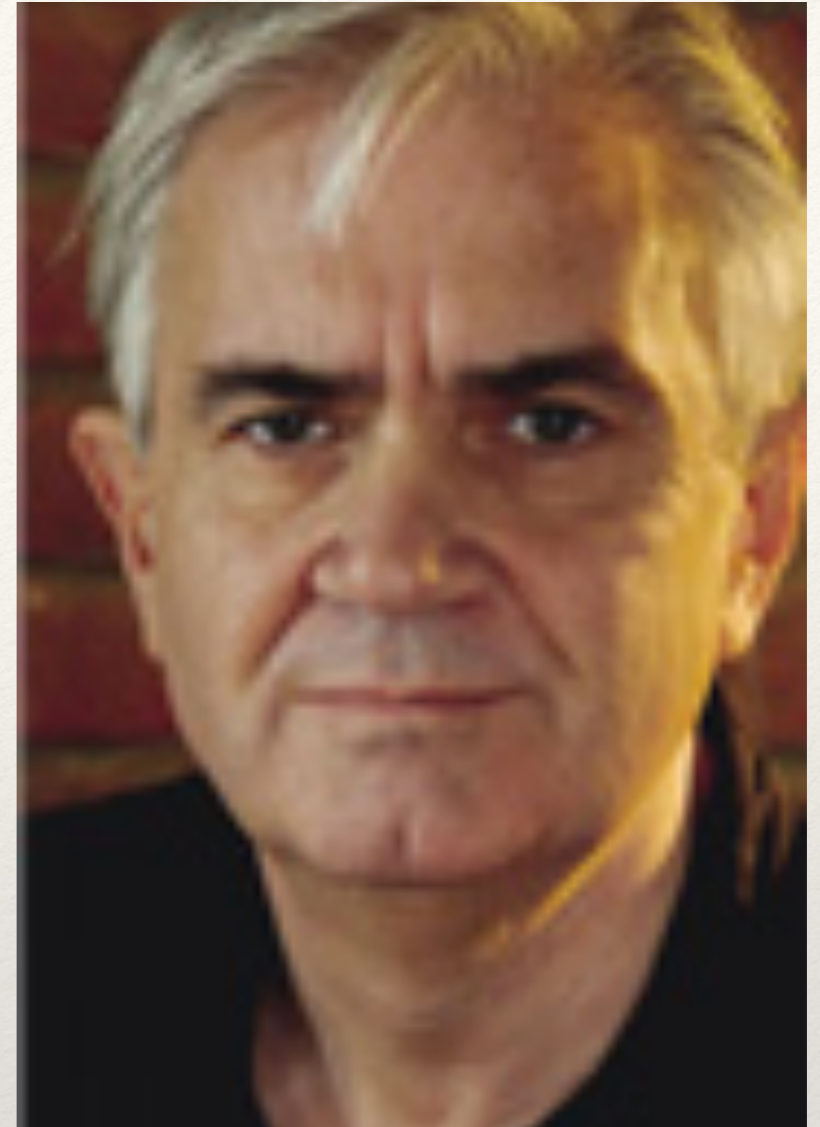


constructive
irritant.



Gladwellism
the hard sell of a big theme
supported by dubious,
incoherent but dramatically
presented evidence



Bryan Appleyard
New Statesman 10th April 2014

The Cynefin framework

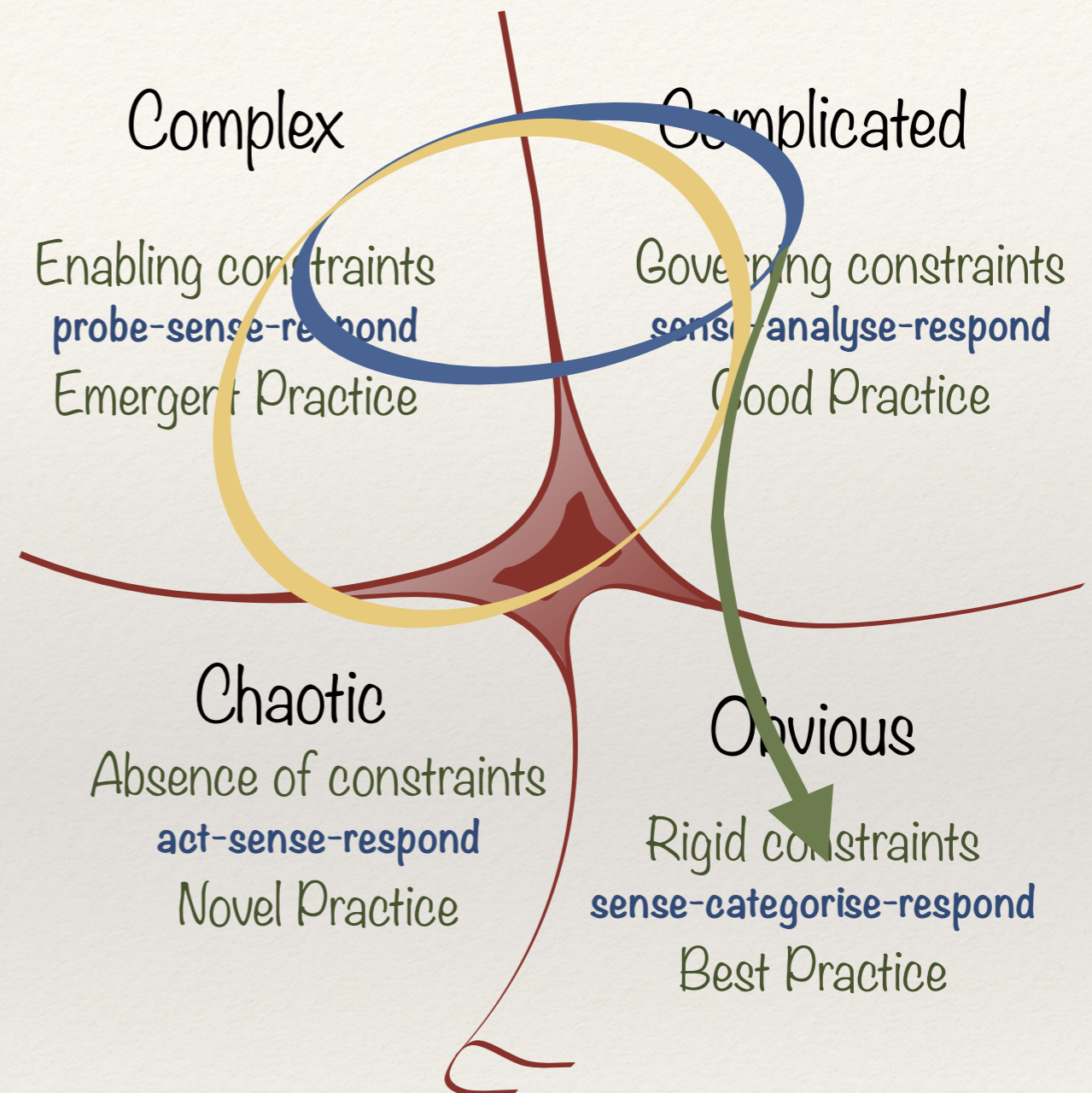
Making sense of the world to act in it

There are three basic types of system: ordered, complex and chaotic.

Complex systems have propensities and dispositions but no linear material cause

In Cynefin order is divided into 'obvious' & complicated and the fifth *domain*) disorder.

The boundary between Obvious and Chaotic is shown as a cliff, or a catastrophic failure arising from complacency.



Its all about flexing constraints

“What about expert searchers who have spent years honing their ability to detect small abnormalities in specific types of image? We asked 24 radiologists to perform a familiar lung nodule detection task. A gorilla, 48 times larger than the average nodule, was inserted in the last case. 83% of radiologists did not see the gorilla. Eye-tracking revealed that the majority of the those who missed the gorilla looked directly at the location of the gorilla. Even expert searchers, operating in their domain of expertise, are vulnerable to inattentional blindness.”



“The invisible gorilla strikes again”

Drew, Vo & Wolfe

Psychol Sci. Sep 2013; 24(9): 1848–1853

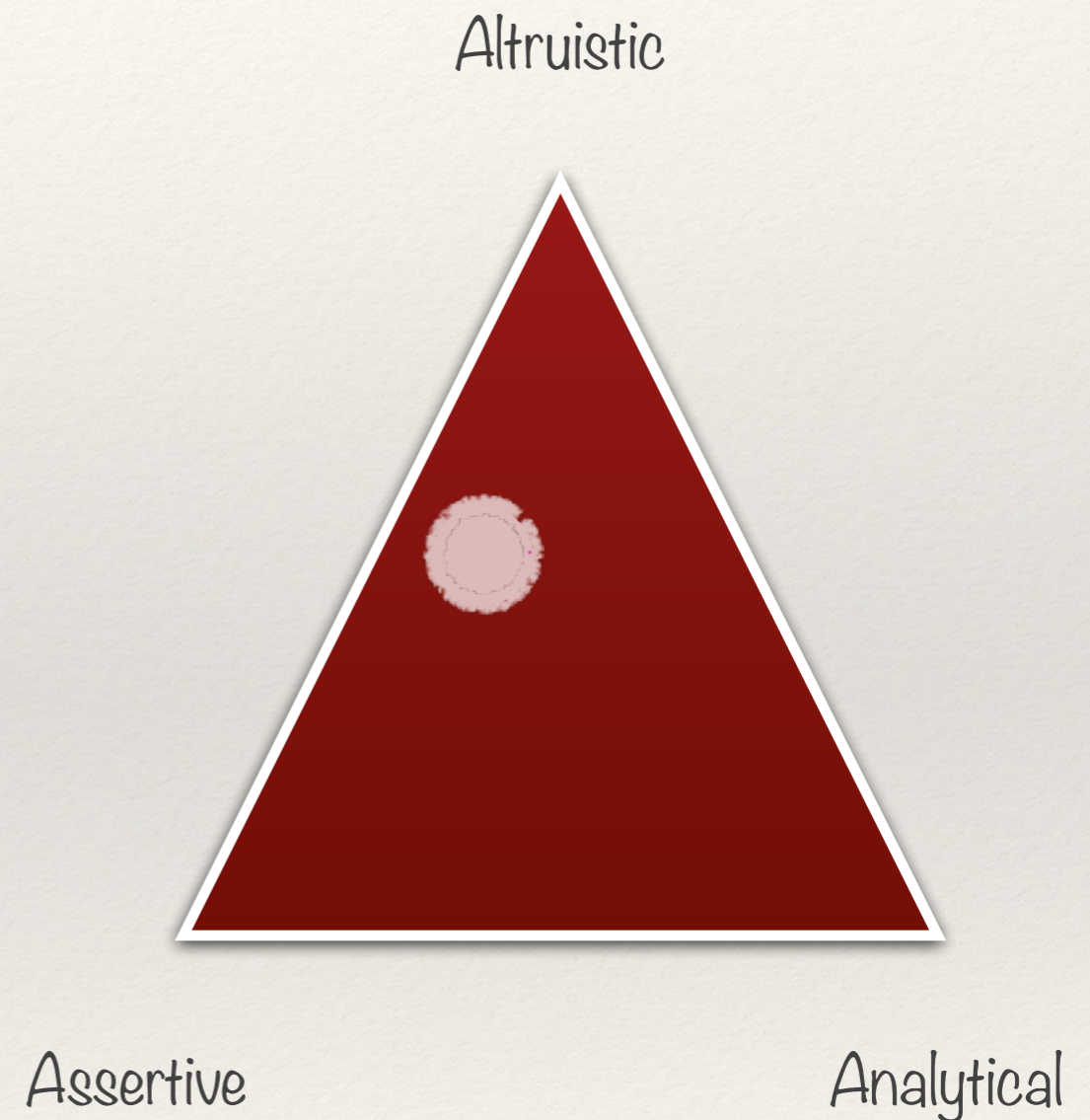
...Complexity is looking at interacting elements and asking how they form patterns and how the patterns unfold. It's important to point out that the patterns may never be finished. They're open-ended. In standard science this hit some things that most scientists have a negative reaction to. Science doesn't like perpetual novelty.



Brian Arthur

Human metadata

- ❖ Micro-narratives are the basis of human sense-making, not the ‘grand’ narratives of facilitated workshops.
- ❖ Asking direct questions is subject to *gaming* or *gifting* by the respondent
- ❖ A non-hypothesis question: *What story would you tell your best friend if they were offered a job in your work group?*
- ❖ Then *In that story please position managerial behaviour between ...*

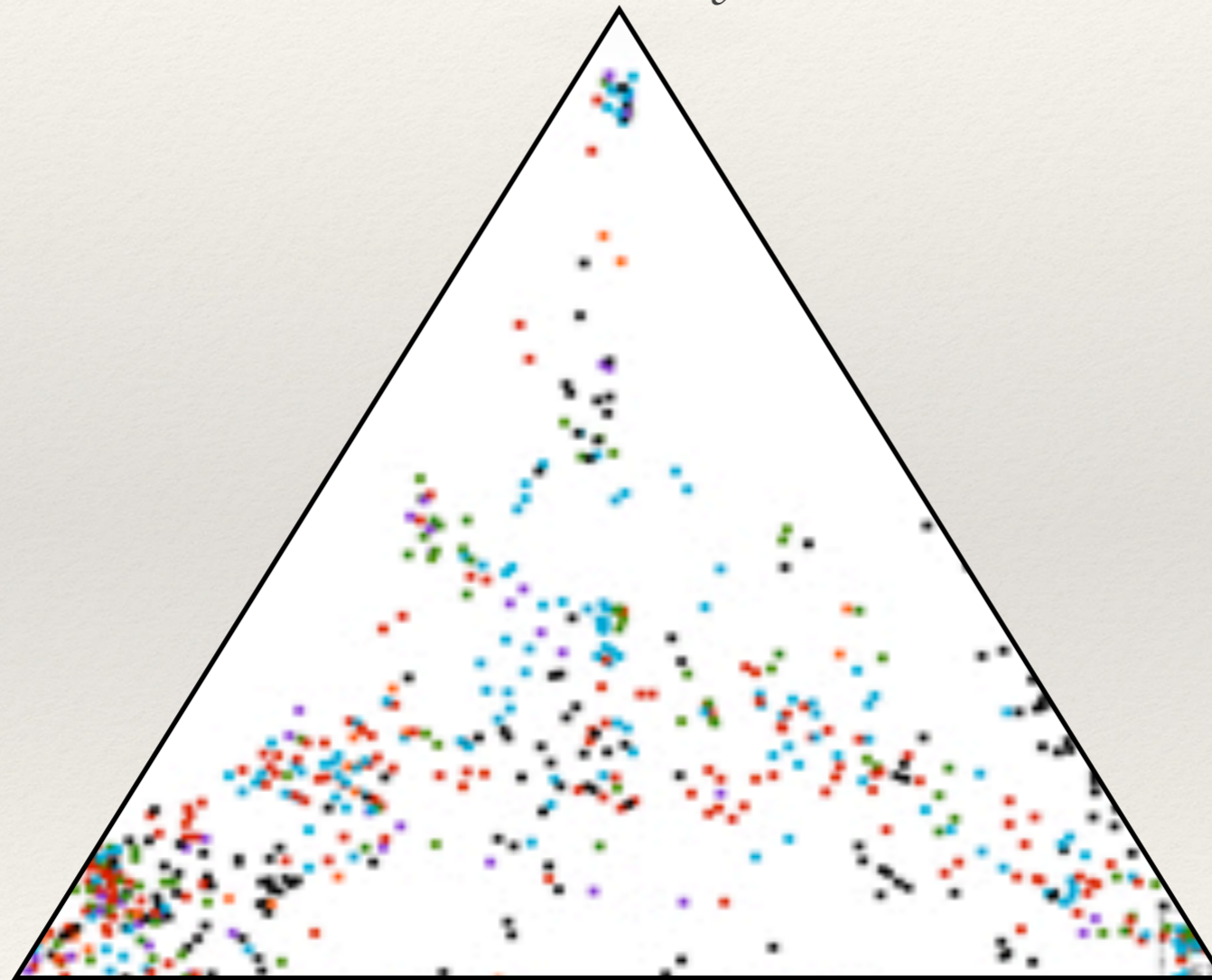


Culture scan (one triad of six)

The most important thing in this example was

Acting intuitively, instantly

*Colour coding by demographics
Each dot represents a story or picture that can be interrogated to explain the numbers*

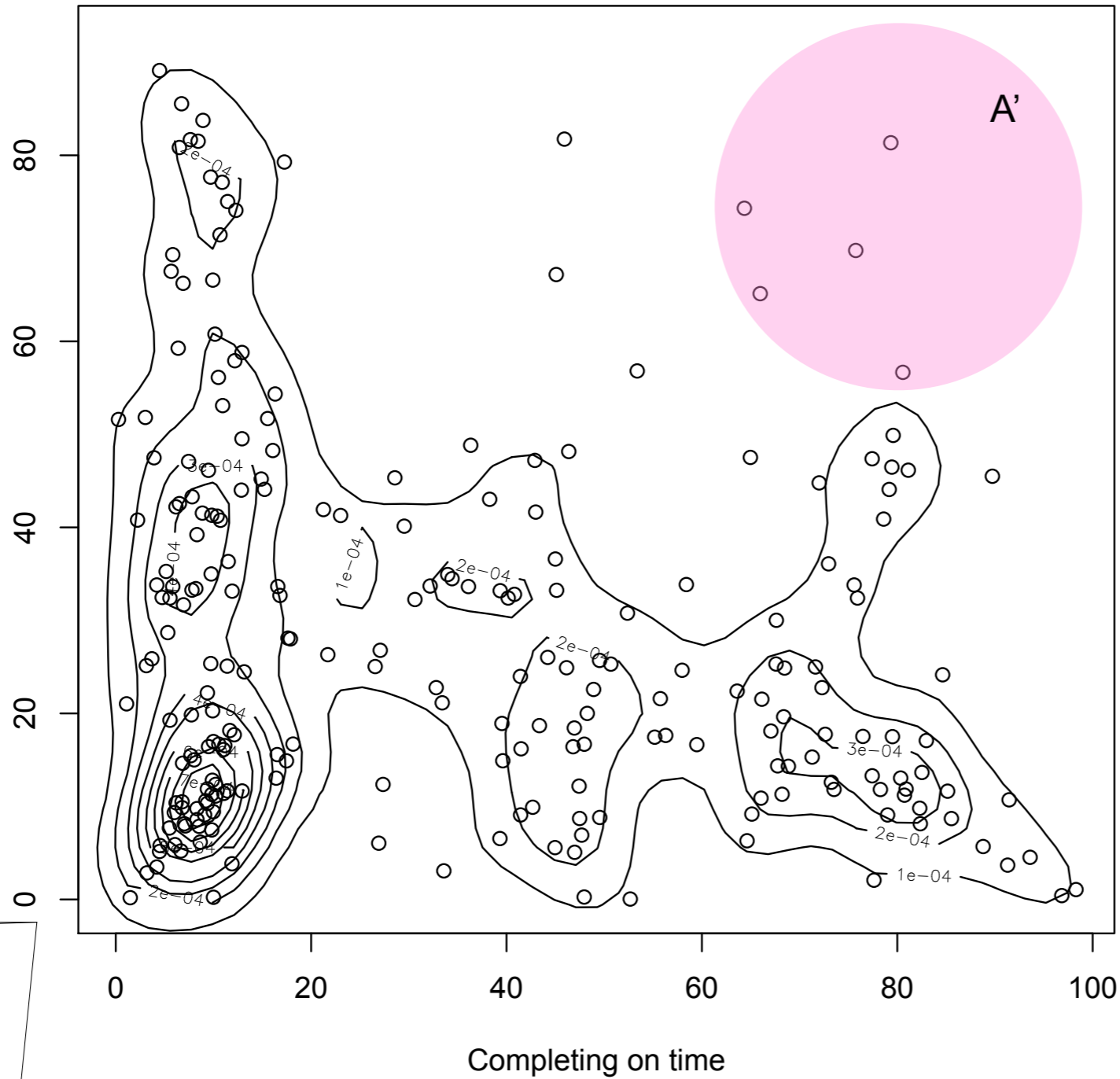


The situation was analysed logically

People thought deeply and made decisions based on principles

Landscape of Completing on time v Actions shaped by Deeply held values and principles

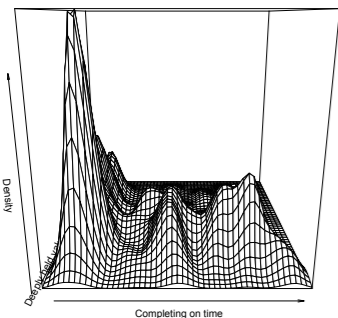
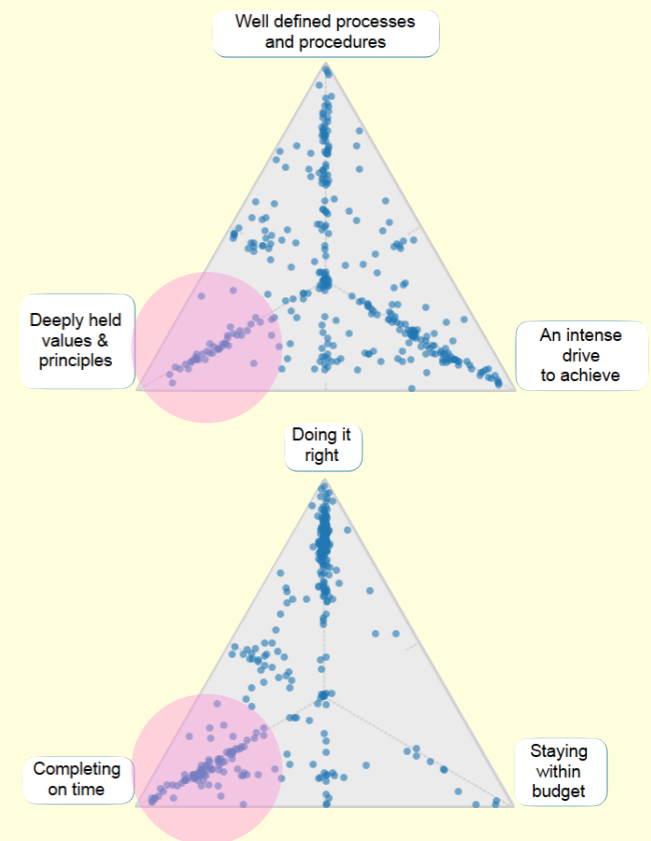
T8 Actions in this situation are shaped by: Deeply held values and principles



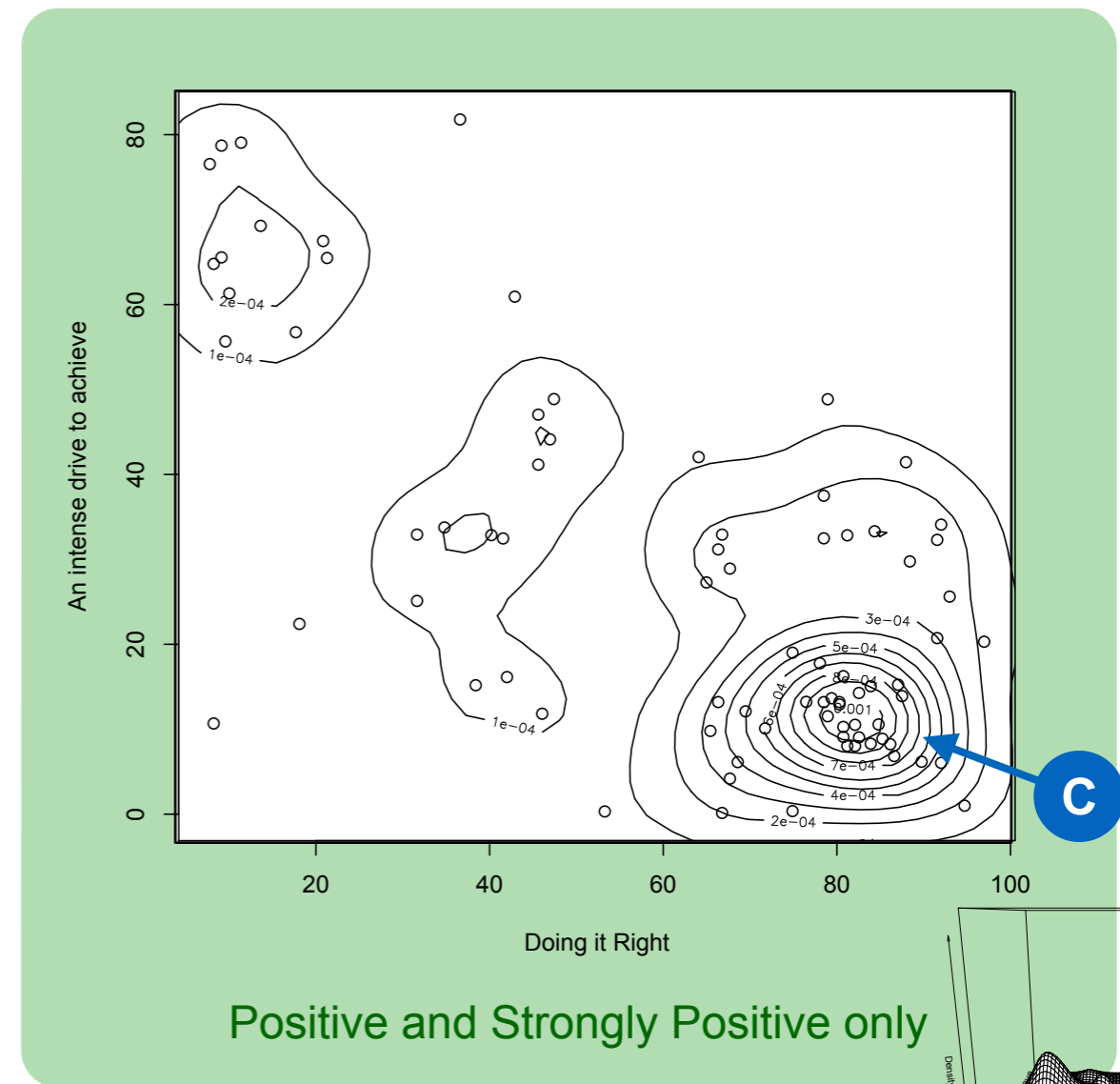
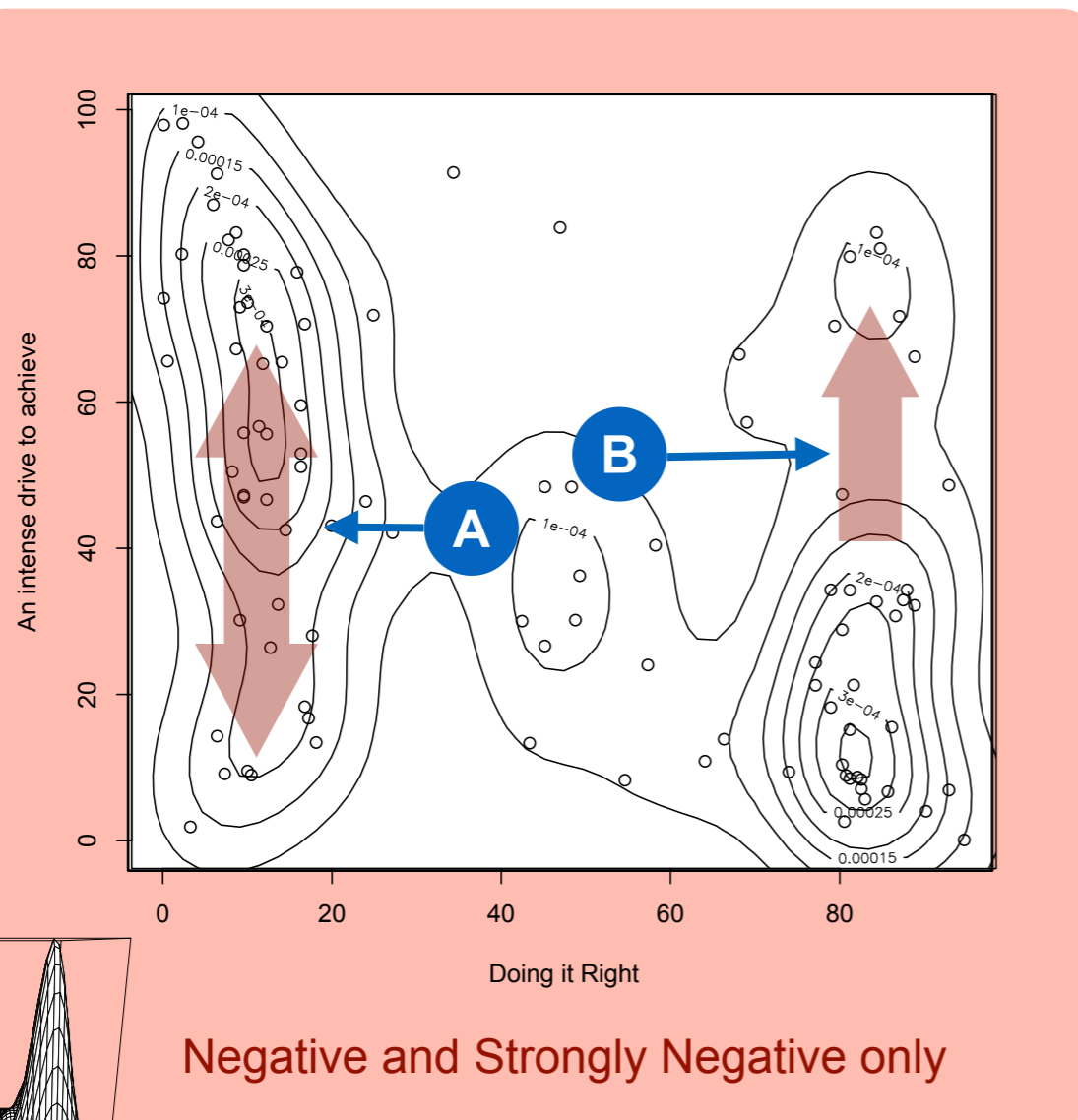
T3 Key behaviors in the story are motivated by:

Observations:

Actions shaped by Deeply held values and principles are not coincident with motivations for Completing on time. This is evident with the very low probability of stories being signified in the area marked at A' on the landscape. Situations do not co-occur in the areas marked by the pink highlights below (A' area on the landscape).



Doing it right v An intense drive to achieve: contrast from Neg & Strongly Neg (left) and Pos & Strongly Pos (right)

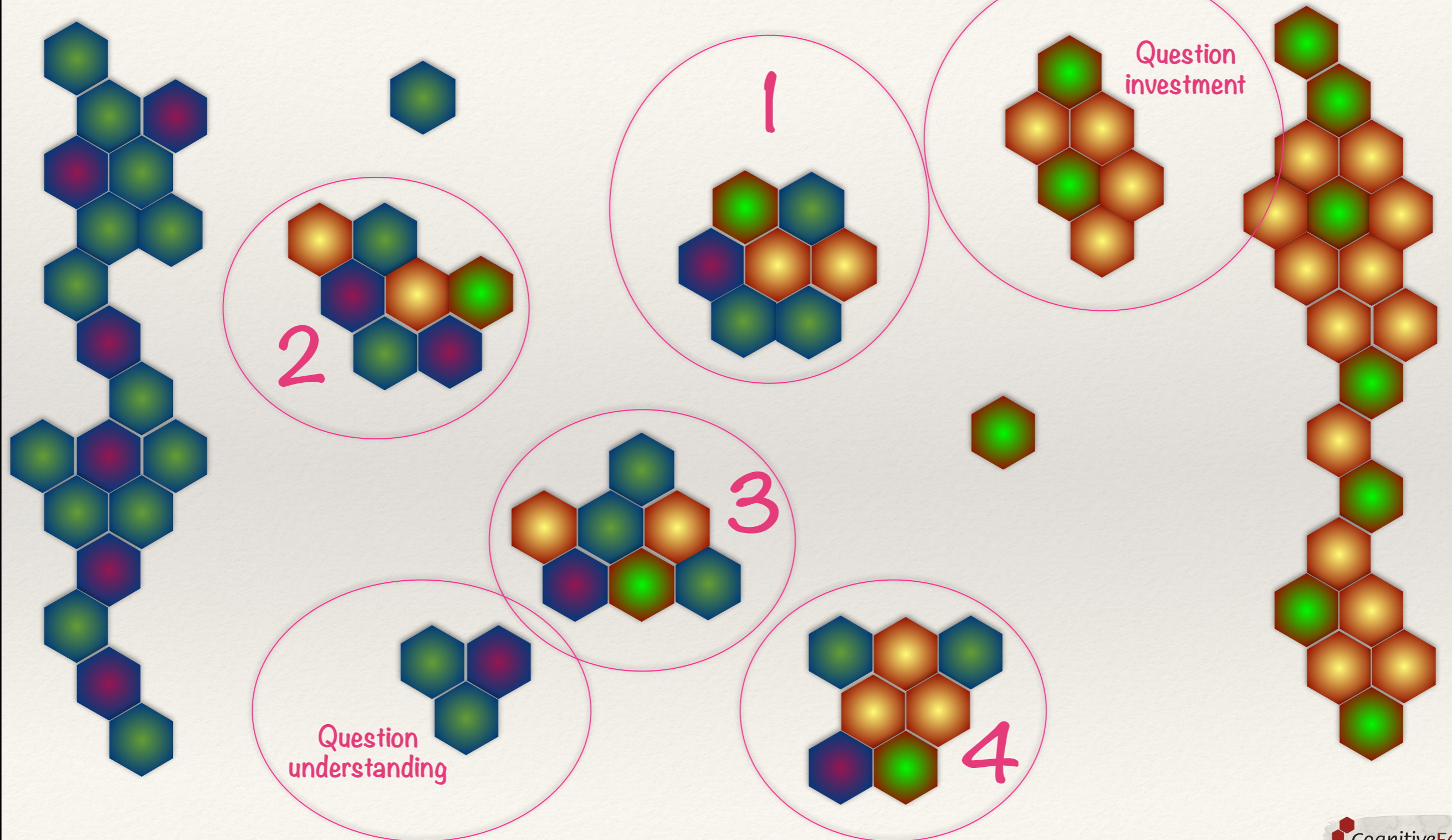


Observation:

With the *Negative* landscape (on left), we see an elongated pattern at area A where NOT *Doing it Right* runs the gambit of *An intense drive to achieve*. We also see a shift in area B with *Doing it right* moving more toward *An intense drive to achieve*.

With the *Positive* landscape (on right) in area C, *Doing it right* and NOT *An intense drive to a achieve* is the same pattern we found on page 94 with all stories present. In general, this landscape is very similar to the overall landscape on page 94.

Exaptation in practice



Scaling as engagement

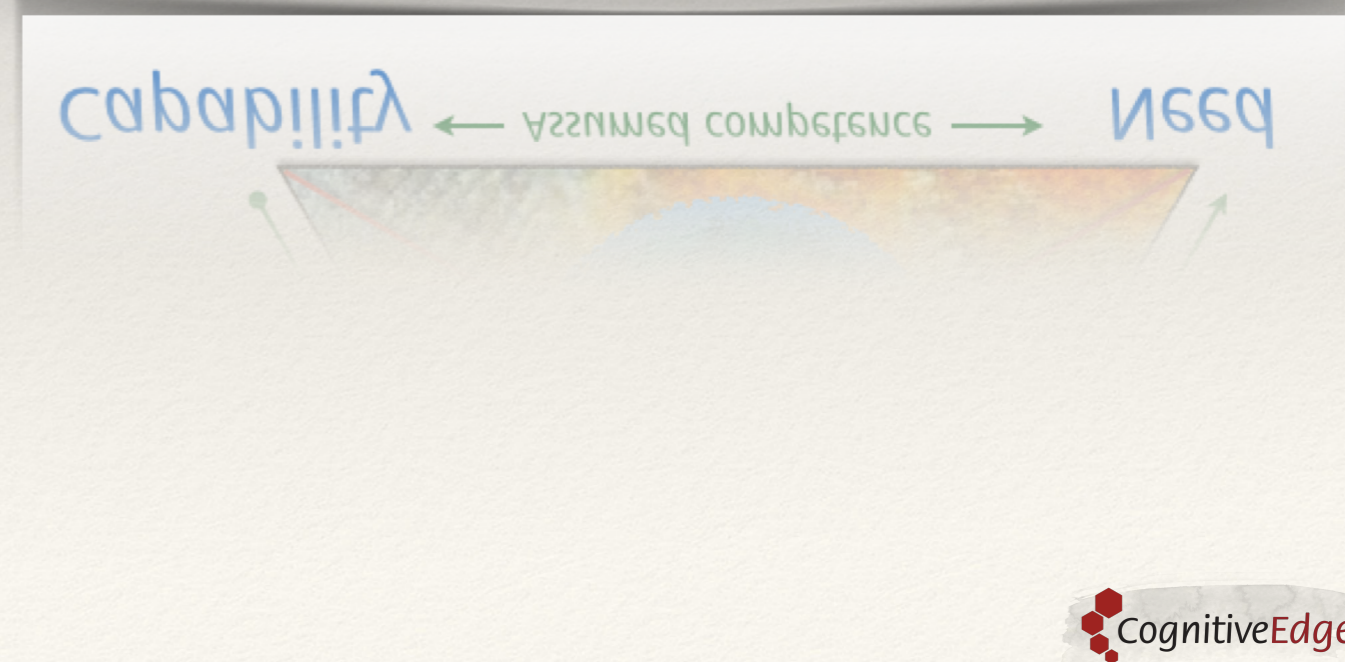
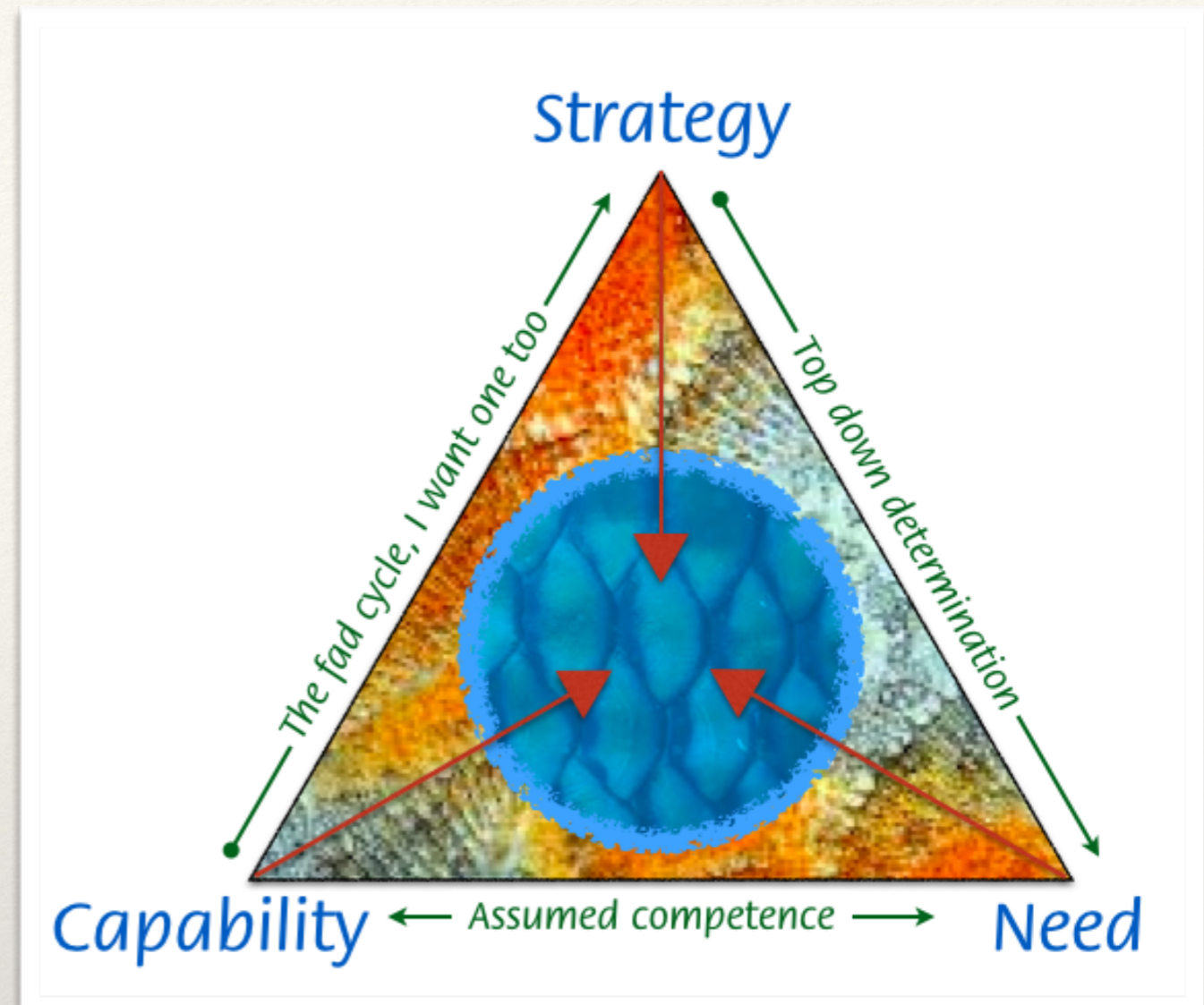
Fractal scaling

Need and requirements emerge with knowledge and experience of capability

Abstraction of stated needs involves two synthesis induced losses

Group-think makes it too easy to be seduced by the temporary gratification of the fad-train

Feedback loops are key



The terrible shibboleth

Any observed statistical regularity will tend to collapse once pressure is placed upon it for control purposes

Goodhart's Law

When a measure becomes a target, it ceases to be a good measure

Strathern variation

“Economists and workplace consultants regard it as almost unquestioned dogma that people are motivated by rewards, so they don't feel the need to test this. It has the status more of religious truth than scientific hypothesis.”

“The facts are absolutely clear. There is no question that in virtually all circumstances in which people are doing things in order to get rewards, extrinsic tangible rewards undermine intrinsic motivation”

New Scientist 9th April 2011 pp 40-43