

# Problem Solving

1



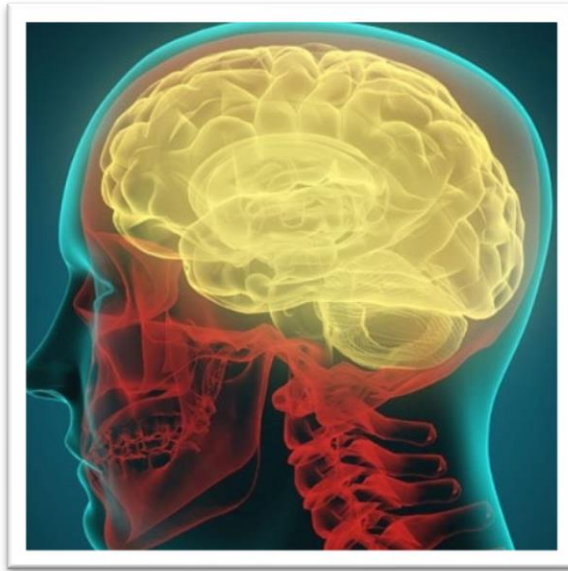
Dave Snowden

# Cynefin Framework

It is a *decision making framework!*



Ordered



Complex



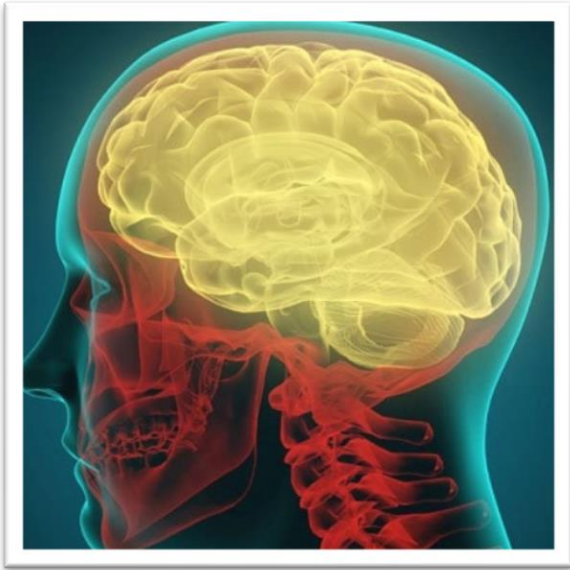
Chaotic

# Cause $\leftrightarrow$ Effect



Ordered

- Exists
- Repeatable
- Predictable



Complex

# Cause $\leftrightarrow$ Effect

- exists
- unpredictable
- unknowns

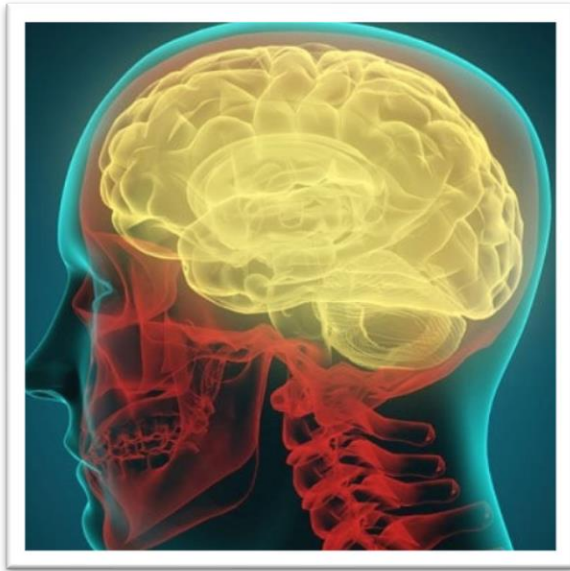
# Cause $\leftrightarrow$ Effect



Chaotic

- indeterminate
- scope undefined





Complex



Complicated

Chaotic



Obvious



# COMPLEX

Cause and effect seen in retrospect,  
and do not repeat

**Emergent** practice  
(Probe-Sense-Respond)  
Pattern management  
Heuristics

“More stories like this, less like this”

**Sensemaking; stories;  
monitor coherence**

# COMPLICATED

Cause and effect separated  
over time and space

**Good** practice  
(Sense-Analyse-Respond)  
Predictive planning  
Rules  
Expert Analysis

**Data provides options; experts interpret;  
measure goodness**

Disorder

# CHAOS

Cause and effect not usefully perceivable

**Novel** practice  
(Act-Sense-Respond)  
Act to bring stability  
Crises management

**Experience informs decisions; action is required;**

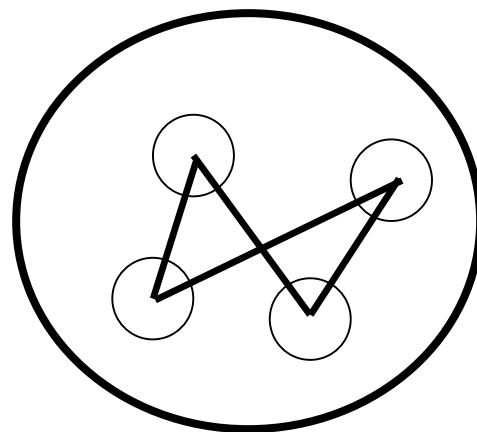
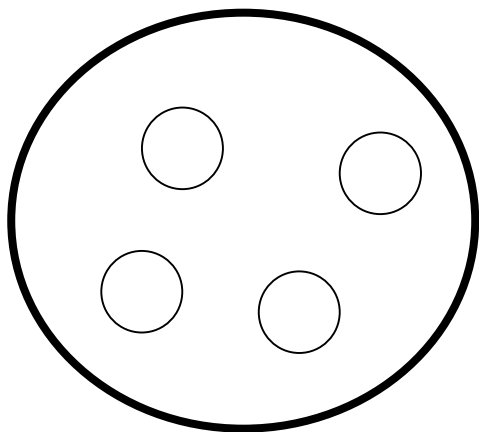
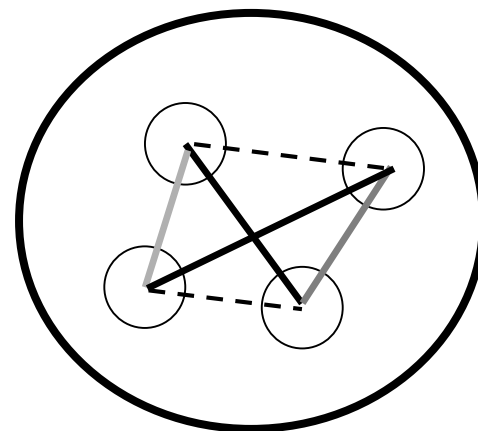
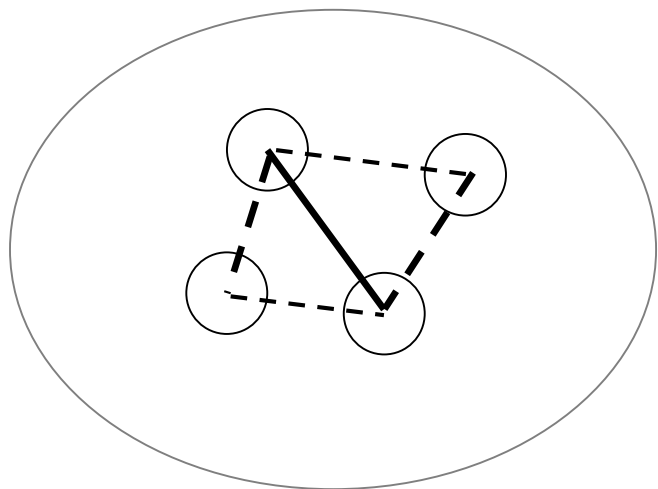
# OBVIOUS

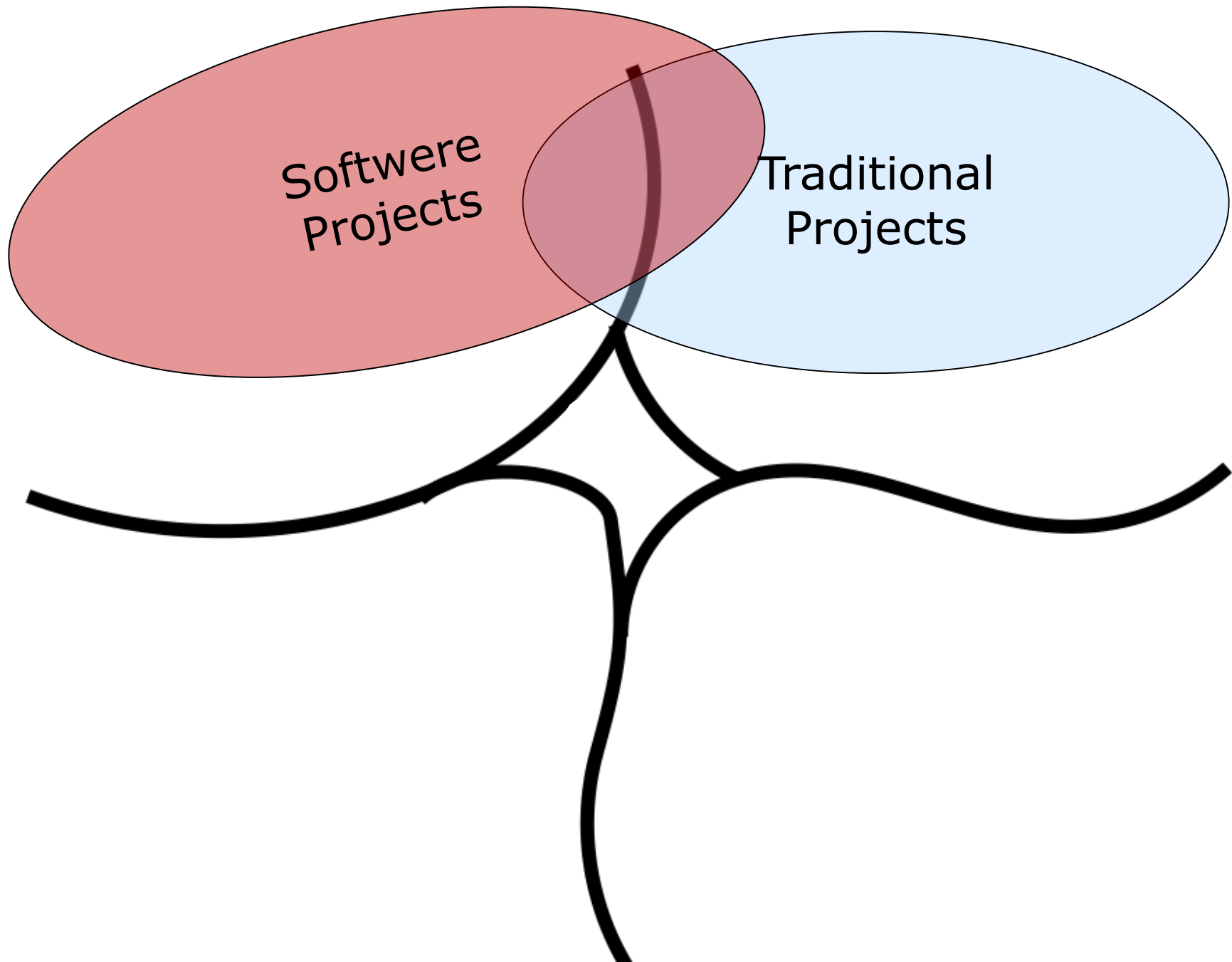
Cause and effect repeatable  
known and predictable

**Best** practice  
(Sense-Categorize-Respond)  
Standard operating procedure  
Automation

**Data provides answers; anyone can interpret;  
measure best**







When all you have is a hammer,  
everything looks like a nail



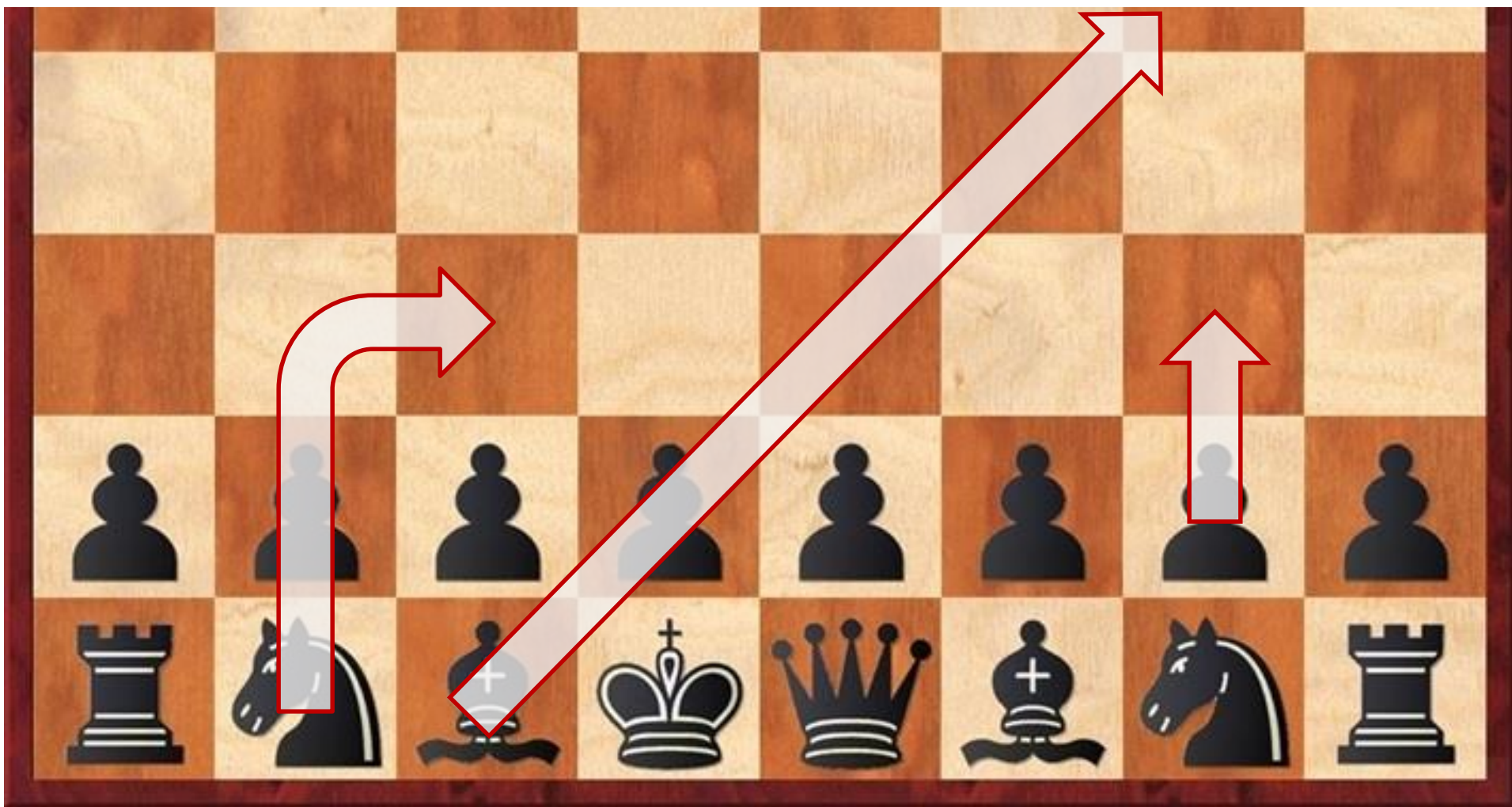
**PROJECTS**

**ARE**

**NOT**

**FAIR !**





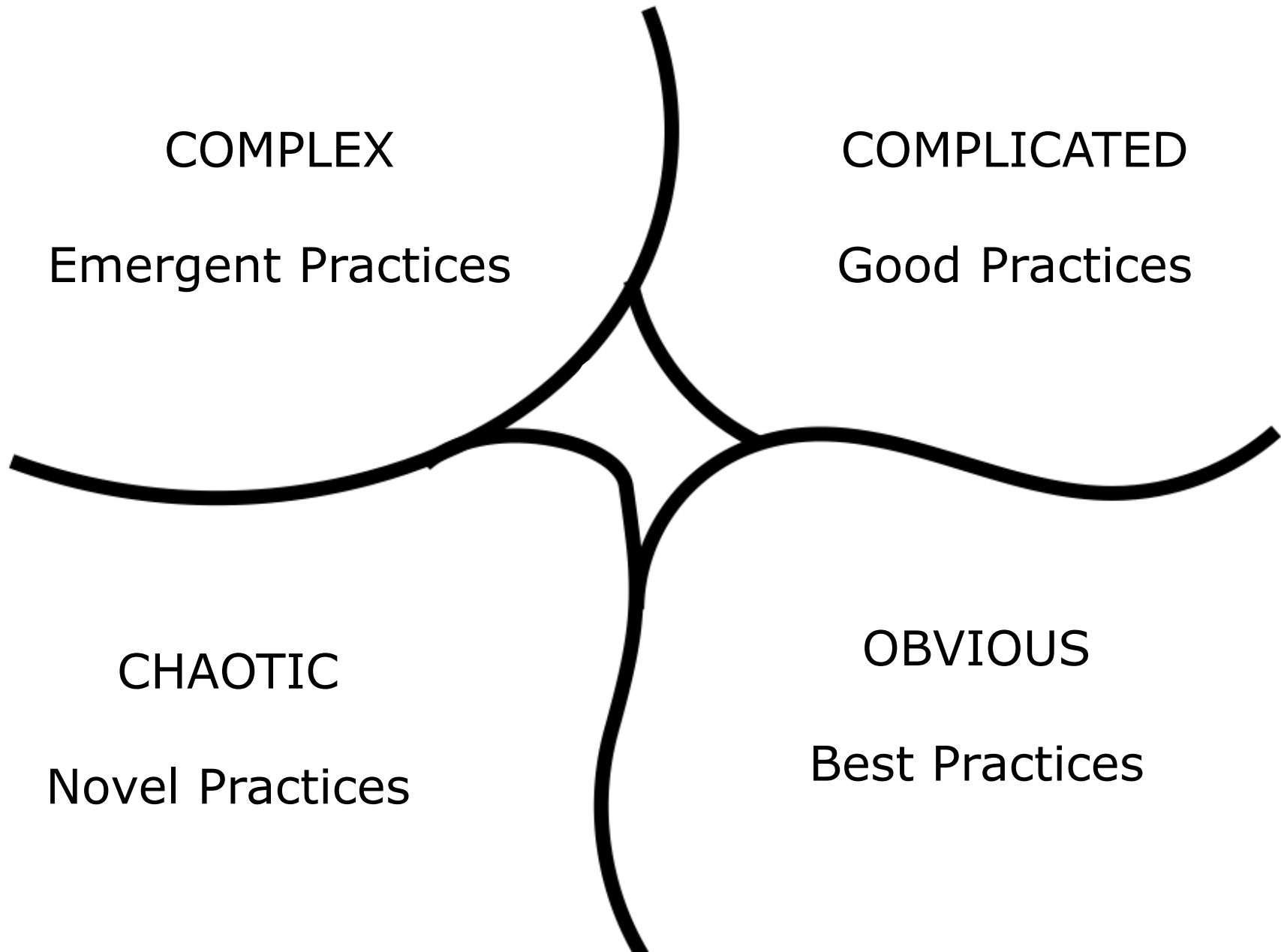






A close-up photograph of a green, rounded rectangular sticky note placed on a white computer keyboard. The sticky note is slightly tilted and has the words "Best Practices" written on it in a large, white, bold, sans-serif font. The text is arranged in two lines: "Best" on the top line and "Practices" on the bottom line. The background shows the keys of the keyboard, which are out of focus.

**Best  
Practices**



61 9 37 77 21

93 45 73 97 33

65 17 25 13 57

81 53 1 89 49

5 29 85 41 69

67 99 51 55 95

15 39 79 63 7

57 35 91 83 11

71 19 23 3 43

31 59 27 75 47

94 26 6 74 14

56 2 42 78 38

58 70 30 22 90

18 46 66 82 34

10 62 54 50 98

64 44 92 88 20

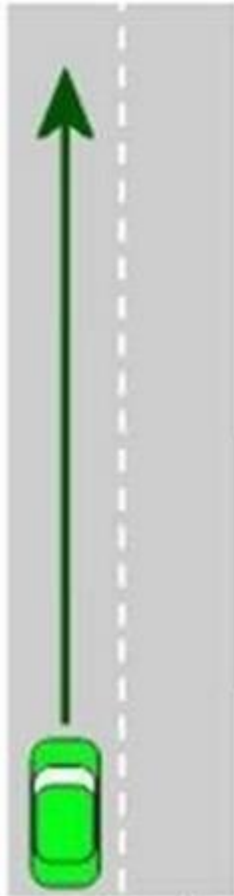
96 12 80 48 76

84 16 8 28 72

60 40 32 52 4

68 36 86 24 100

# UK

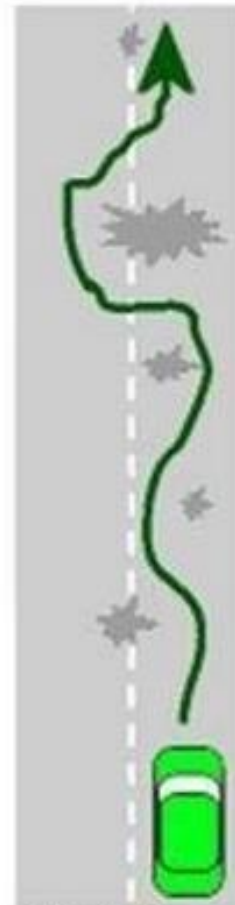


Driving  
sober

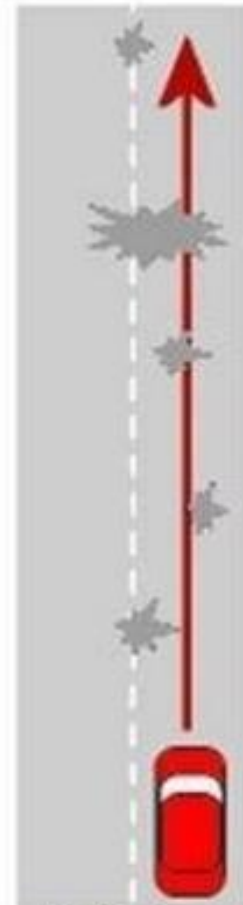


Driving  
drunk

# Romania



Driving  
sober



Driving  
drunk



Neal Ford

*"Yesterday's Best Practice  
is  
Tomorrow's Anti-Pattern"*