

Agile2023

THE SCOTLAND EXPERIENCE

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Felix Castanar Perez

The Cynefin Framework... but this time with zombies!

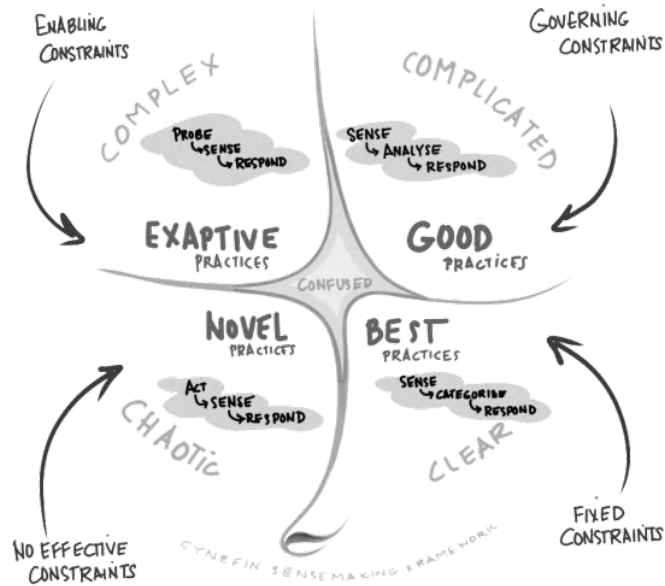


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We all have seen that... haven't we?



First things first!



Ron Jeffries

@RonJeffries

Follow



Is cynefin really pronounced kinEFF'n? Or is it more like kinifin? Or kinif'n? Dave, come talk to me! :)

6:15 AM - 21 Aug 2012

Welsh: Habitat

(the multiple factors in our environment and our experience that influence us in ways we can never understand)

[kuh-NEV-in]

A boring paper from 2003... or maybe not!

The New Dynamics of Strategy *sense-making in a complex-complicated world*

Cynthia F Kurtz and David J Snowden

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We challenge the universality of three basic assumptions prevalent (in our view) in organizational decision support and strategy: assumptions of order, of rational choice, and of intentional capability. We describe the Cynefin framework, a sense-making device we have developed to help people make sense of the complexities made visible by the relaxation of these assumptions. The Cynefin framework is derived from several years of action research into the use of narrative and complexity theory in organizational knowledge exchange, decision making, strategy and policy making. The framework is explained, its conceptual underpinnings are outlined, and its use in group sense-making and discourse is described. Finally, the consequences of relaxing the three basic assumptions, using the Cynefin framework as a mechanism, are considered.

Challenge: Assumption of intentional capability



Photo by [Lou Levit](#) on [Unsplash](#)

Definition

Actions from competitors, populations, nation states, communities or whatever collective identity is under consideration are the result of intentional behaviour.

(...)

We accept that we do things by accident, but believe that others do things deliberately.



Photo by [Pawel Janiak](#) on [Unsplash](#)

Louie Louie



The Kingsmen – Louie Louie

Source: [Wikipedia](#)

1963:

This band was on the list of offenders to be investigated by the FBI due to “indecent lyrics”.

REAL CAUSE:



Photo by [Jenna Tyson](#) on [Unsplash](#)

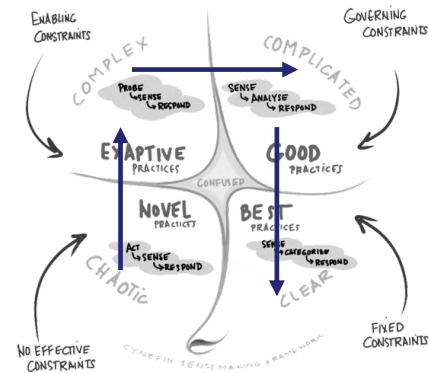


Photo by [Jenna Tyson](#) on [Unsplash](#)

For decision makers:

- The assumption that the rejection of a new initiative by employees (i.e., no working from home allowed) is intentional, when in fact it is an accident of emergent patterns of interaction.
- Over-reaction to accidental, presumed intentional competitor behavior.

It means asking not, "*What did they have in mind when they did that?*" but, "*What does it mean that this happened?*"



Challenge: Assumption of order



Photo by [Andre Taissin](#) on [Unsplash](#)

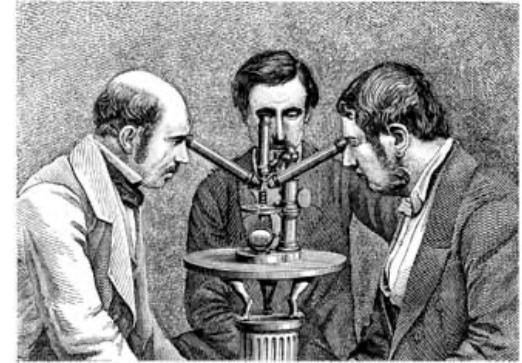
The big quest for order



**Philosophiæ Naturalis
Principia Mathematica**
XVII Century

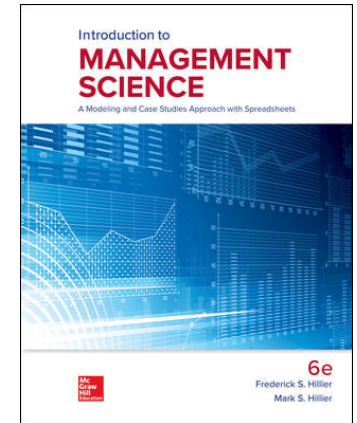
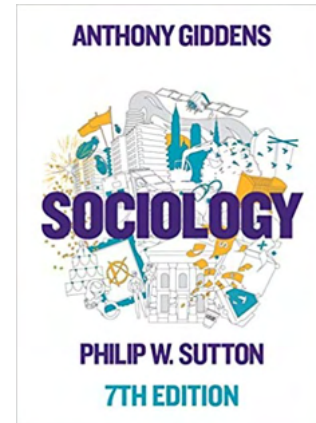


The Enlightenment
XVIIIth Century



The Scientific Method
XIX Century

Causality



But causality needs:



Order!

(therefore lack of order is a bad thing)

But reality is not so simple... enter the un-order!!



State of Decay 2 by Undead Labs – [The Telegraph](#)

Example of un-order systems in real life:



Why is this distinction important?



VS



In the **ordered domain** we focus on **efficiency** because the whole is the sum of the parts → optimization of the parts.

In the domain of **un-order**, the whole is never the sum of the parts; we have to allow a degree of sub-optimal behavior of each of the components if the whole is to be optimized.

If you mess up between complicated & complex...



Source: [Wallpaper Flare](#)

Challenge 2: Assumption of rational choice



Photo by [Elena Mozhvilo](#) on [Unsplash](#)

Definition

Context and perspective become as important as rationality



Photo by [Anika Huizinga](#) on [Unsplash](#)

Quizz

Crypto investment

Chess

Tax Return

Ikea

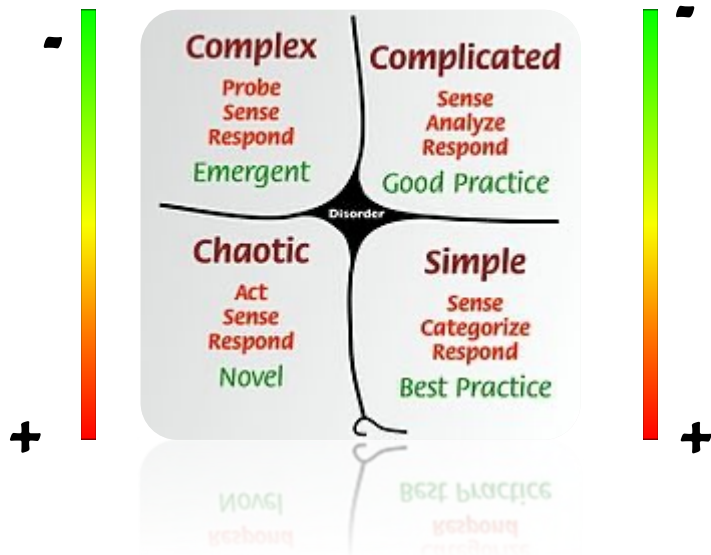
Brexit (Day 1)

Car repair

Managing Twitter

Un-order

Order



Complex

Complicated

Complicated

Simple

Disorder

Complicated

Complex

Conclusions



Conclusion 1

Patterns do not work well in all domains

Alternatives:

- Relax the assumptions of:
 - Order
 - Rational choice
 - Intentional capability

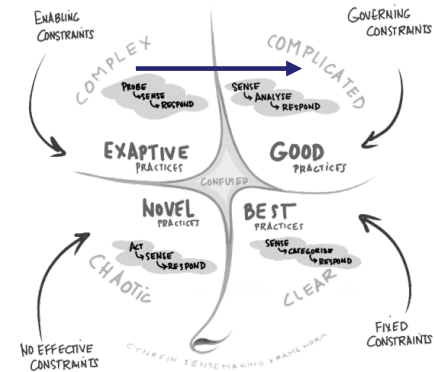
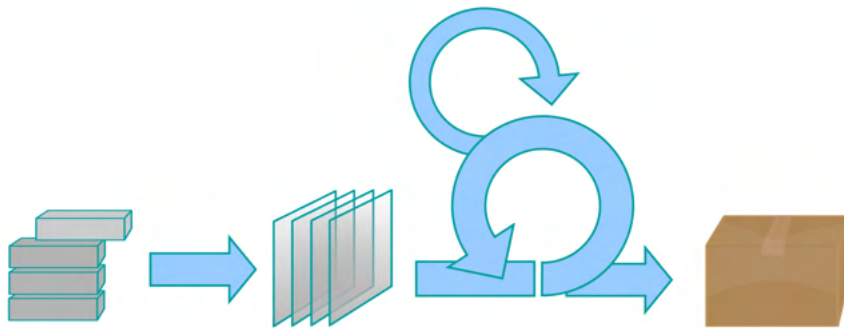


Photo by [Anika Huizinga](#) on [Unsplash](#)

Conclusion 2

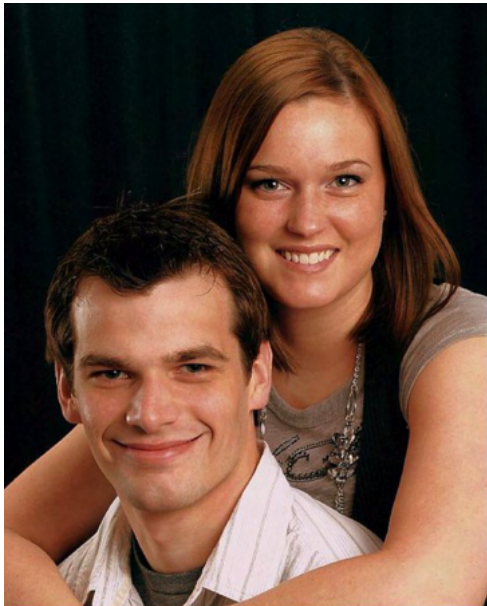
Understanding the domain and using an appropriate approach might help to move a problem towards a simpler domain.

SCRUM



Conclusion 3

Your project most likely doesn't look like this:



But like this!



Thank you!

Any questions?



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