

Cynefin model

- *Presenter: Ricardo Zamora*
- Cynefin means:
 - Literally: habitat or place
 - It carries with it a sense of rootedness—temporal, physical, cultural or spiritual
 - “The place where the knowledge is” – Ricardo’s explanation
- Sense making framework: enable managers to identify how they perceive situations, and to make sense of their own and other people’s behavior.
- We can divide everything around us:
 - **Disorder**
 - **Unordered**: complex, chaos
 - **Ordered**: complicated, simple

Image from Wikipedia

- The model offers five decision-making contexts or "domains": simple, complicated, complex, chaotic, and disorder
- Simple:
 - C->E: Cause and effect
 - Easy to understand: everything happens the same way over and over again
 - We have a global optimum
 - E.g.: walking the stairs
- Complicated:
 - C----->E: Still cause and effect, however you need to put effort in understanding it: analysis
 - Expert mindset: To understand the relation between the cause and effect you need an expert
 - We have a local optimum
 - E.g.: broken computer
- Complex:
 - (C,E): there’s no idea what’s the relationship between cause and effect
 - You can only explain things going backward, but not going forward, because there are a lot of options
 - It’s all about the network: the connections are not linear, so a small activity on one part of the network can have a big impact somewhere else
 - Stories help us seeing the patterns
 - E.g.: social movements
- Chaos
 - C!->E: There’s no perceivable relationship between cause and effect
 - The things you need to do is take action: when we are here we need to move quickly to any other domain – quick decisions
 - Innovation can come from this + high sense of urgency -> Define the boundaries so people know how to move
- Disorder:
 - In the middle there’s disorder
- Chaos->Complex->Complicated->Simple: standardization
- Complex->Complicated: systematization – but here you can lose people