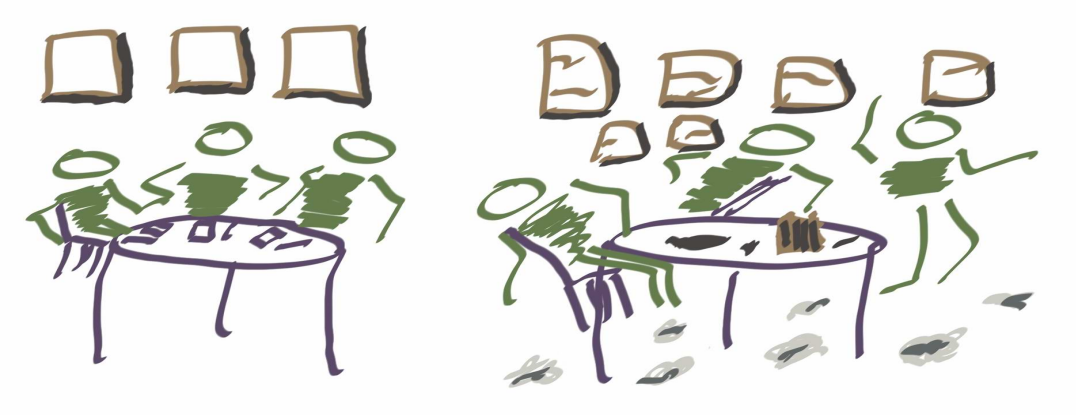


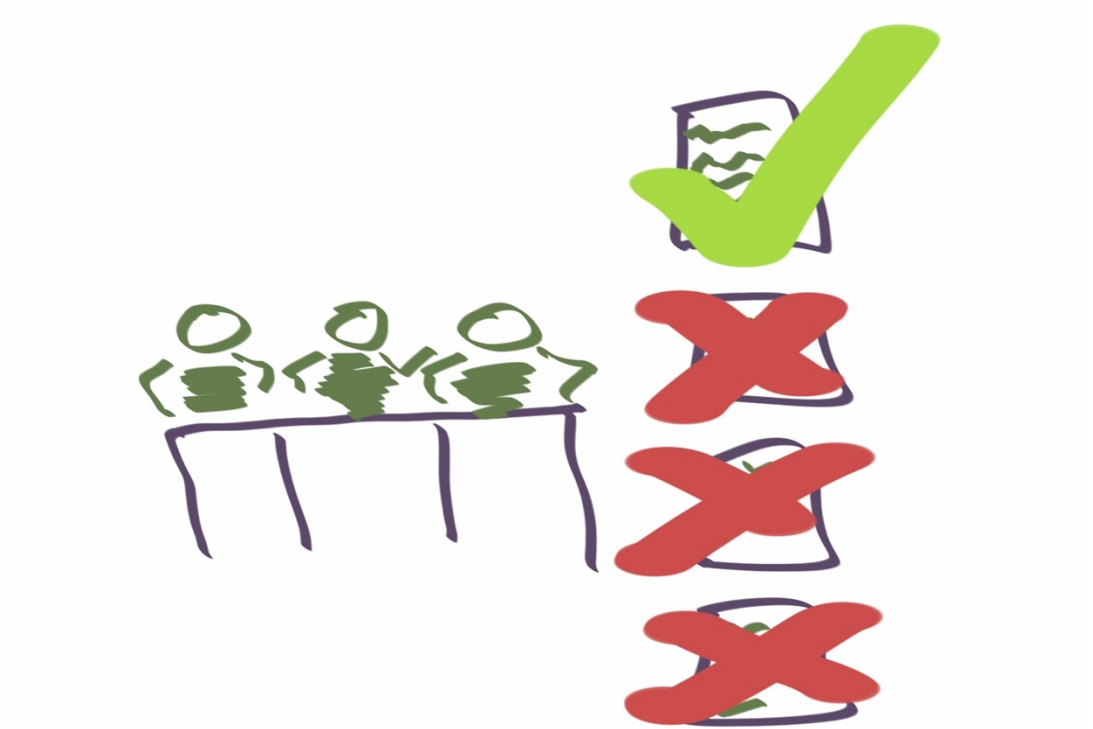
’This should have taken 2 hours – not 2 weeks’

Using Cynefin to Navigate Uncertainty

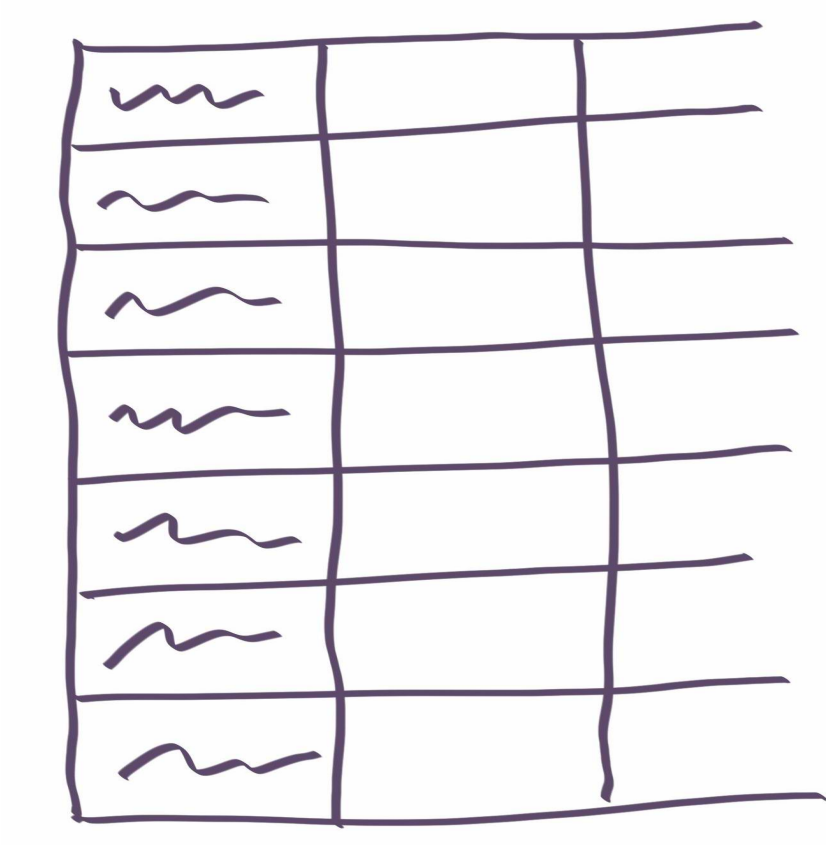
elabor8

Context – Project-Based Work

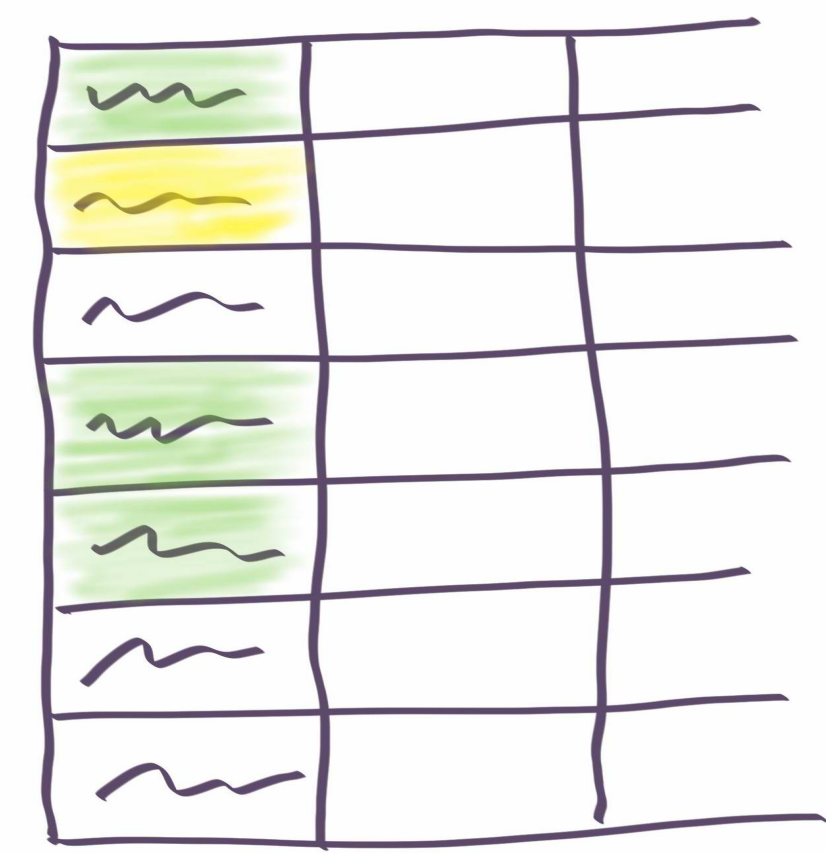
Idea Collaboration Sessions



List the capabilities – Broad and Shallow



Narrow the Scope



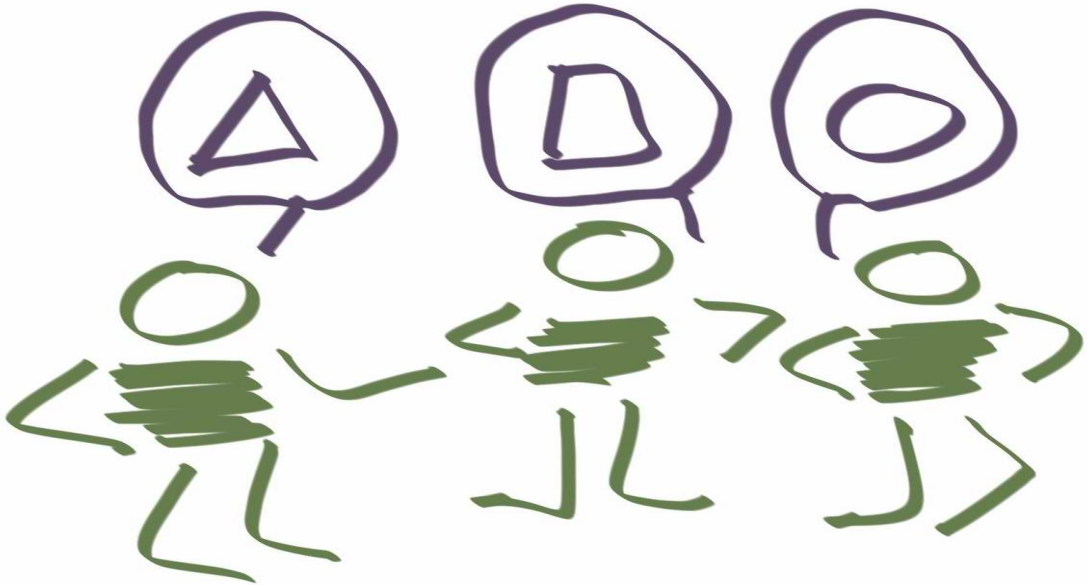
Argue Scope In - Easier

Argue Scope Out - Harder

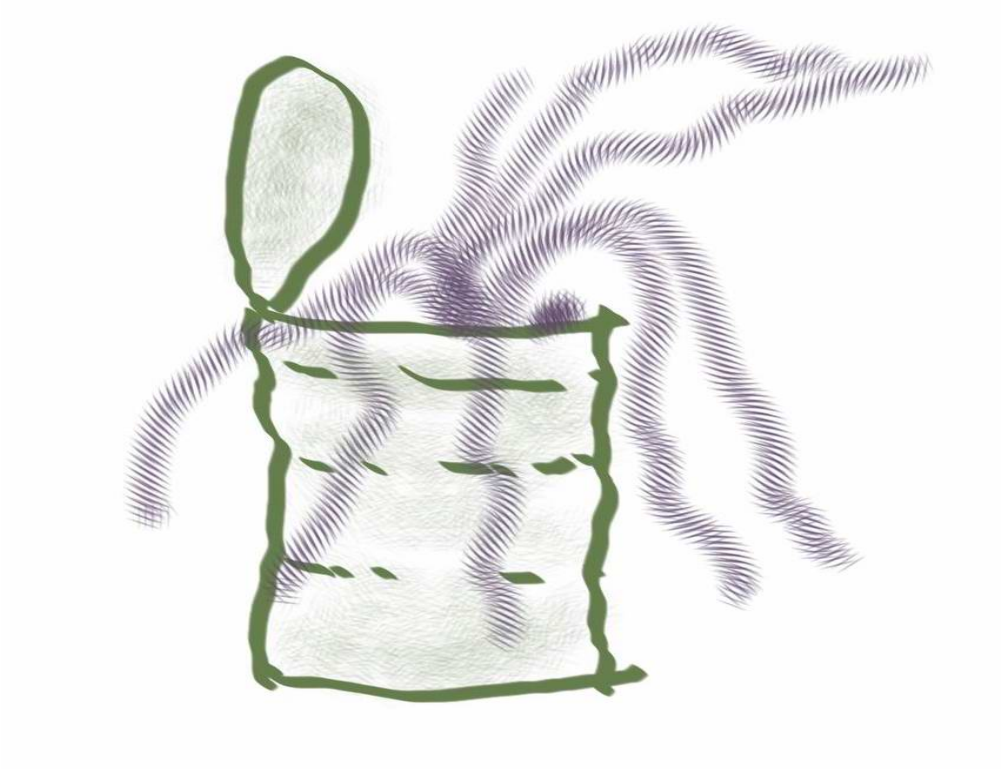
Classify the Capabilities

Easy - Can ask for an Estimate

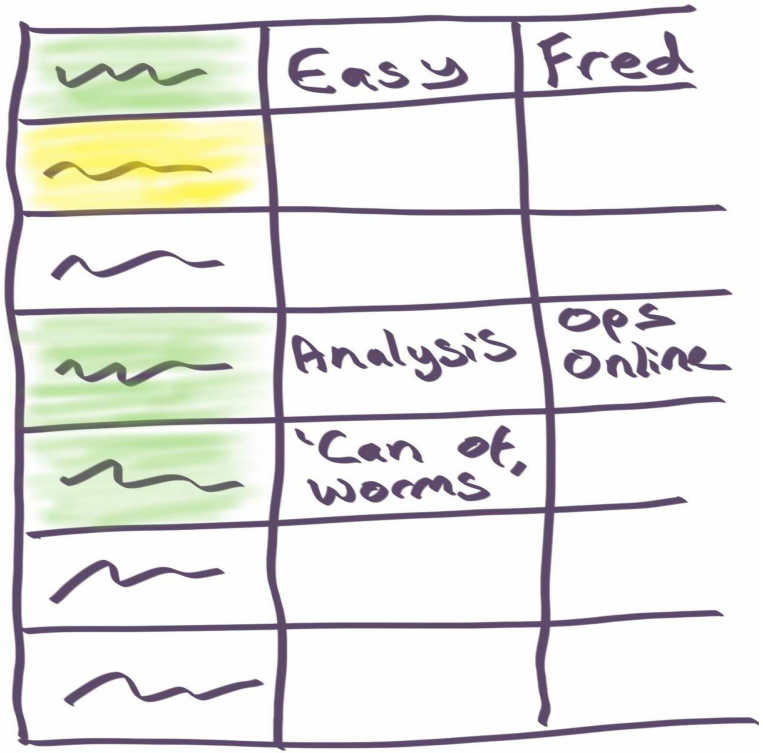
Analysis
Can be Solved by Subject Matter Experts



Can of Worms
Tricky to Tackle or No Obvious Answers



Name the People and Groups for Easy and Analysis Items



Cans of Worms – Experiments turn Assumptions into Facts

Experiment Design?

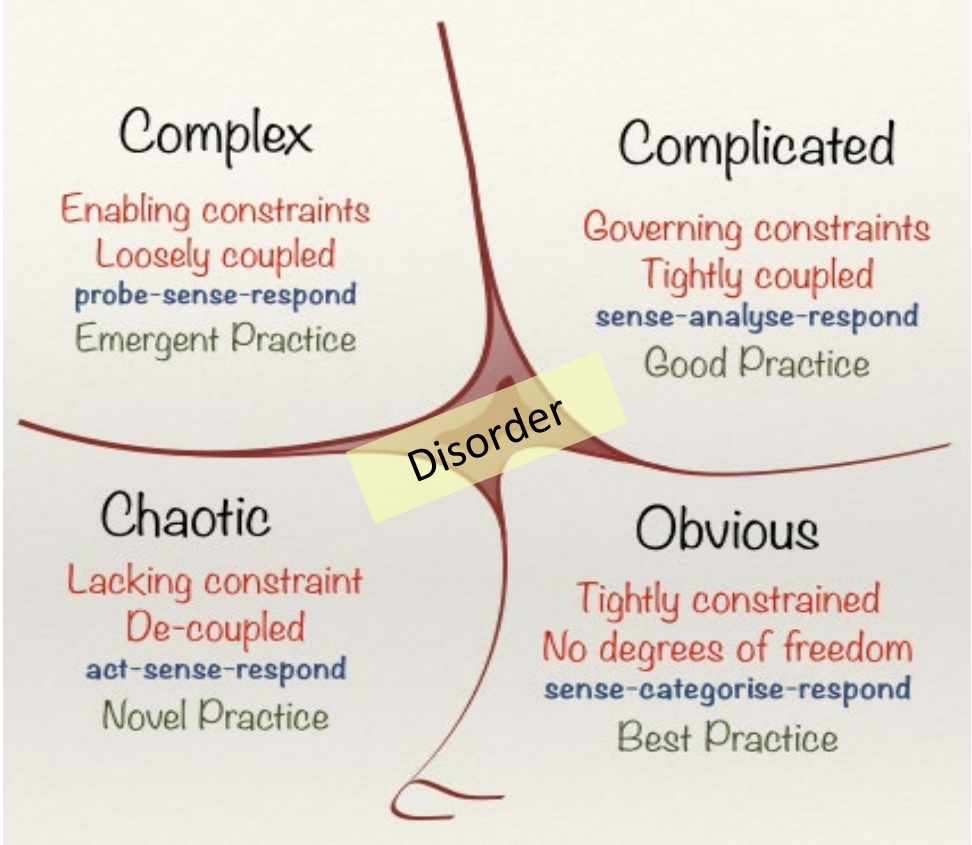
Who has tried to design experiments?

How could these concepts be used?

Some of the Theory Behind the Context and Experience

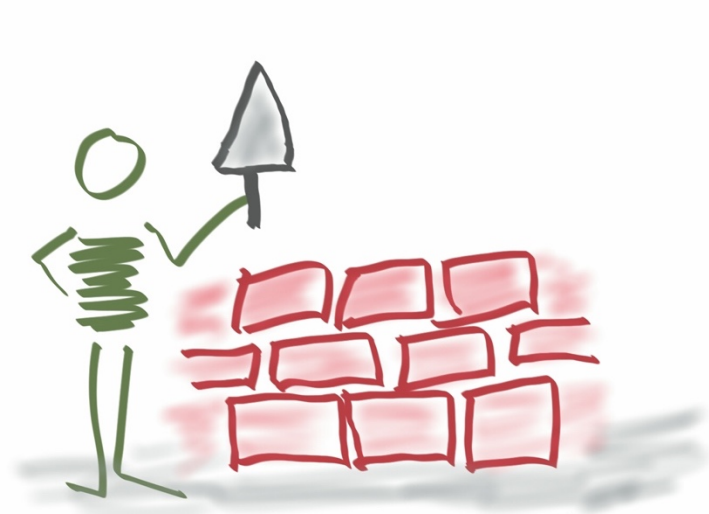
The Cynefin Framework

Unordered

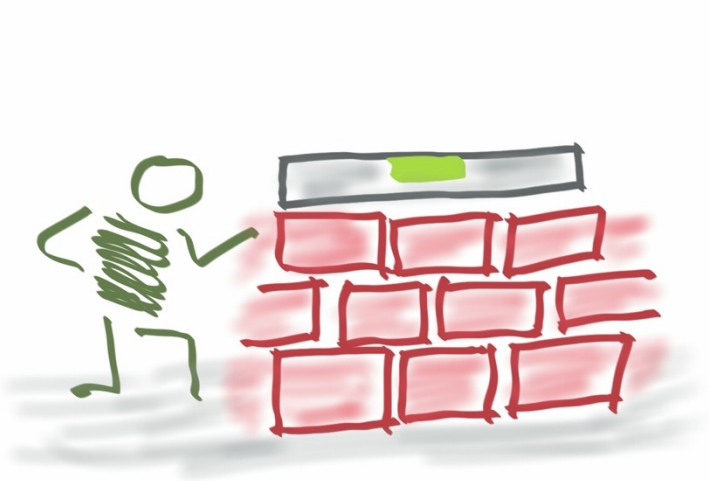


Ordered

Cynefin – A Checking Tool



Not a direct tool – like a trowel when we are building a wall



More like a spirit-level or string line – without it the wall is wonky

Expertise

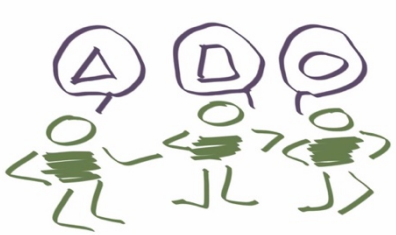
'Expertise can also get us in trouble. It can lead us to view problems in stereotyped ways. The sense of typicality can be so strong that we miss subtle signs of trouble...these shortcomings seem a small price to pay; however, there may be times when a fresh set of eyes proves helpful‘

Klein, G. 1998. *Sources of Power: How People Make Decisions. MIT Press.*

Experts

Non-Experts

140 Decisions in 2 Days



Experts

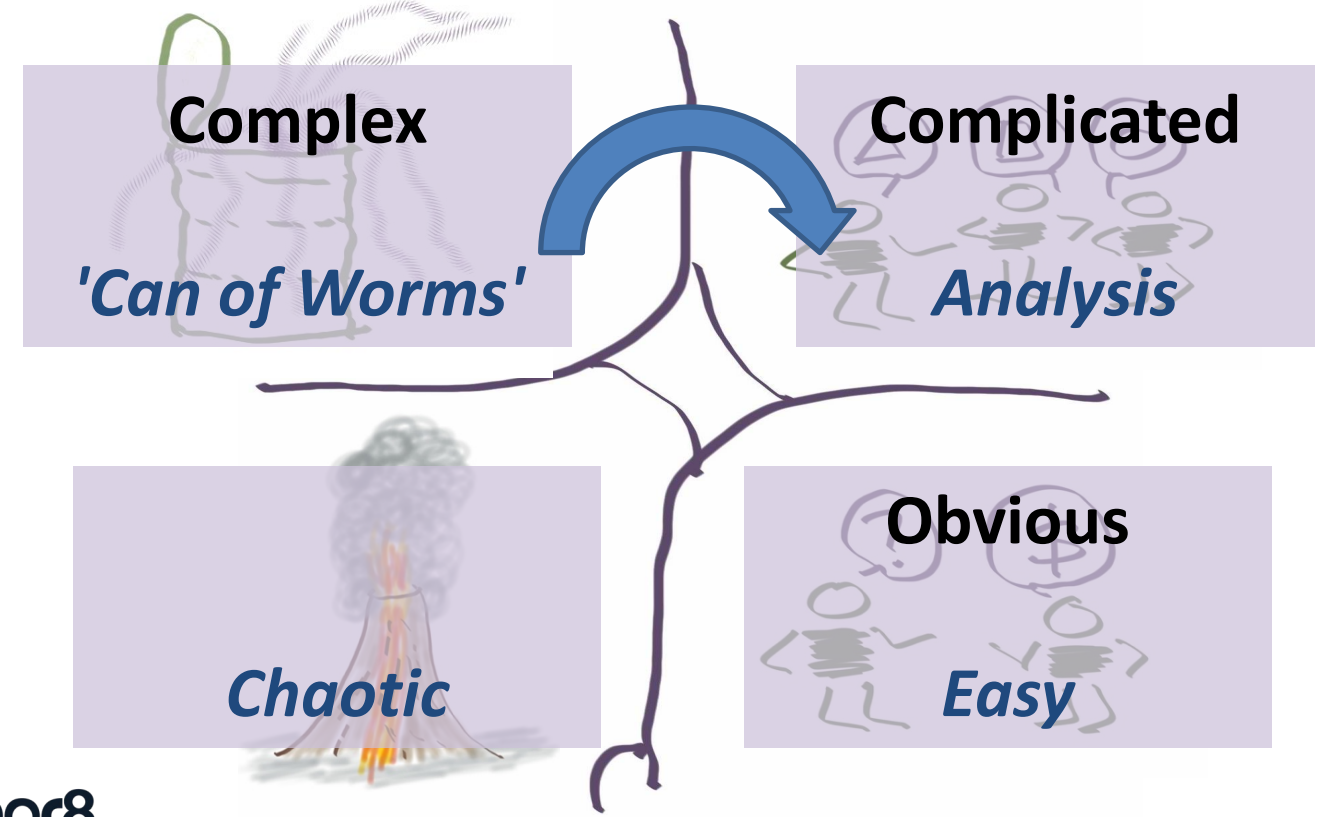
Experts

Can of Worms
Decisions

Experts

Analysis
Decisions

Using Cynefin in Context



Uses of the Cynefin Framework

Classification

- To sort items of work and events so that the most effective approaches can be executed

Sense-Making

- To gain alignment between people, especially where there is disagreement

Movement around the framework

- Taking deliberate action to move ‘systems’ from complex to complicated and then obvious if needed

Classification

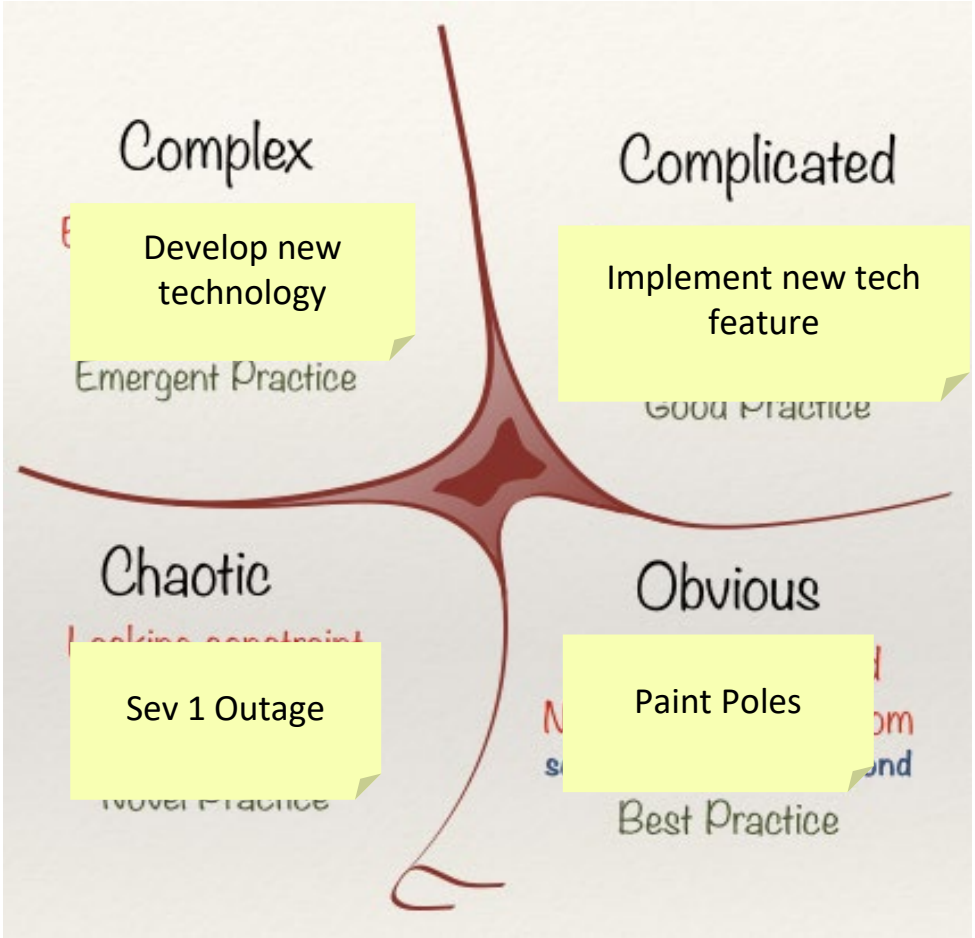
Program planning

Place the program/project names onto the framework to determine the most effective planning approaches

- **Obvious** – assign a lead to plan and execute the program/project
- **Complicated** – identify the appropriate experts to plan and then execute the program/project
- **Complex** – start with an exploratory/R&D, or experimental approach until certainty is increased and the program/project moves into the complicated domain

Strategy

E.g. in **Chaotic** – preparation for Sev 1 outages include drills so that teams are prepared to respond more effectively



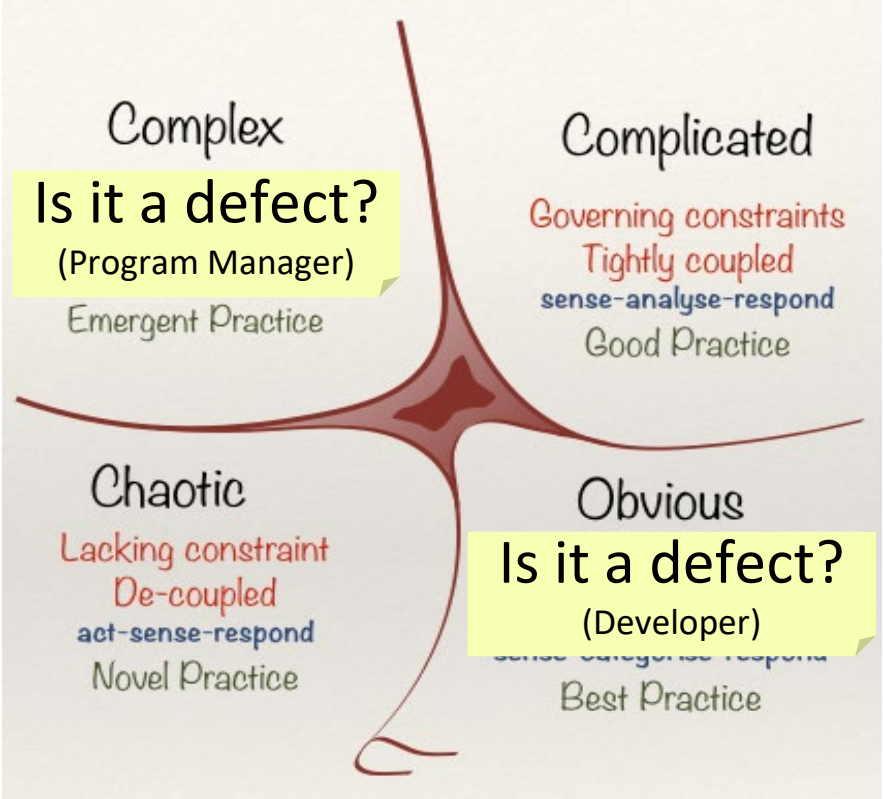
Facilitation

Sorting through disagreements

- A question as simple as ‘Is it a defect?’ can be in the obvious domain for a developer and in the complex domain for a program manager
- The framework provides a basis to achieve a common understanding of complex issues

Change management

- Facilitation techniques based on the Cynefin framework enable constructive conversations, even about topics that are highly political



Movement Through the Domains

Complex to Complicated

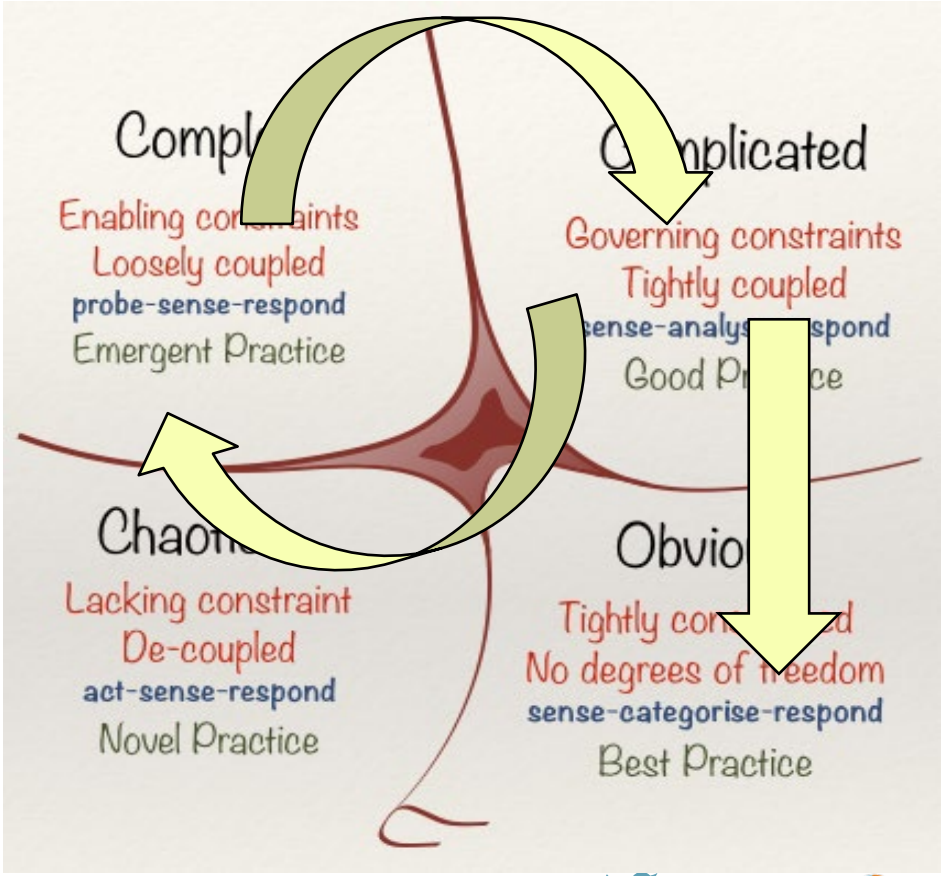
- Research and Development
- Experimentation
- Early phases of Agile

Complicated to Obvious

- Standardisation of practices
- Opportunities for Automation

‘Shallow’ Dip into Chaotic

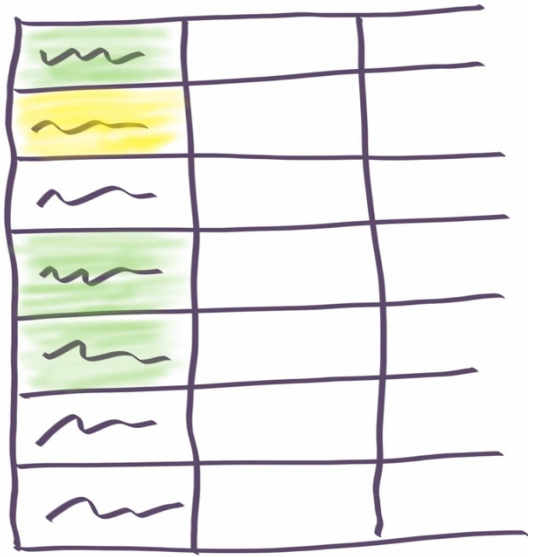
- Deliberate disruption (it is a ‘shallow’ dip because sustained chaos leads to sub-optimal outcomes)

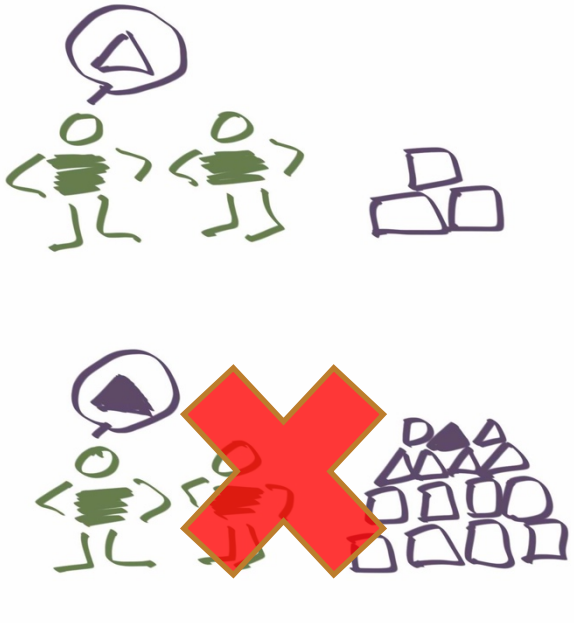


Idea Collaboration Sessions
Stop Unfeasible Ideas Early

Principles

- Cover scope broadly and shallowly
- Narrow the scope as early as possible
- Argue scope in rather than argue scope out





Principles

- Classify the work – Easy, Analysis, Cans of Worms
- Plan workshops around the different classifications

.....And Quarantine Those Cans of Worms