


Dave Snowden Presentation – KMWorld & Intranets 2005



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
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Cognitive Edge

making sense of complexity

From knowledge
management to sense
making, from
efficiency to
effectiveness

Traditional scientific method has always been at the very best 20-20 hindsight. It's good for seeing where you've been. It's good for testing the truth of what you think you know, but it can't tell you where you ought to go.

Robert M. Pirsig.
Zen and the Art of Motorcycle Maintenance (1974)

The landscape of management

Complex Output	Computational Complexity <i>The organisation as a simulation</i>	Cynefin Sense making <i>The organisation as & in an ecology</i>
Simple Output	Process Engineering <i>The organisation as a machine</i>	Systems Dynamics <i>The organisation as organism</i>
	Simple Input	Complex Input

Sense making

	Techno-fabulists	Missing Link	Art Luddites
The way things are	Ordered systems	Complex systems	Chaotic systems
The way we perceive	Information processing	Pattern processing	The role of ideology
The way we know	Explicit knowledge	Narrative patterns	Experiential knowing

Three key insights

- Identities form around attractors within barriers
- Humans evolved as pattern processing, not information processing intelligences
- We always know more than we can say, we will always say more than we can write down.

Narrative (not story telling)

The most significant innovation in KM that we will see in the next five years allowing knowledge to be stored as a staging post between experiential and explicit knowledge forms.

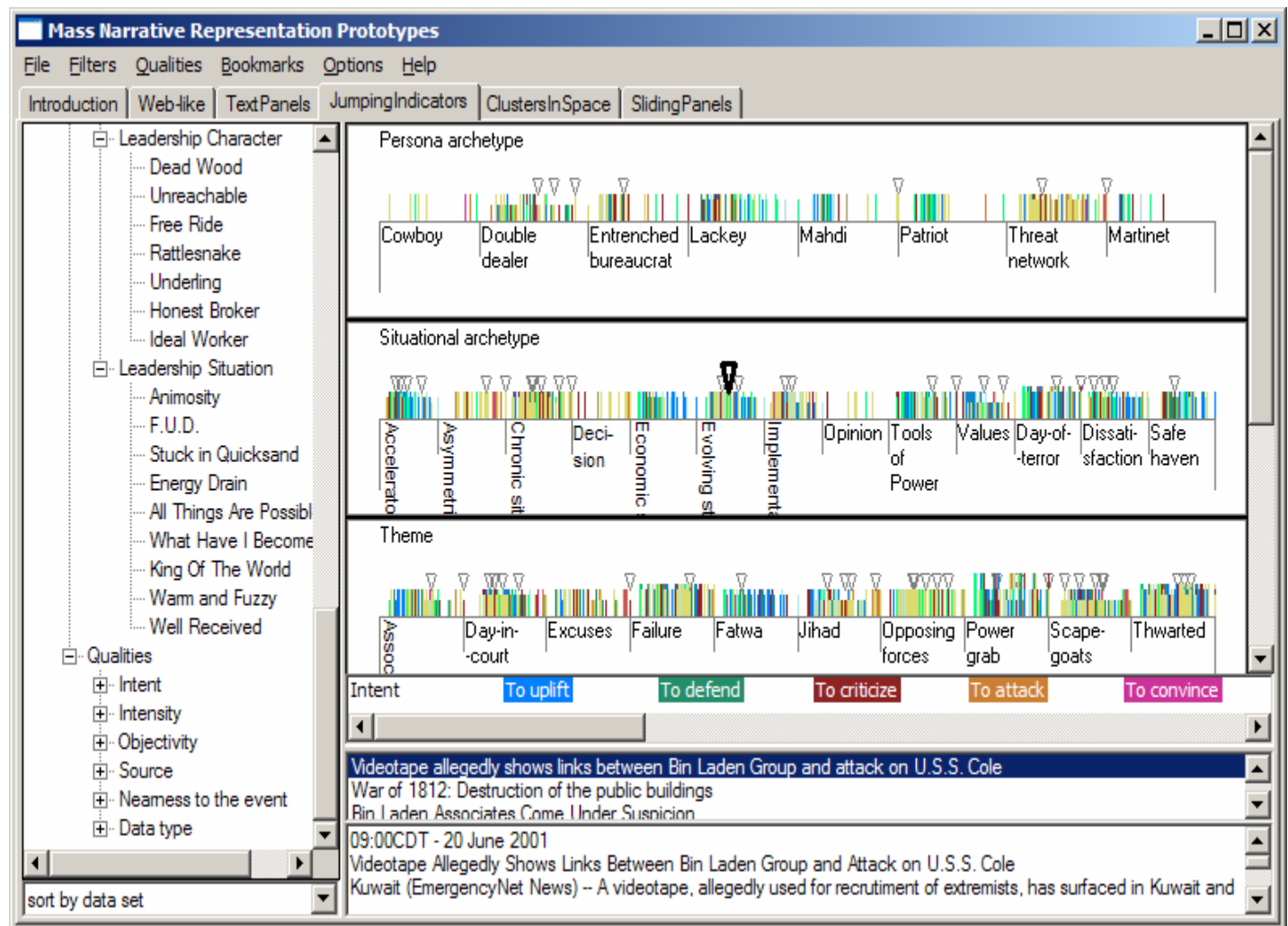
The key aspects of narrative are resonance, ambiguity & displacement

Narrative techniques allow the symbiosis of human and machine intelligence and will increasingly replace qualitative techniques in market research, employee satisfaction surveys, impact measures

Narrative allows serendipitous search that can complement taxonomic search and allow JIT KM.

Mass Narrative: jumping indicators

The user can look at data indexed to any of the filters or qualities as little "blips" along a "graph line". This prototype is best for serendipitously moving through the data without forethought.



Networks

Informal networks are more important for knowledge creation & distribution than formal systems.

Trust tagging and self assembly are better methods of team or community creation than formal allocation and role based approaches

Informal networks are capable for solving intractable problems that defy consultancy led and direct approaches

The wisdom and the tyranny of crowds

Nodal networks are more powerful than distributed networks, hierarchies or anarchies

The Cynefin Centre

- Establish sense making in academic and practitioner environments
- Open Source consultancy
 - Philosophy of abundance not scarcity
 - Training Washington December 12-14
- Next generation DSS Software and tools
- Key KM Program
 - Knowledge transitions
 - Australia, UK, Hong Kong, US
 - Commencing Q1 2006

Nasrudin found a weary falcon sitting one day on his window-sill. He had never seen a bird like this before.

'You poor thing', he said, 'how ever were you to allowed to get into this state?'

He clipped the falcon's talons and cut its beak straight, and trimmed its feathers.

'Now you look more like a bird,' said Nasrudin.