



# Complexity & Sense-Making

*(A Cognitive Edge Accreditation Programme in partnership with the Civil Service College)*

17 - 18 March 2010

No matter which sector or environment we operate in, we are bombarded by complexity, paradox and endless changes. Complexity science provides a new scalable approach to understanding strategy for organisations. Switching from a fail-safe design mindset to one based on safe-fail experimentation creates a more resilient technique to managing uncertainty.

If you want to discover practical and pragmatic ways to manage under conditions of uncertainty, understand the power of business narrative and discover new ways to use human networks, then this course will provide you with the introductory theory and associated open source Cognitive Edge methods.

Participants will gain understanding of the application of naturalising sense-making to strategic, organisational and market issues.

The course is held in conjunction with Cognitive Edge's one-day Successfully Designing and Delivering a SenseMaker™ Project workshop.

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## Objectives

Participants will be able to apply the methods and tools in the following applications:

- Strategies and sustainable innovation processes based on complexity theory
- Leadership development & identification programs
- Understanding customer and employee attitudes and values
- Cultural change and organisational design
- Effective use of social computing & informal networks
- How to engage employees, customers, decision makers in projects in an effective way

## Content

(all supported by open source methods)

### Day One: Strategy and Complexity

- Distinguishing between three different types of systems: ordered, complex and chaotic.
- The Cynefin Framework, its use and creation. How to run a half day strategy workshop & handle conflict resolution.

- Distributed cognition, utilising the capacity of networks (both natural and generated) to provide collective wisdom.
- Using complexity science to understand different approaches to innovation, utilising disruptive processes.
- Weak signal detection & alert mechanisms for opportunity identification and threat management.

### *Methods taught include:*

- And the Butterfly Stamped
- Model Creation by Social Construction
- The Future, Backwards
- Social Network Stimulation
- Ritual Dissent

### Day Two: Narrative and Project Design

- The historical context of narrative work in organisations, key terms and supporting theory. Dangers and basic ethics.
- Everything is fragmented. The pattern basis of human intelligence & the role of narrative in decision making & culture.
- Creating archetypes from socially cohesive groups & the use of same for sharing learning and understanding culture.

- Revealing value & belief systems in stories. Changing attitudes & overcoming prejudice through contrasting archetypes.
- Managing a project, understanding risk and avoiding failure. Dealing with obstacles, making progress.

**Methods taught include:**

- Techniques for narrative collection, such as Anecdote Circles
- Social construction of emergent properties (such as archetypes)
- Intervention Design

**Day Three (optional):**

**1-day Successfully Designing and Delivering a SenseMaker™ Project workshop**

This one-day course is designed for accredited Cognitive Edge practitioners who want to design and deliver a SenseMaker™ project. It takes people stage by stage through creating a project, assists participants to make a business case, and includes hands on training with the software.

This is a hands-on day, and attendees will need to bring their own laptops and sign a software license. Software license details will be sent on application.

**Accreditation**

Participation in the 2-day course allows participants to join the Cognitive Edge Network. The Cognitive Edge Network is a widely dispersed, cohesive Network of experienced professionals in private and public sector organisations from diverse disciplines with deep-rooted experience in both business and science. It includes academics and practitioners, in-house and commercial consultants. Membership of the Network is only attained through participation in an Accreditation programme.

**For Whom**

Div 1 and above officers who are looking for methods/tools that they can apply to make a difference in their organisation/department

**Dates**

17 - 18 Mar 2010

19 Mar 2010 (*optional 1-day Successfully Designing and Delivering a SenseMaker™ Project workshop*)

**Facilitators**

**Steve Bealing** is the Chief Executive Officer of Cognitive Edge. He has led a range of projects across multiple geographies and industry sectors, using different methods and the SenseMaker software. He has been an accredited Cognitive Edge consultant since 2003, when he led the IBM Cynefin Centre in Asia Pacific.

**Michael Cheveldave** is Director, Business Development for Cognitive Edge and has led a range of projects across different geographies and industry sectors, using CE methods and SenseMaker™ software. He has been an Accredited Cognitive Edge Practitioner since 2004, and is one of Cognitive Edge’s lead tutors.

**Fees**

\$1498 per participant (incl. 7% GST)  
*Absentees will be charged the full course fee.*

**Registration**

Nominations should be made by email to [cscollege\\_cod@cscollege.gov.sg](mailto:cscollege_cod@cscollege.gov.sg) with the following information:

- nominee’s name, designation, department, organisation, NRIC number and email address
- billing contact person’s name, department, contact number and email address

**Closing date:** 3 Mar 2010

## Venue

Seminar Room 1, Level 3  
Civil Service College  
31 North Buona Vista Road  
Singapore 275983

## Contact Us

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## About Cognitive Edge

Cognitive Edge is focused on better preparing individuals and organisations facing intractable problems or major opportunities in highly uncertain, rapidly changing and complex situations.

Cognitive Edge delivers value to its customers and its Network through three focus areas:

- The creation of an open source approach to the development of consultancy methods grounded in complexity theory
- The development of research and intervention methods based on participation and discovery rather than traditional methods
- The development of the SenseMaker™ suite of software, a scalable tool for narrative, complexity and networks

Where traditional approaches have failed to deliver success, Cognitive Edge techniques enable the emergence of novel and insightful solutions identified from multiple perspectives.

## About Centre for Organisation Development (Centre for OD)

The Centre for OD (previously known as the Public Service Centre for Organisational Excellence) supports and assists public organisations in their pursuit of continuous improvement and sustained organisation performance, through the use of informed and planned OD interventions that address organisation-wide interests. To achieve this, the Centre for OD works closely with OD practitioners at all levels by:

- engaging with them through visits and other communication platforms so as to understand their needs & challenges;
- educating them through customised and structured programmes so as to develop them as competent professionals; and
- equipping them through advisory services and research support so as to make available OD practices & tools that are relevant & effective

By engaging, educating and equipping OD practitioners at all levels, the Centre for OD seeks to develop the capability for organisations to achieve desirable organisational outcomes or excellence.