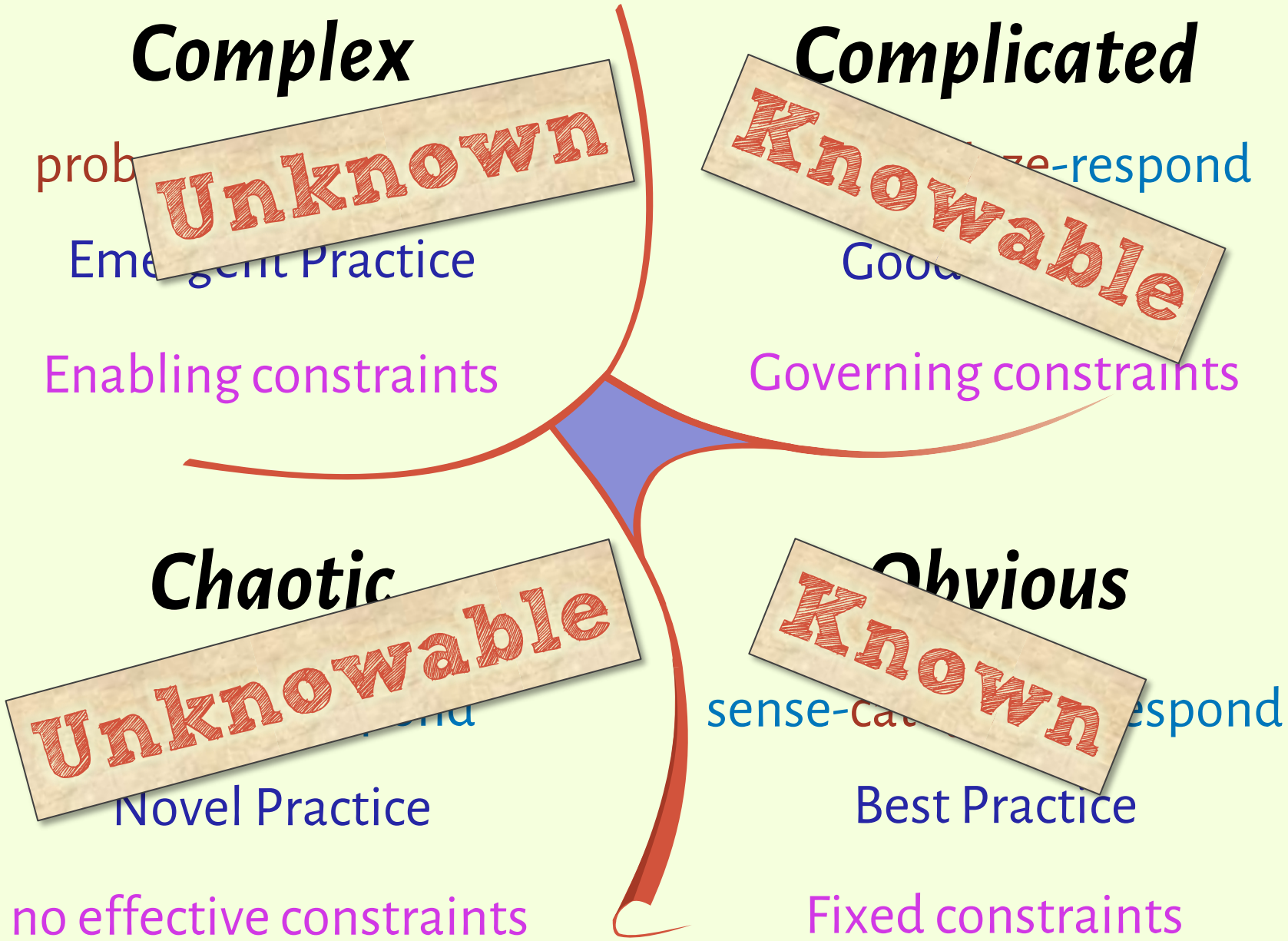

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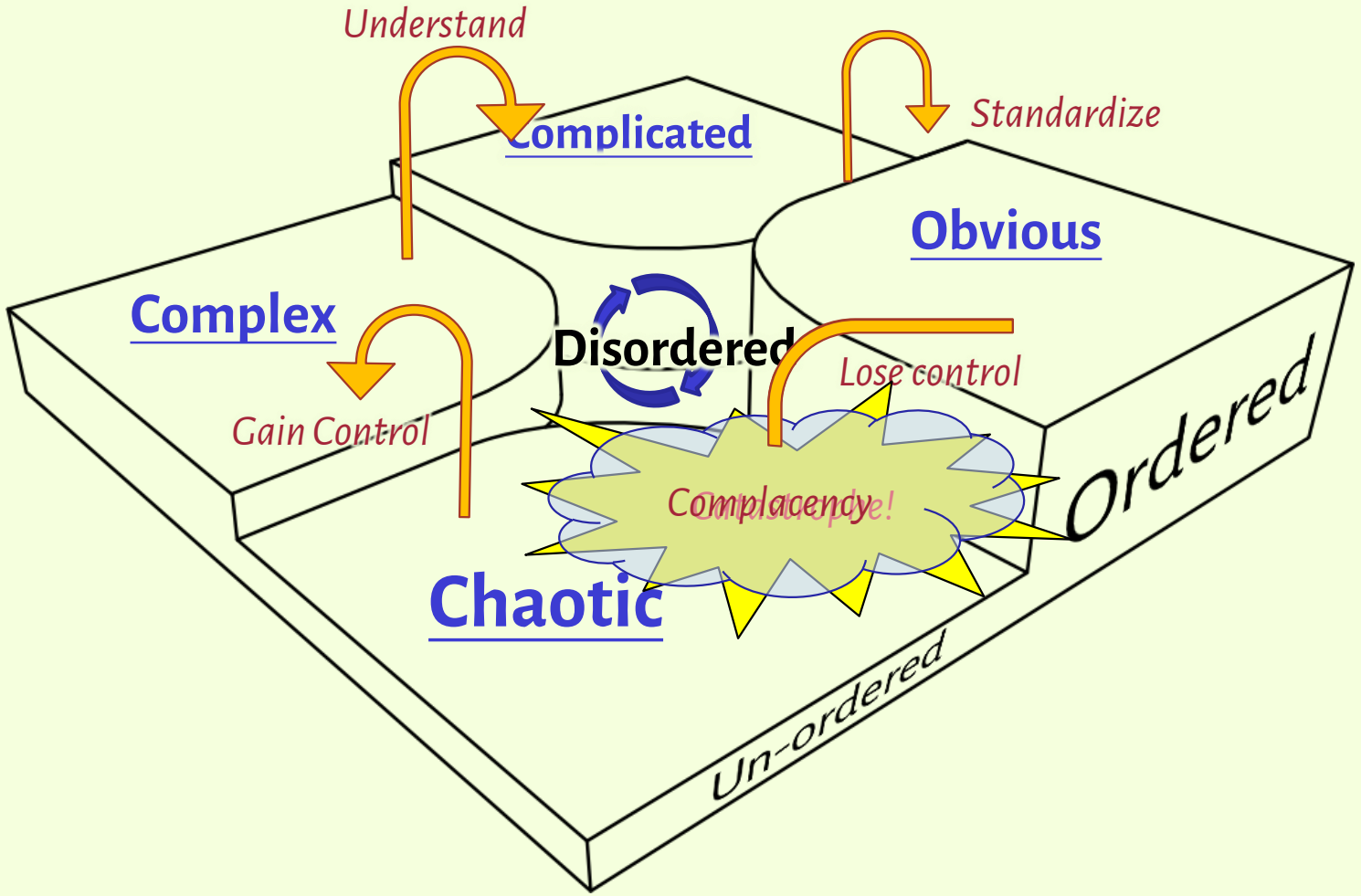

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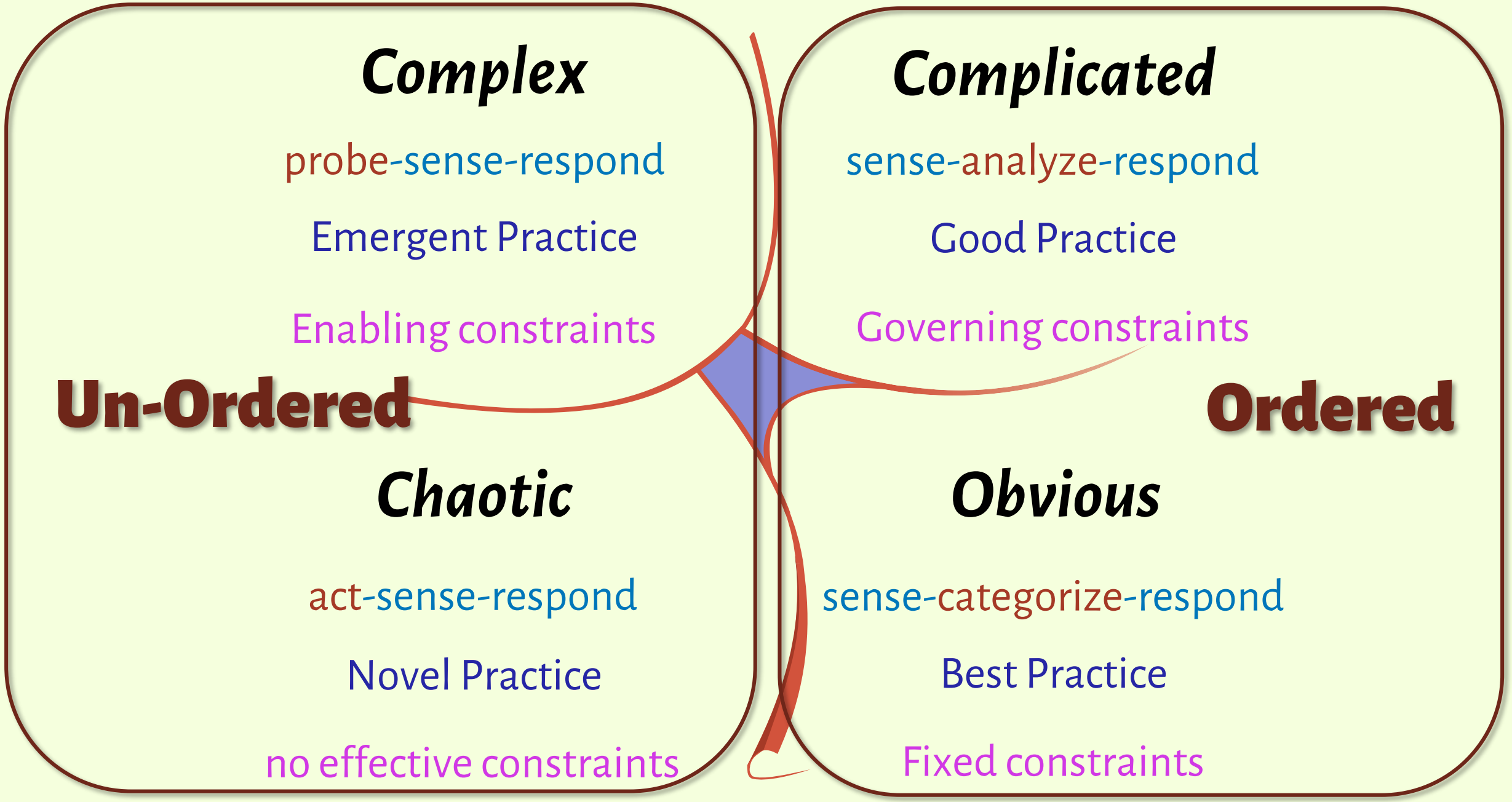

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Unordered

Ordered

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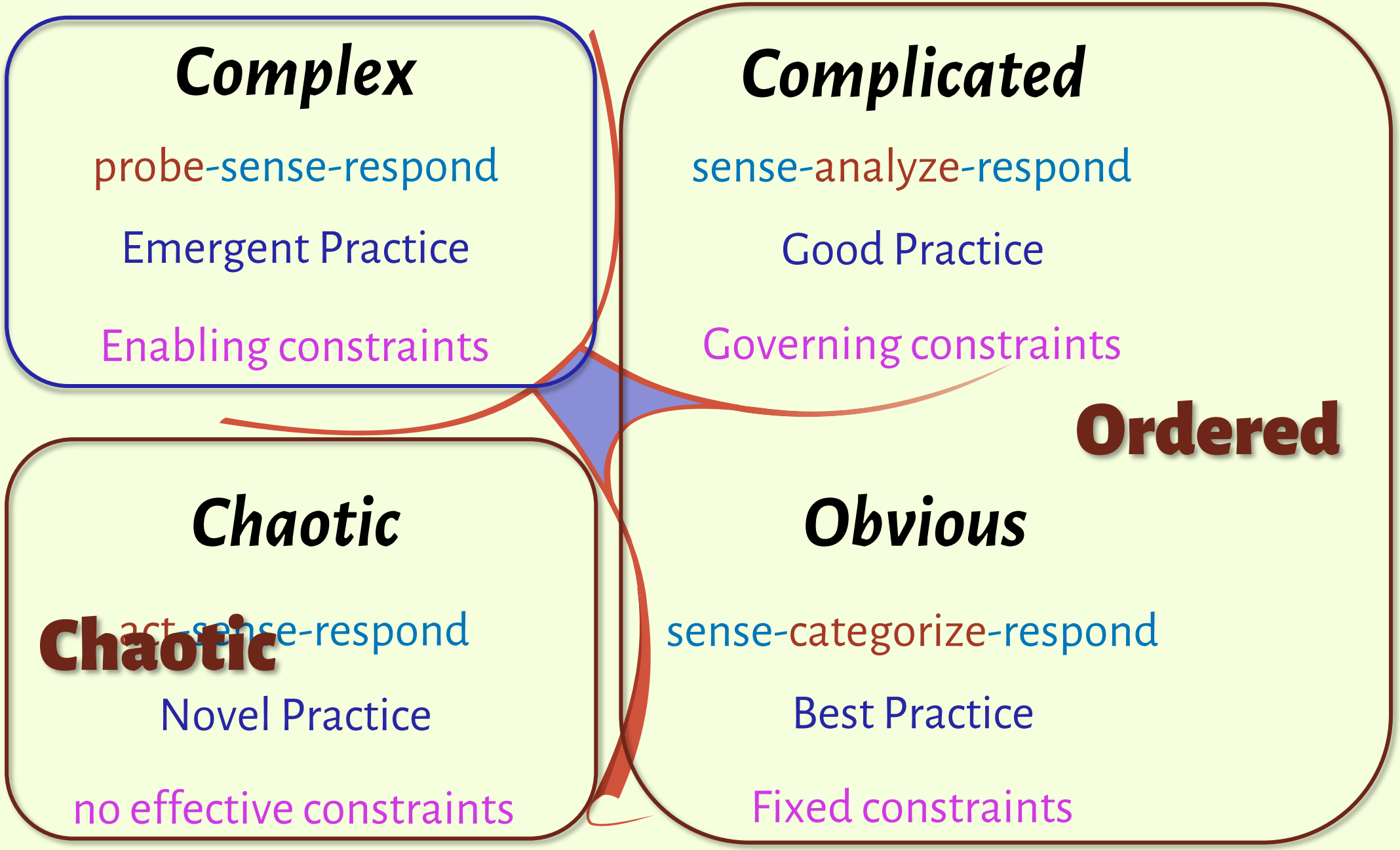

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Cynefin Sense-making Framework

ractice

Best I

no effective constraints

Fixed constraints

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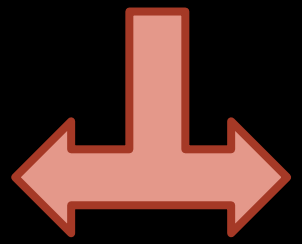
Situational Assessment

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

Complex Adaptive Systems

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



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

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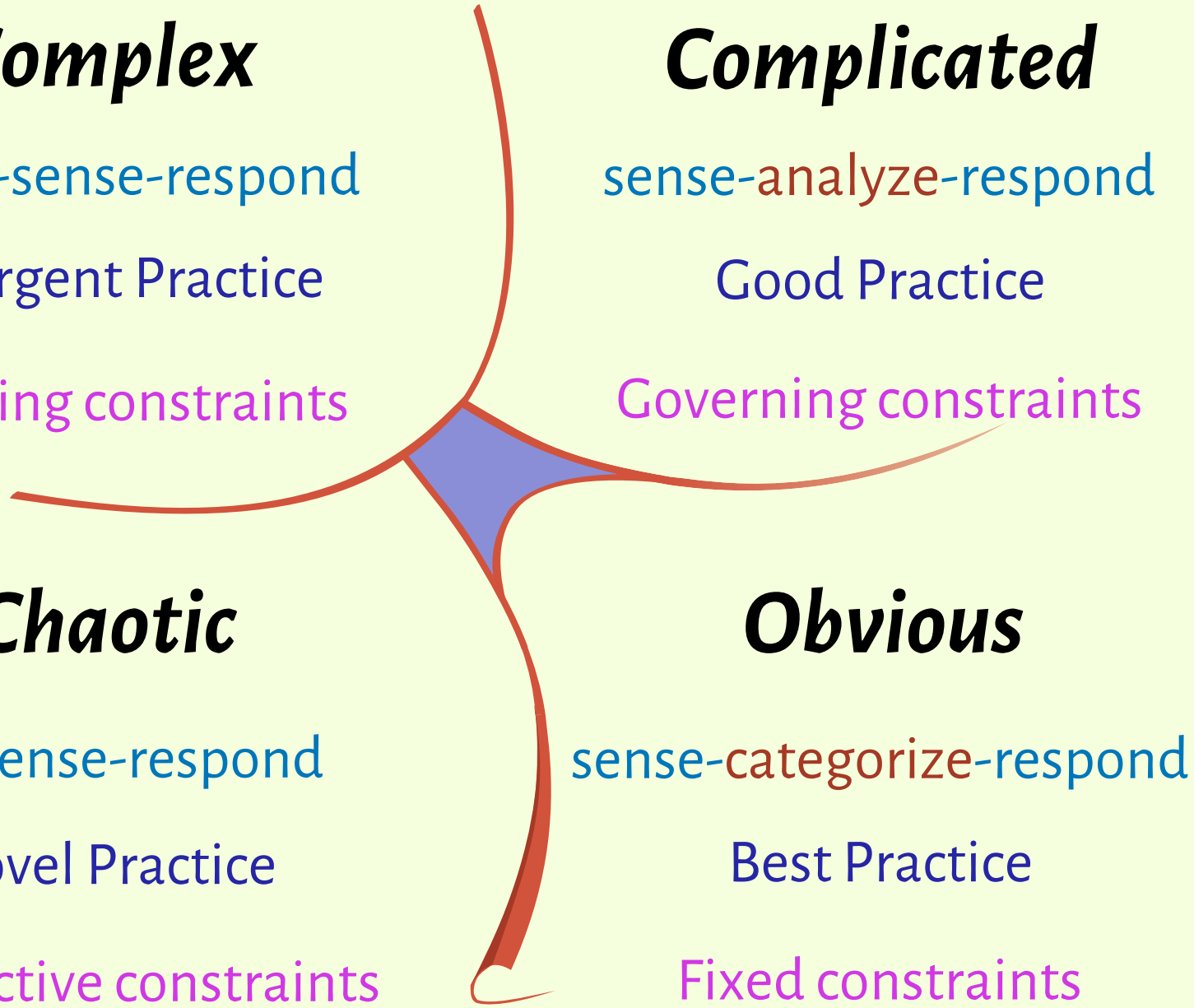

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7 Characteristics of a Complex Adaptive System

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

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AUTO TOLL XING FEE
MIDLAND

7 Characteristics of a Complex Adaptive System

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

$$c \parallel d \parallel e \because a + b$$

$$f \nparallel \cdots \nparallel n \because a + b \ ?$$

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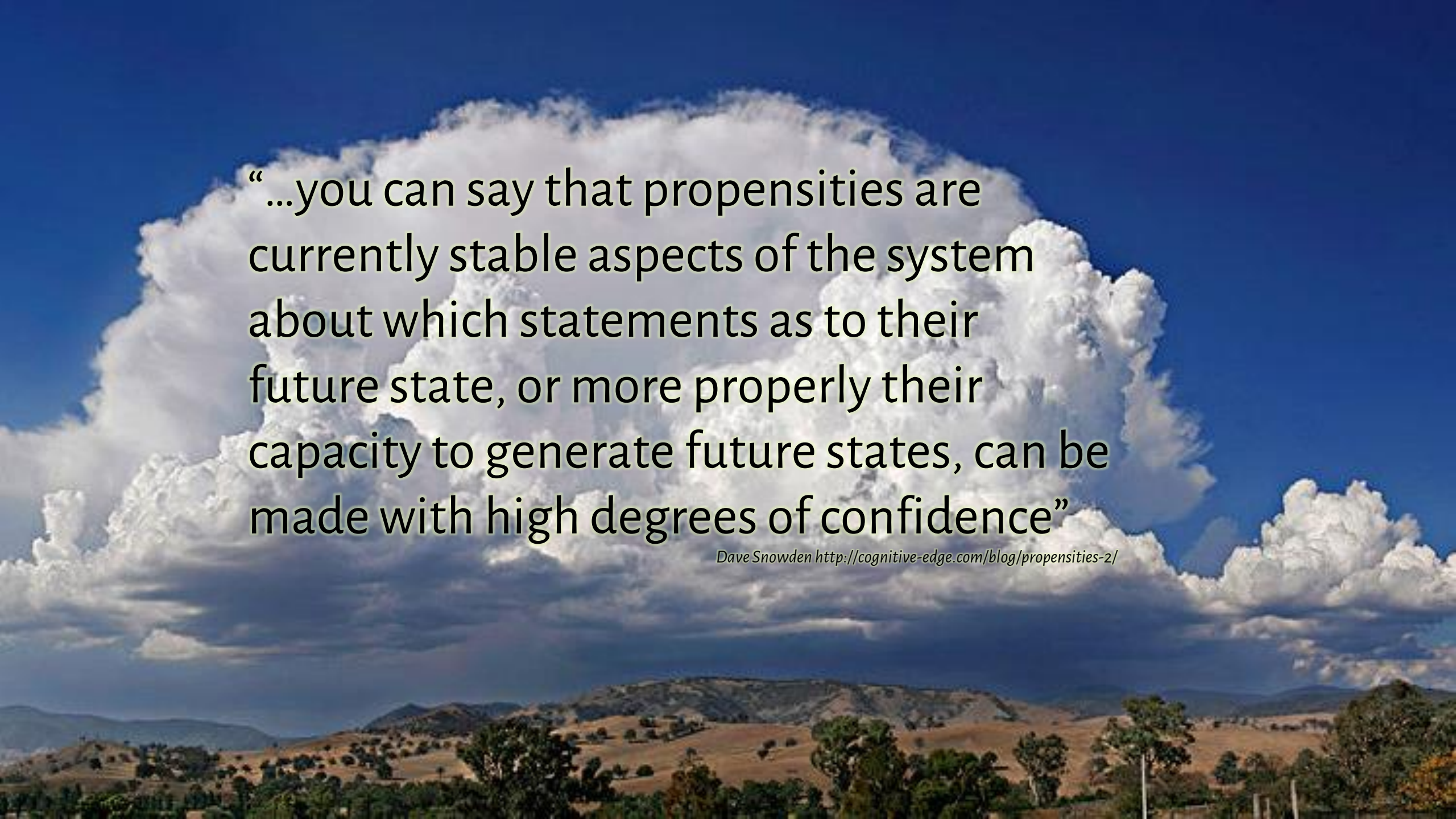
“...you can say that propensities are currently stable aspects of the system about which statements as to their future state, or more properly their capacity to generate future states, can be made with high degrees of confidence”
Dave Snowden http://cognitive-edge.com/blog/propensities-2/

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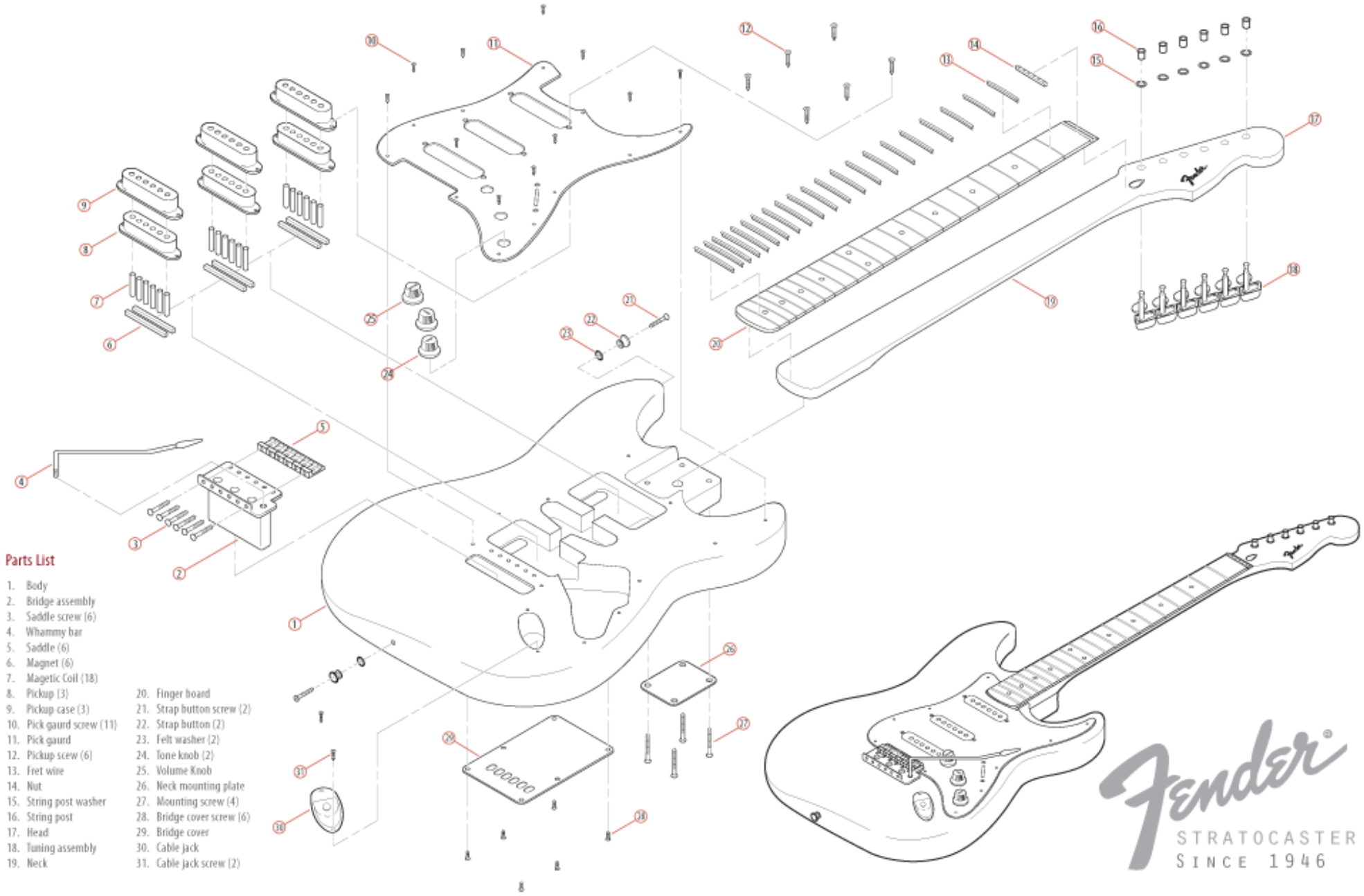

Parts List

1. Body
2. Bridge assembly
3. Saddle screw (6)
4. Whammy bar
5. Saddle (6)
6. Magnet (6)
7. Magetic Coil (18)
8. Pickup (3)
9. Pickup case (3)
10. Pick gaurd screw (11)
11. Pick gaurd
12. Pickup scew (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

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DIRECTIONS
FOR HAVING FUN WITH
SLINKY
Slinky

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Pay close attention...

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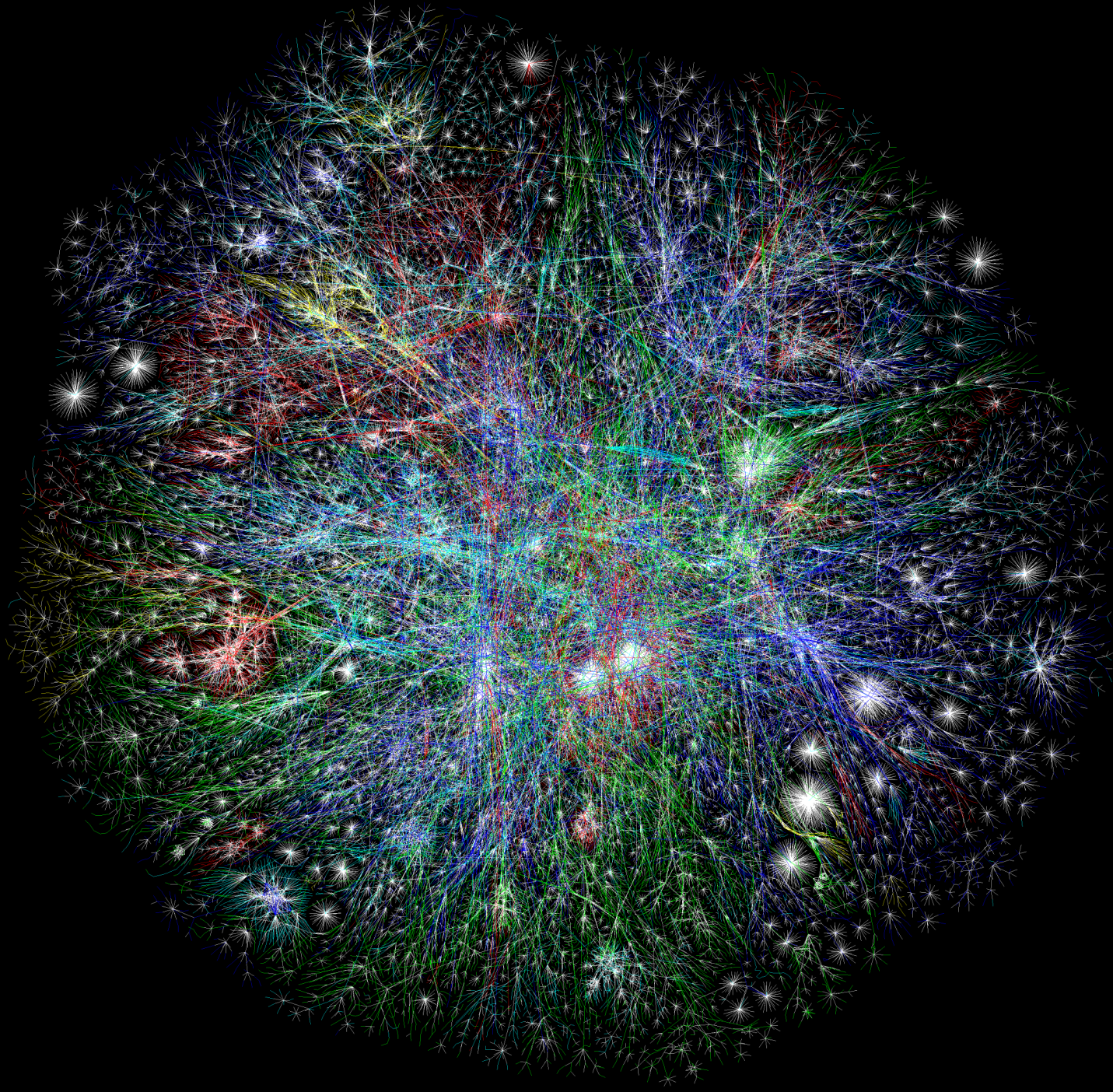

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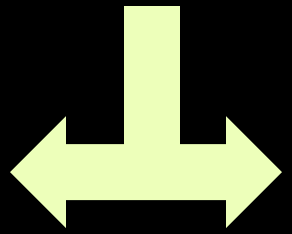

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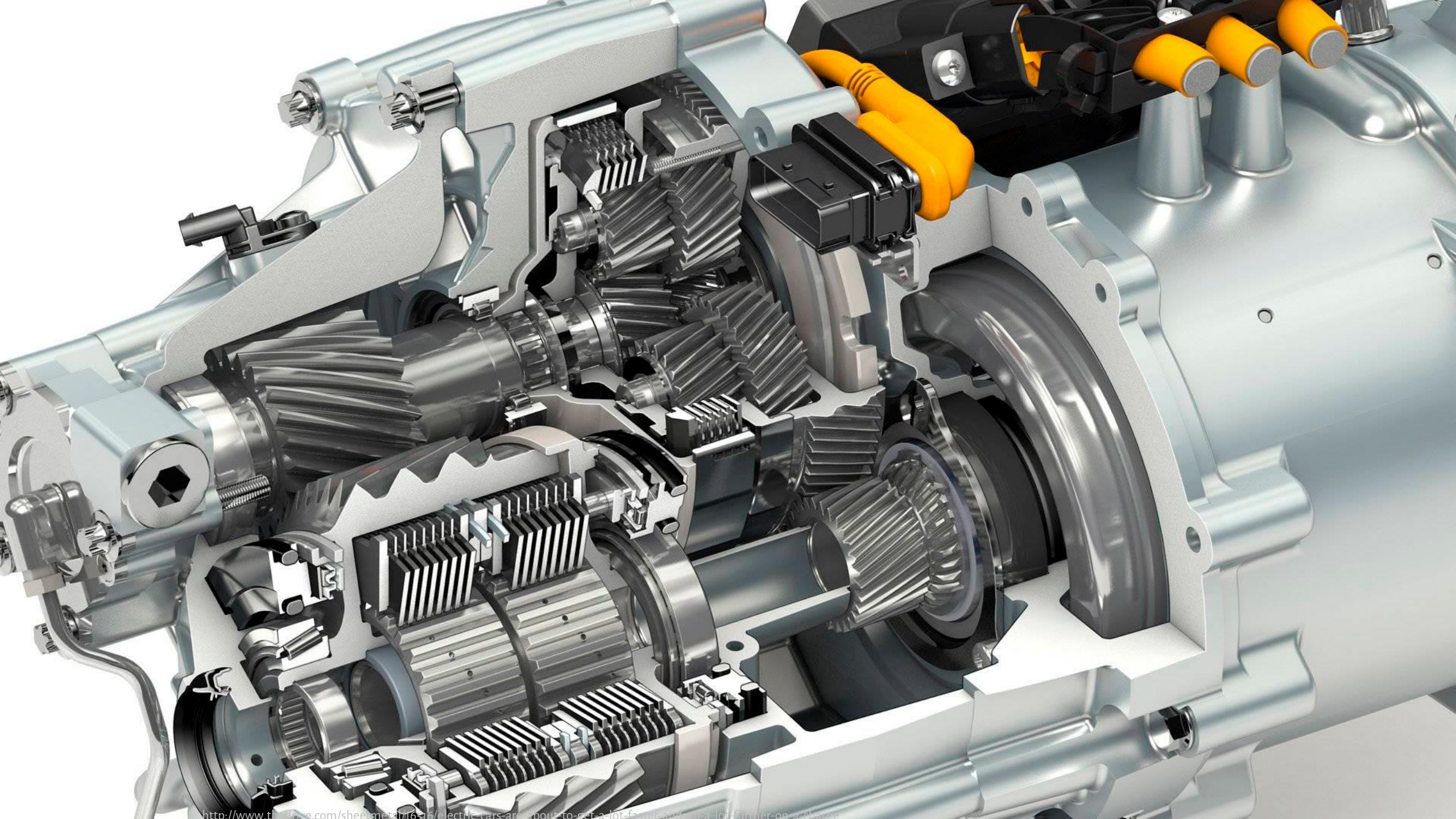

http://www.fiftythree.org/etherkiller/img/office.jpg

https://gds.blog.gov.uk/2016/09/01/using-mob-programming-to-solve-a-problem/

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.

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Complex Adaptive Systems

A survival guide

1. Experiments

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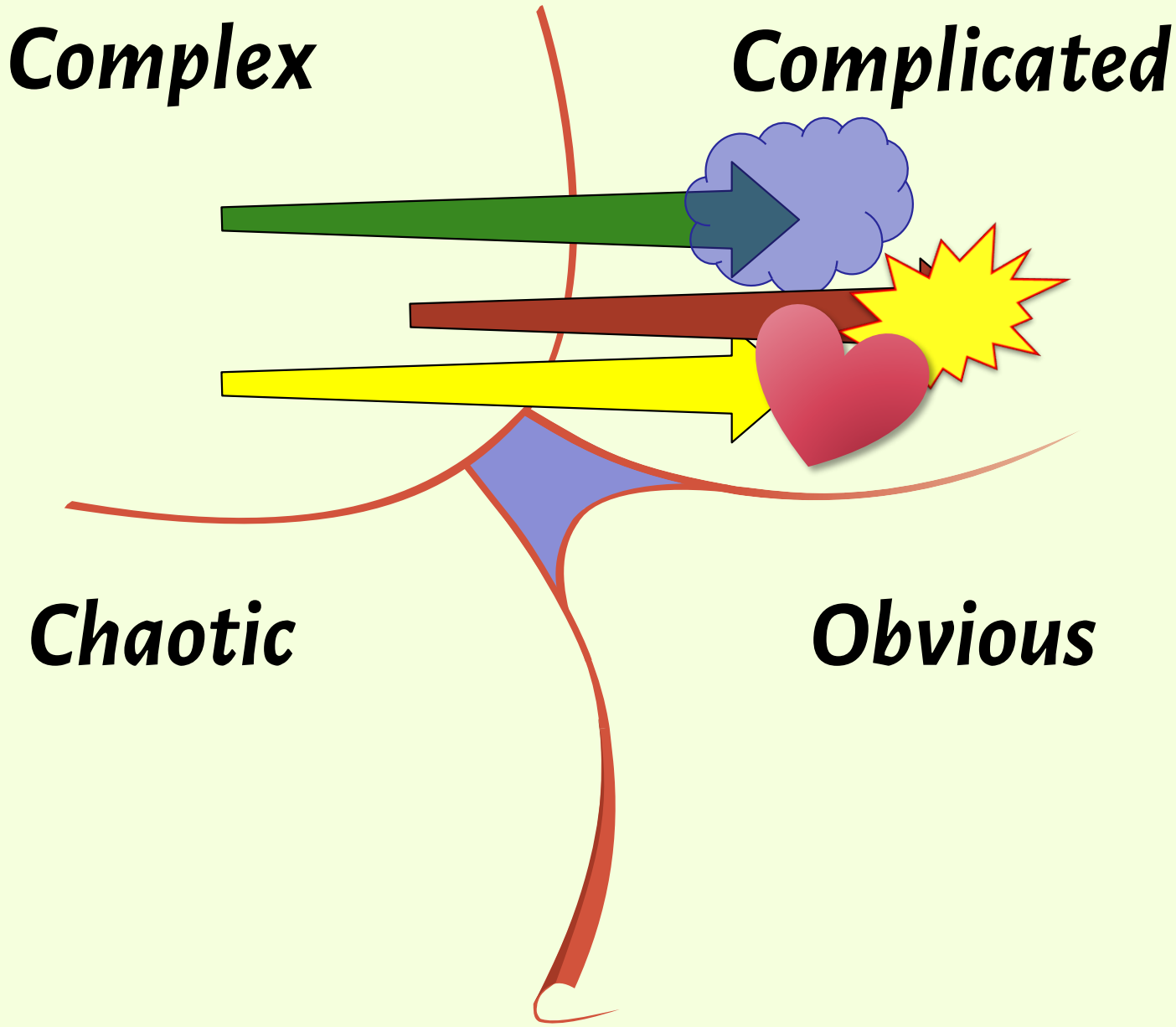

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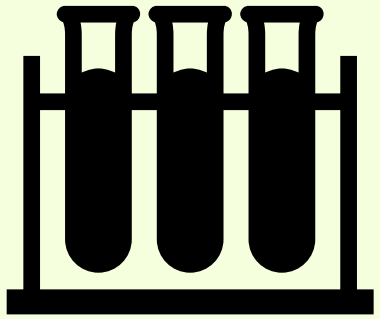
What is a "safe-to-fail" experiment?



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**?

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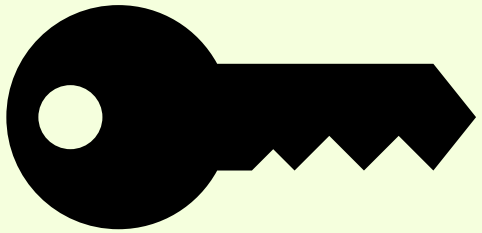
0
1
2
3
4
5
6
x1000rpm
0
20
40
60
80
100
120
140
160
180
200
km/h
C
H
E
F
km/h
ODO
4492km

Most essential...



- Real time feedback loops

We are uncovering better ways...

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Complex Adaptive Systems

A survival guide

2. Tools

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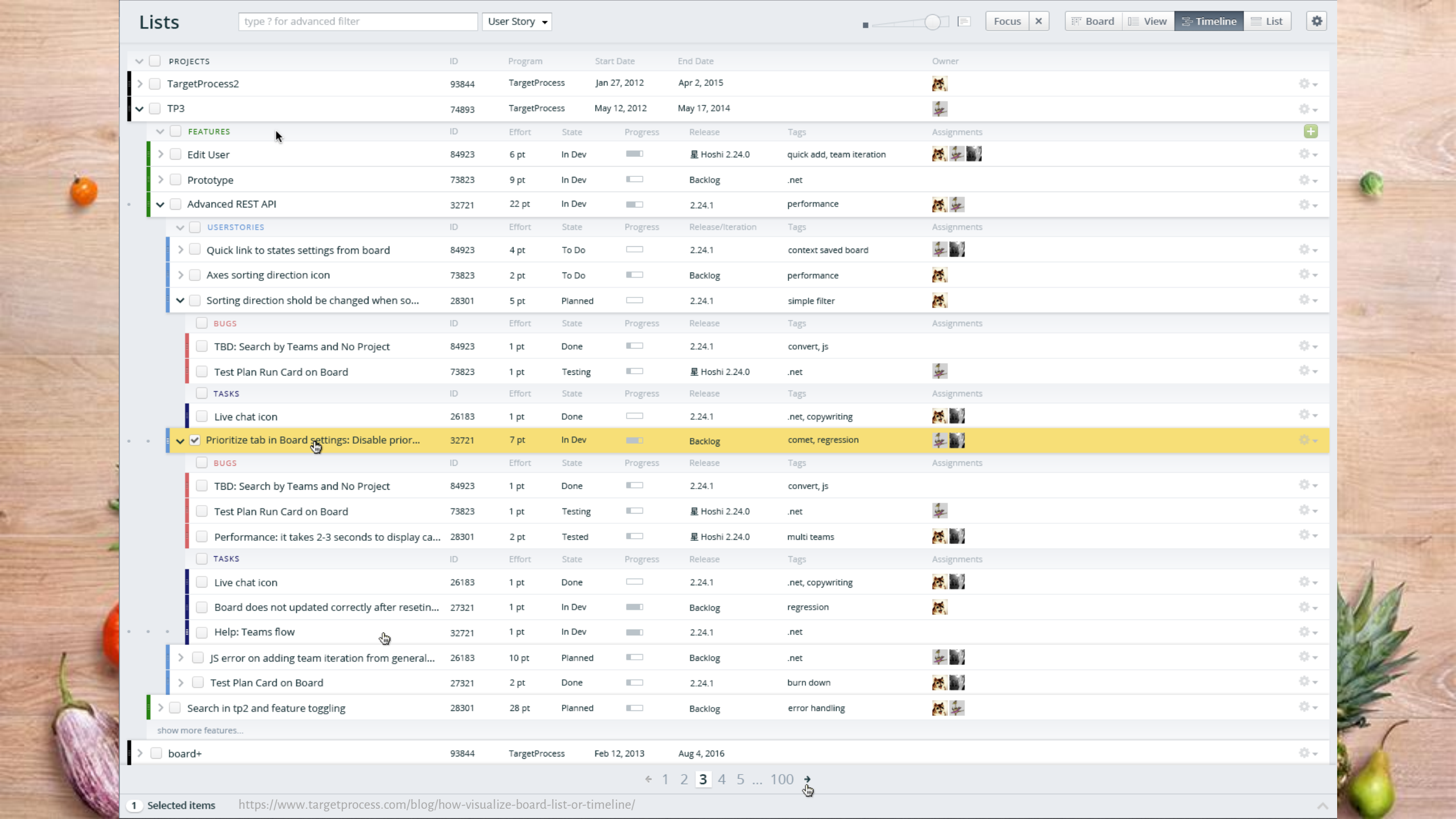
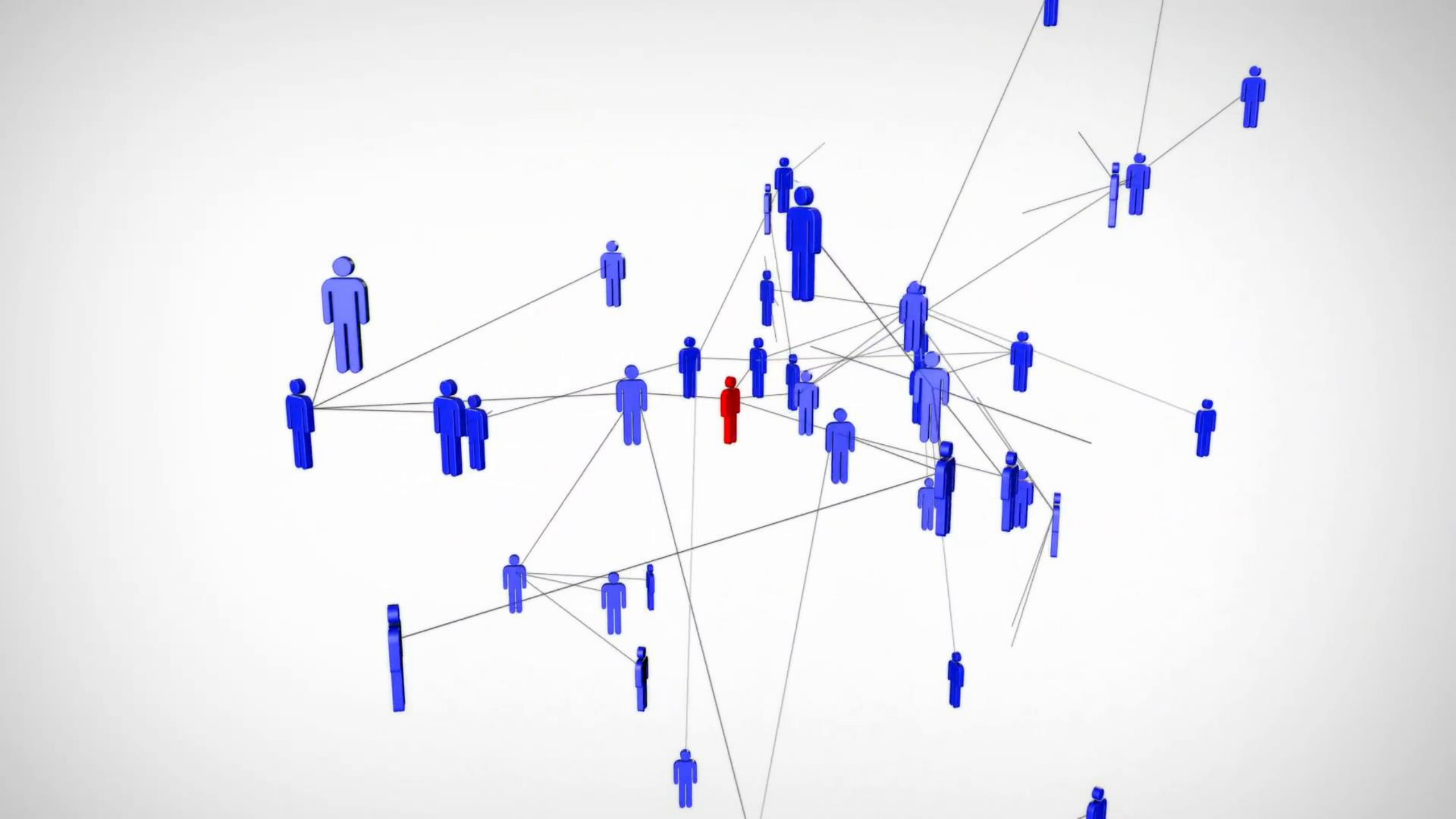

Lists
type ? for advanced filter
User Story
Focus
Board
View
Timeline
List
PROJECTS
ID
Program
Start Date
End Date
Owner
TargetProcess2 93844 TargetProcess Jan 27, 2012 Apr 2, 2015
TP3 74893 TargetProcess May 12, 2012 May 17, 2014
FEATURES
ID
Effort
State
Progress
Release
Tags
Assignments
Edit User 84923 6 pt In Dev 星 Hoshi 2.24.0 quick add, team iteration
Prototype 73823 9 pt In Dev Backlog .net
Advanced REST API 32721 22 pt In Dev 2.24.1 performance
USERSTORIES
ID
Effort
State
Progress
Release/Iteration
Tags
Assignments
Quick link to states settings from board 84923 4 pt To Do 2.24.1 context saved board
Axes sorting direction icon 73823 2 pt To Do Backlog performance
Sorting direction shold be changed when so... 28301 5 pt Planned 2.24.1 simple filter
BUGS
ID
Effort
State
Progress
Release
Tags
Assignments
TBD: Search by Teams and No Project 84923 1 pt Done 2.24.1 convert, js
Test Plan Run Card on Board 73823 1 pt Testing 星 Hoshi 2.24.0 .net
TASKS
ID
Effort
State
Progress
Release
Tags
Assignments
Live chat icon 26183 1 pt Done 2.24.1 .net, copywriting
Prioritize tab in Board settings: Disable prior... 32721 7 pt In Dev Backlog comet, regression
BUGS
ID
Effort
State
Progress
Release
Tags
Assignments
TBD: Search by Teams and No Project 84923 1 pt Done 2.24.1 convert, js
Test Plan Run Card on Board 73823 1 pt Testing 星 Hoshi 2.24.0 .net
Performance: it takes 2-3 seconds to display ca... 28301 2 pt Tested 星 Hoshi 2.24.0 multi teams
TASKS
ID
Effort
State
Progress
Release
Tags
Assignments
Live chat icon 26183 1 pt Done 2.24.1 .net, copywriting
Board does not updated correctly after resetin... 27321 1 pt In Dev Backlog regression
Help: Teams flow 32721 1 pt In Dev 2.24.1 .net
JS error on adding team iteration from general... 26183 10 pt Planned Backlog .net
Test Plan Card on Board 27321 2 pt Done 2.24.1 burn down
Search in tp2 and feature toggling 28301 28 pt Planned Backlog error handling
show more features...
board+ 93844 TargetProcess Feb 12, 2013 Aug 4, 2016
1 2 3 4 5 ... 100
1 Selected items
https://www.targetprocess.com/blog/how-visualize-board-list-or-timeline/



http://www.rachelberry.org/blog/2016/2/18/i-swallowed-a-spoon

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Tools for CAS's

1. Granularity
2. Distributed cognition
3. Disintermediation

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Complex Adaptive Systems

A survival guide

3. Cautions

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https://www.complex.com/sports/2013/08/25-absurd-duct-tape-car-repairs/

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A trap

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

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Retroactive coherence

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https://www.financialexpress.com/photos/business-gallery/850713/911-attack-20-haunting-post-tragedy-photos-of-world-trade-centre-that-sum-up-the-tragedy/

http://www.asianews.it/news-en/Ukraine:-Malaysia-Airlines-flight-shot-down,-298-deaths,-Moscow-and-Kiev-trade-accusations-31655.html

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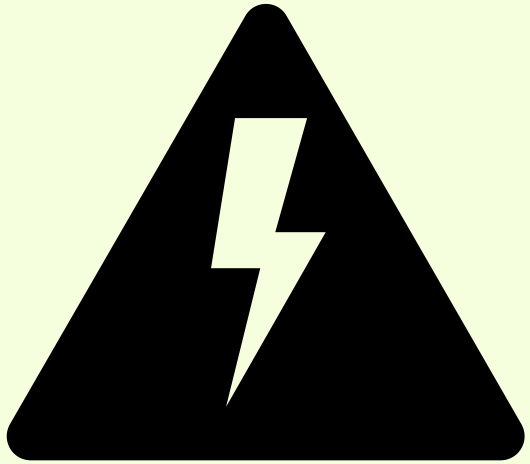
Beware…



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

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Complex Adaptive Systems

A survival guide

4. Paying close attention

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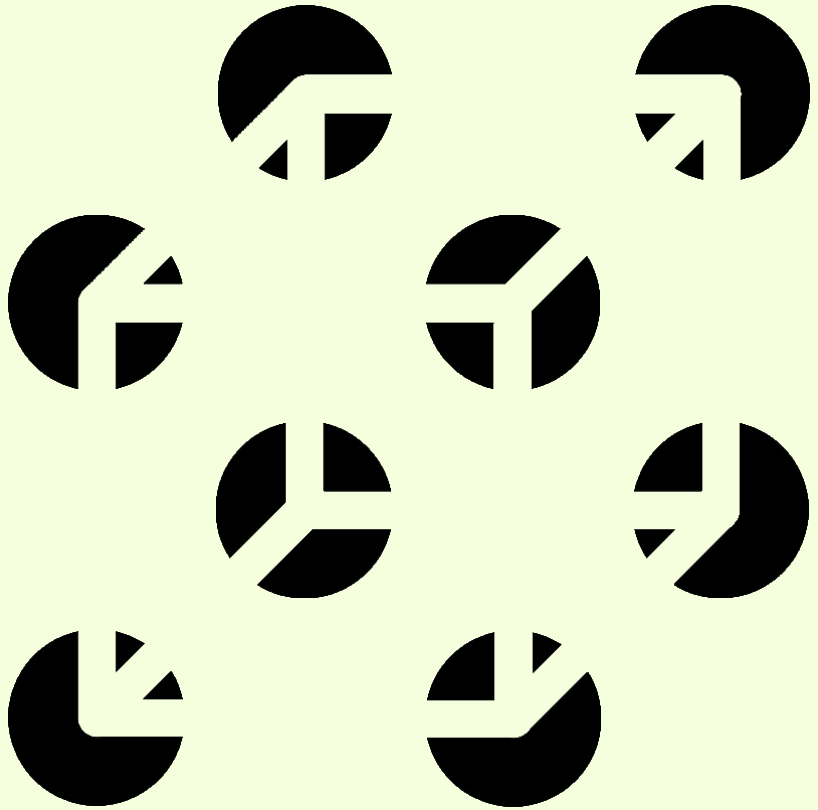

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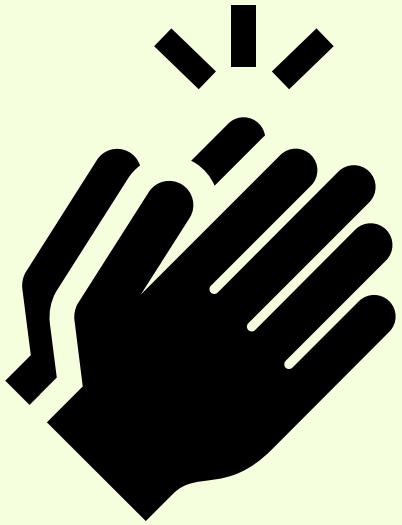
The hard part



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

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

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Cheat sheet

I know... I know...!

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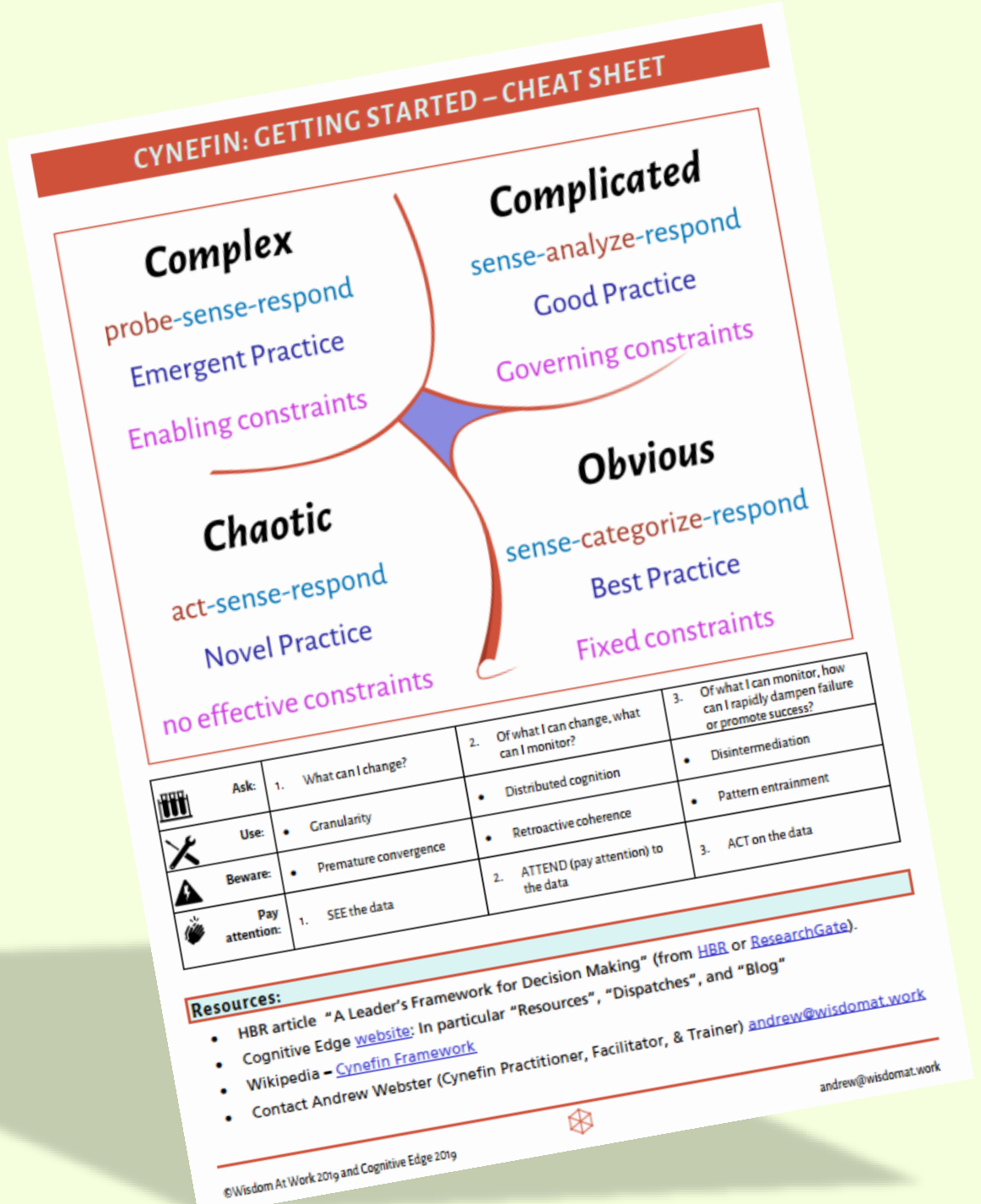
Say that again...!



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:	• Granularity	• Distributed cognition	• Disintermediation
Beware:	• Premature convergence	• Retroactive coherence	• 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

andrew@wisdomat.work

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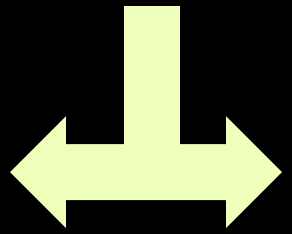

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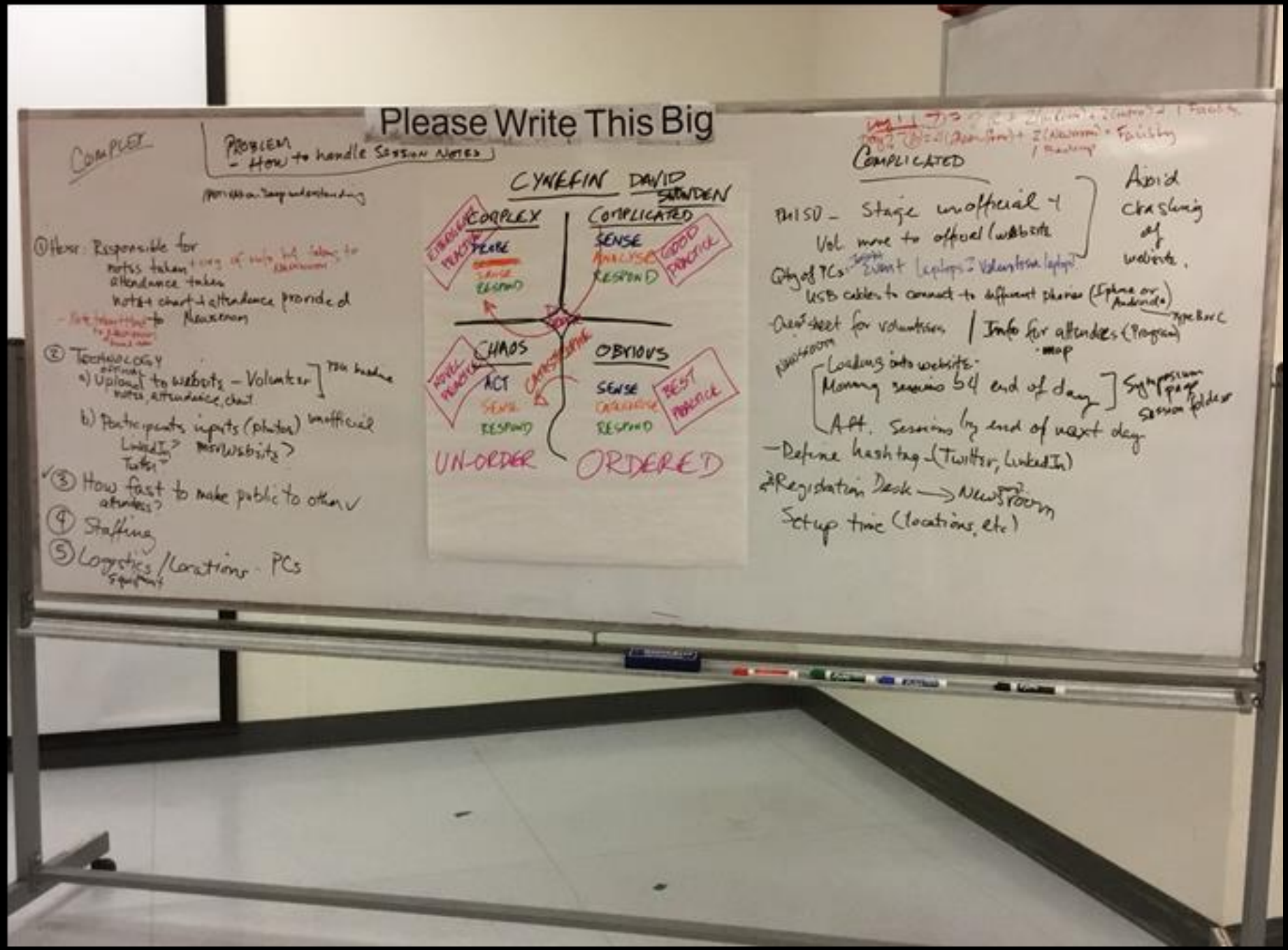

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Questions?

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

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Now... any questions?

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Let's wrap it up

Recap and reminder

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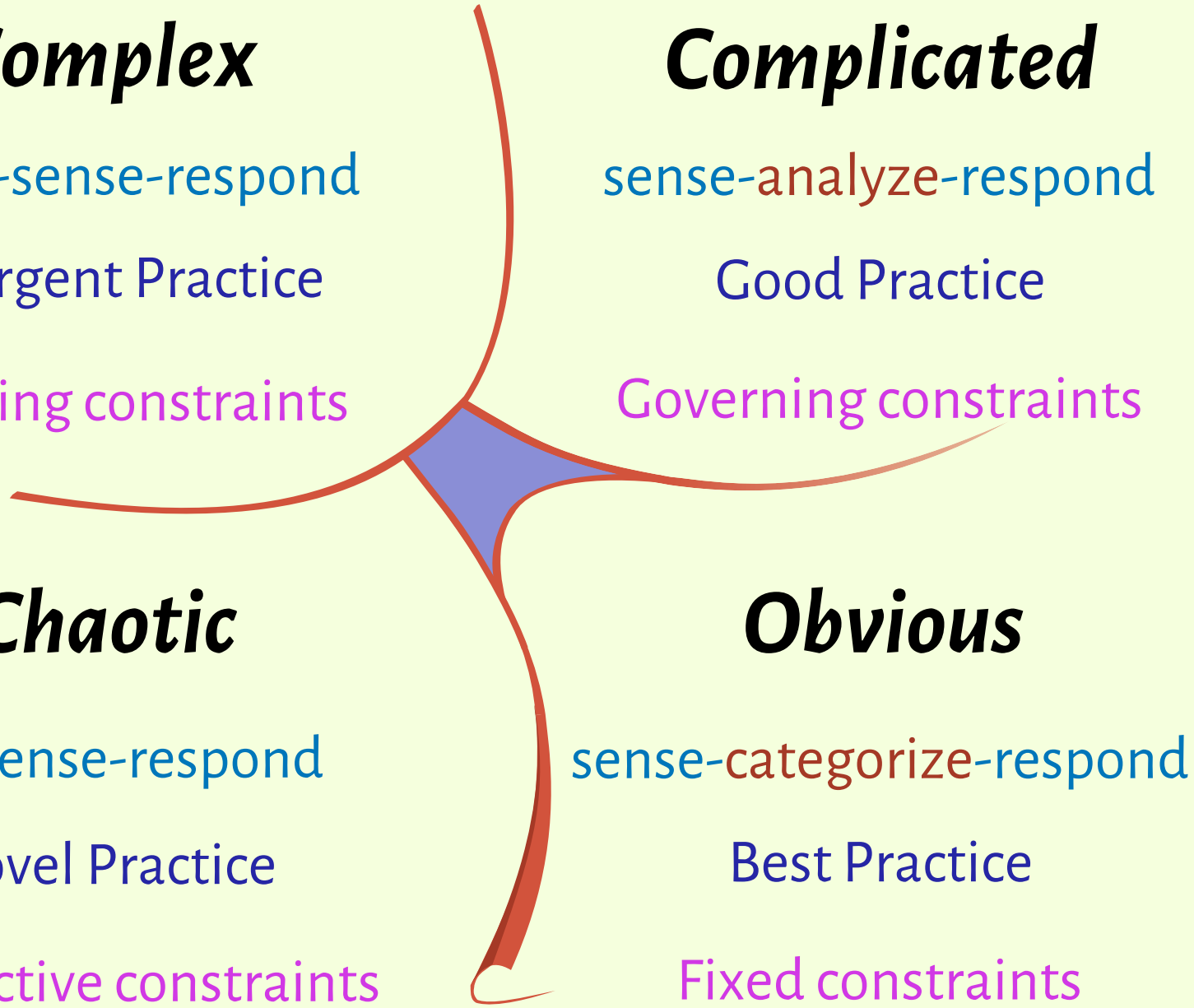

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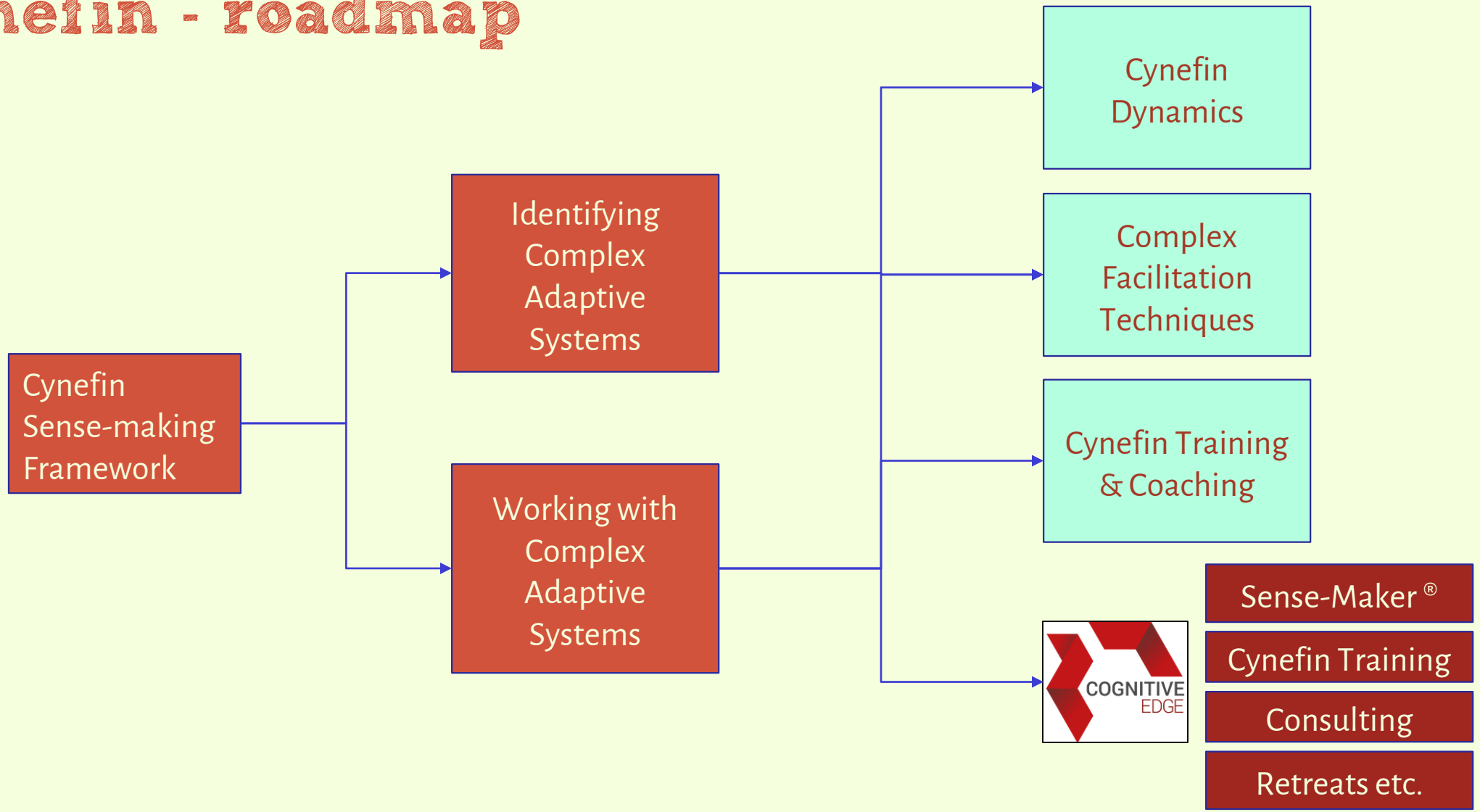
Cynefin - roadmap



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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

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References

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