



---

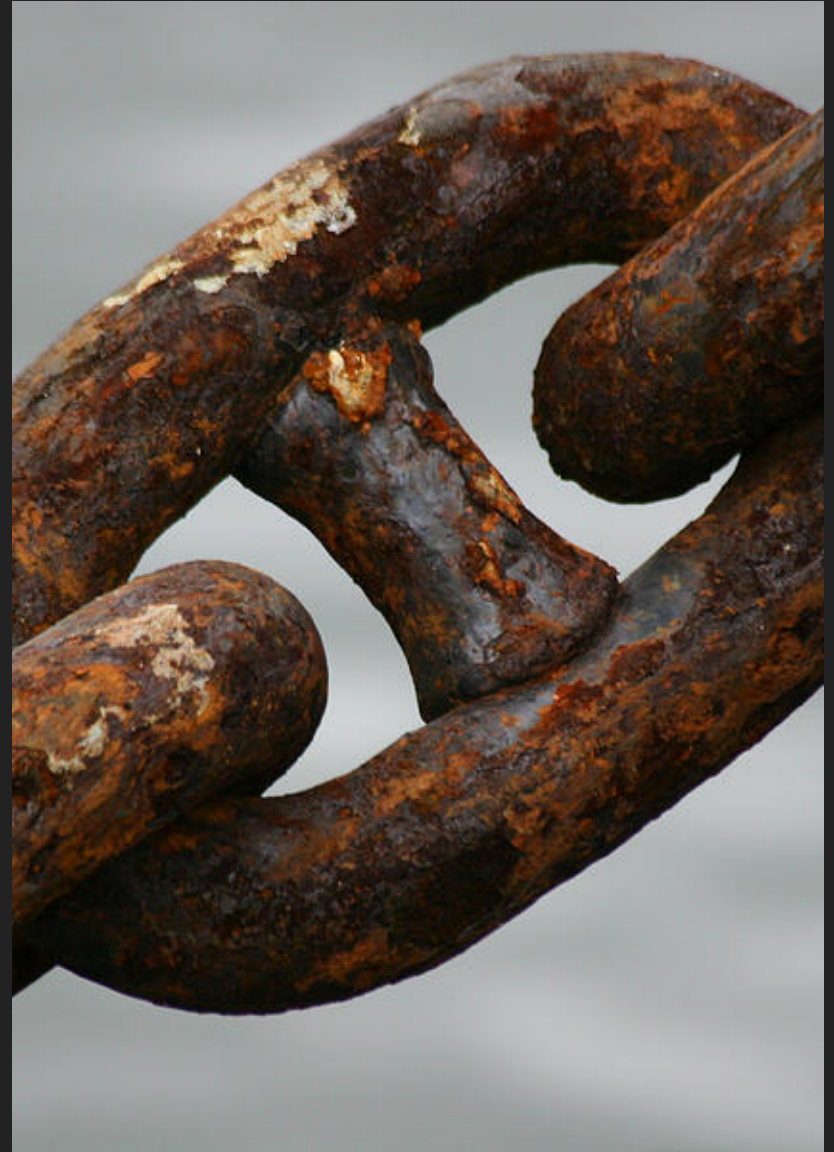
**CONTEXT IS ALL**

...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

## THINKING ABOUT CONSTRAINTS

- ▶ Containers & connections/coupling
- ▶ Robust, efficient, governing
  - ▶ Fixed
  - ▶ Elastic
  - ▶ Loose (tether)
- ▶ Resilience, effective, enabling
  - ▶ Permeable/conditional
  - ▶ Mutating (eg. case law)
  - ▶ Dark/emergent



## CYNEFIN A SENSE-MAKING FRAMEWORK ...

...not a  
categorisation  
model

It's not just about  
the domains ....







**IF THE EVIDENCE SUPPORTS  
CONFLICTING HYPOTHESES AND  
CONTRADICTION CAN NOT BE  
RESOLVED WITHIN THE AVAILABLE  
TIME THEN ...**

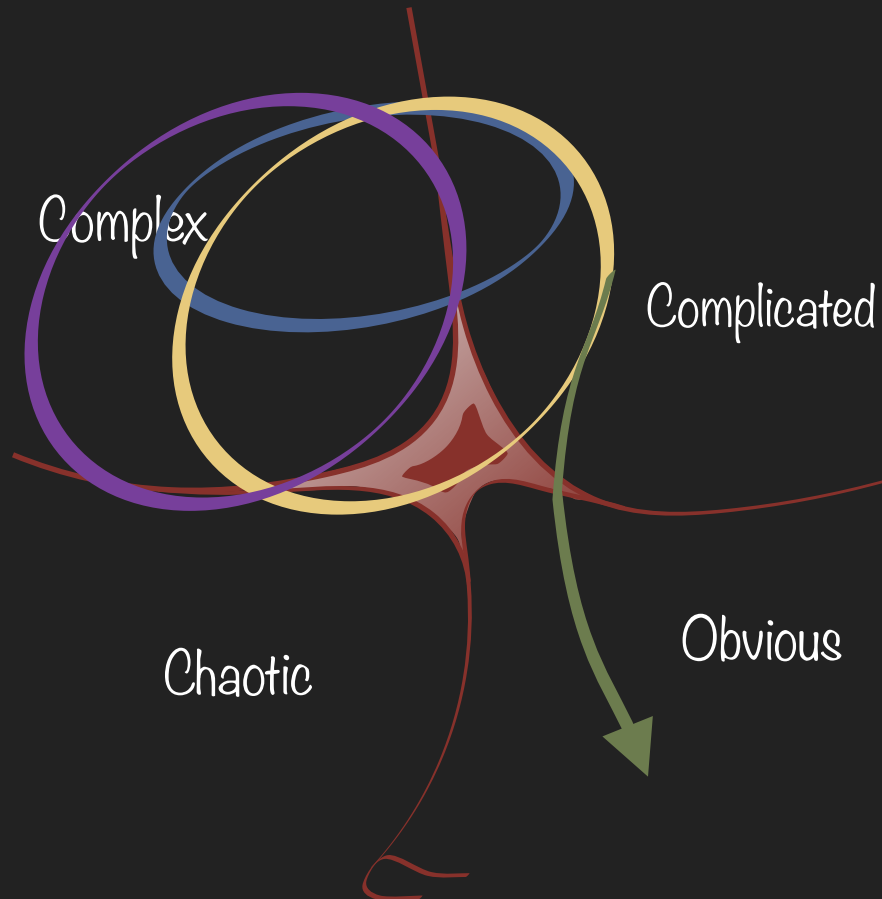
---

**...IT'S COMPLEX**

## CYNEFIN A SENSE-MAKING FRAMEWORK

... it's also about  
the dynamics

There is no one  
size which fits all





THE ONLY INEVITABILITY

---

# UNINTENDED CONSEQUENCES



24 radiologists were asked to perform a familiar lung nodule detection task.

A picture of a gorilla, 48 times larger than the average nodule, was inserted in the last case.

83% of radiologists did not see the gorilla.

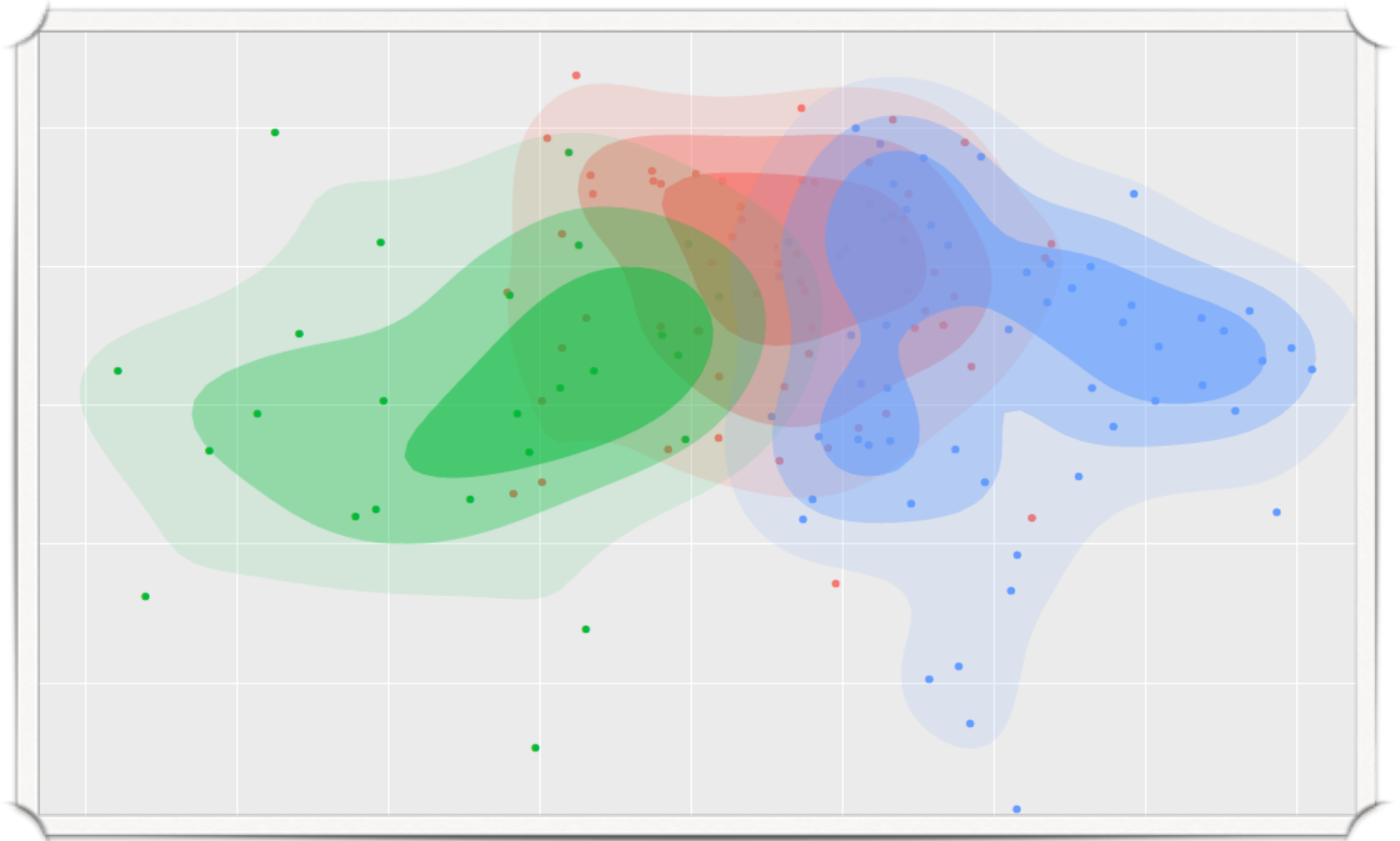
Eye-tracking showed that the majority of the those who missed the gorilla looked directly at it

Drew, Vo & Wolfe

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



## DIVERSITY OF PERSPECTIVE, WORKING WITH CHAOS





DIRECTION & SPEED OF  
TRAVEL AGAINST  
INTENSITY OF EFFORT

---

# VECTOR MEASURES