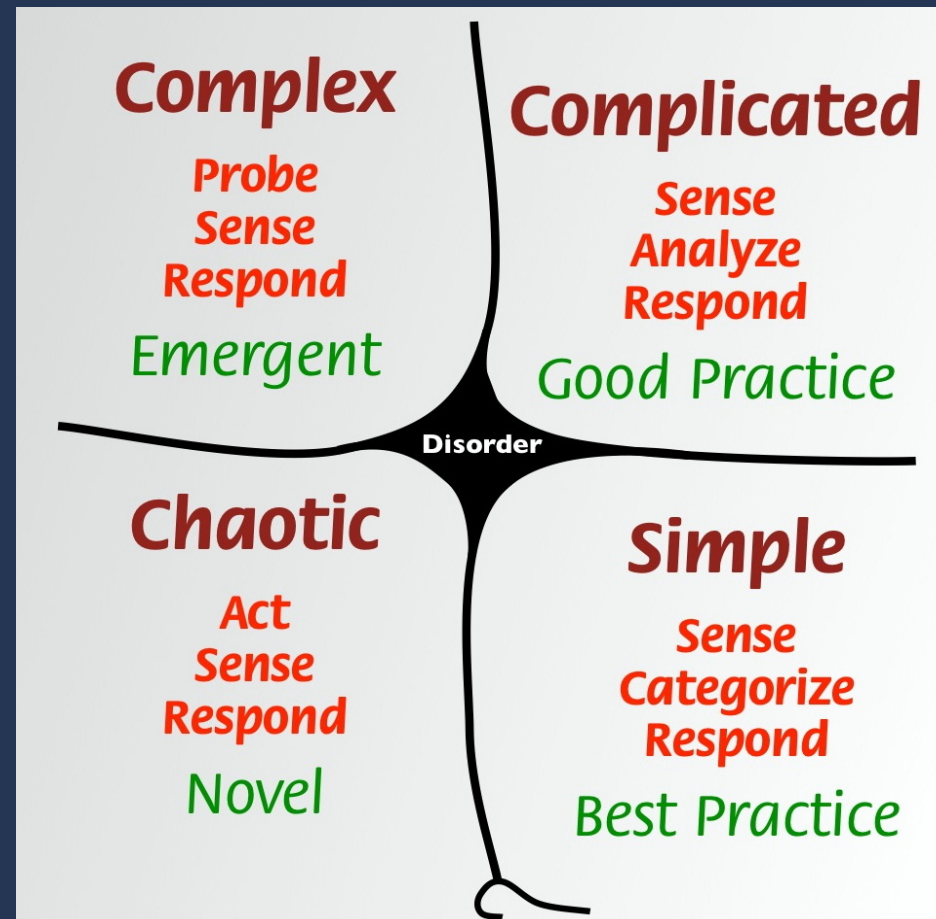


# Complex Systems

# Complex versus complicated



By Dave Snowden - File:Cynefin framework Feb 2011.jpeg,  
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# Organizations as complex systems

- The “steady state” is a superposition of ongoing wavefronts of change.
- No “grand narrative”, no privileged vantage point.
- Only locally contextualized views
- Many local optimizations
- Global optimization not possible

**One person cannot  
know the complete  
ramifications of a  
decision.**

# **Law of Unintended Consequences**

**Nothing you do has just one  
effect.**

# Second-order effects

# Local viewpoints

# Local optimization

- Global de-optimization



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