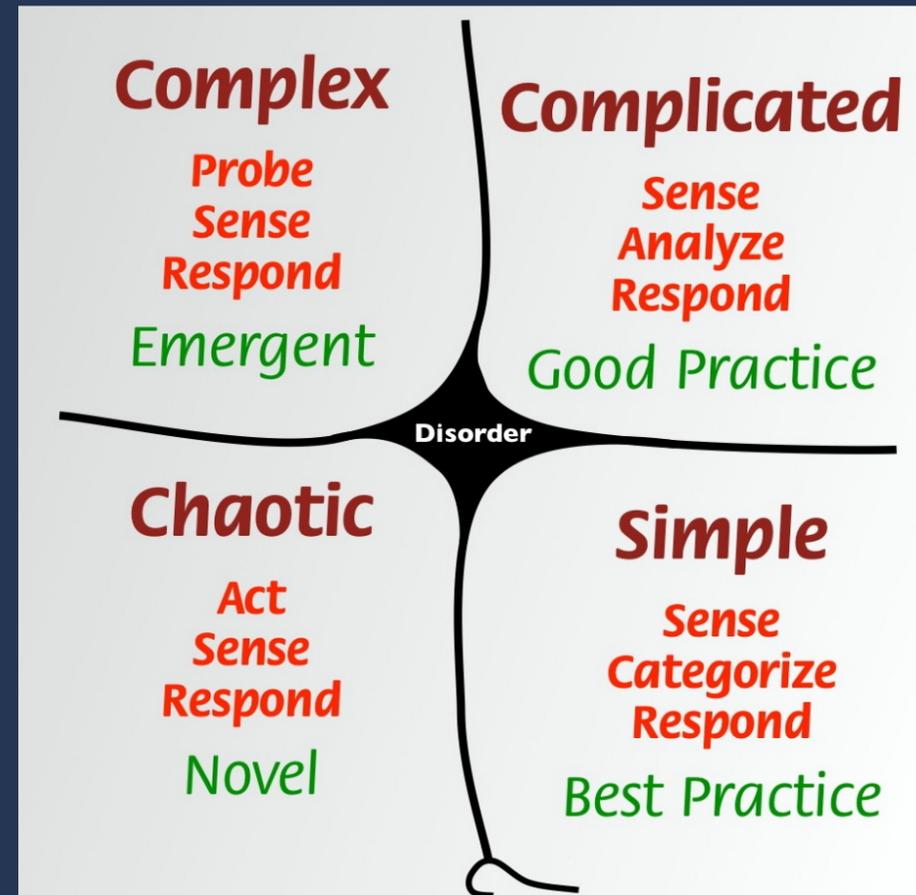


Complex Systems

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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