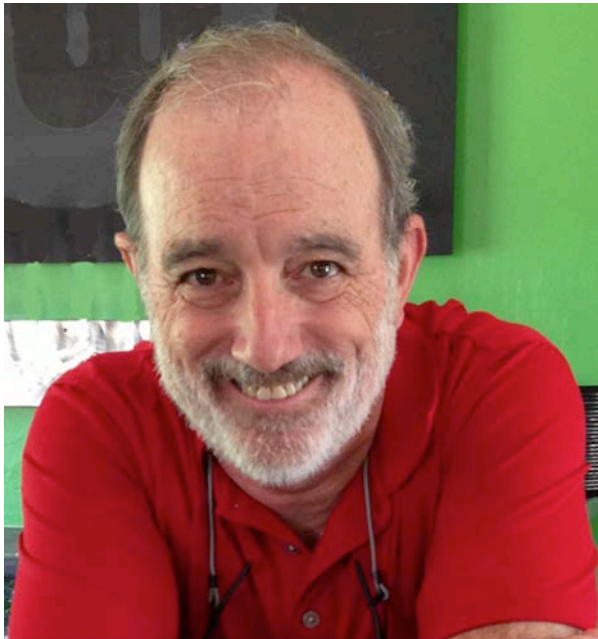


# All Problems are not Created Equal



## Don Gray

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We cannot solve our problems with the same thinking we used when we created them.

Albert Einstein

# Our Time Together

## Agenda:

- Problem solving activities
- Cynefin - A sense of place / habitat
- Discussion Wrap up

# Problem #1

## Challenge:

- Sort the bricks into colors, as quickly as possible.
- Create one heap for all special pieces.
- Decide in your team which pieces you want to treat as special.

# Review #1

## Questions:

- How much time did you need for planning?
- How was the communication? How many leaders/followers were in your team?

## Problem #2

### Challenge:

Build a structure, as quickly as possible, according to the following rules:

- At least 20 bricks high
- Regular color pattern
- Every new block that you add to the structure can't be bigger than the one below it

## Review #2

### Questions:

- What felt different compared to the previous problem?
- How much time did you need for planning?
- How was the communication? How many leaders/followers were in your team?

# Problem #3

## Challenge:

Decide in 30 seconds to build either an animal or a vehicle. After that you work according to the following rules:

- As in exercise 2, you need to create a regular color pattern.
- Each color of bricks must only be touched by one person in your team.
- You are not allowed to talk.
- Every minute, you need to switch tables, taking your unfinished work with you (but not the material).



# Review #3

## Questions:

- What felt different compared to the previous problems?
- How was the communication? How many leaders/followers were in your team?
- What kind of feedback did you have to guide you towards a solution?
- Would it have made a difference if you had had five minutes to talk and plan before you started building?

# Problem #4

## Challenge:

Your task is similar to the last one, but now you need to create a building or a plant. At random times, I will touch a team member's shoulder and indicate another table. That person then immediately joins a different team.

- Each color of bricks must only be touched by one person in your team.
- You are not allowed to talk.
- Every minute, you need to switch tables, taking your unfinished work with you (but not the material).

# Review #4

## Questions:

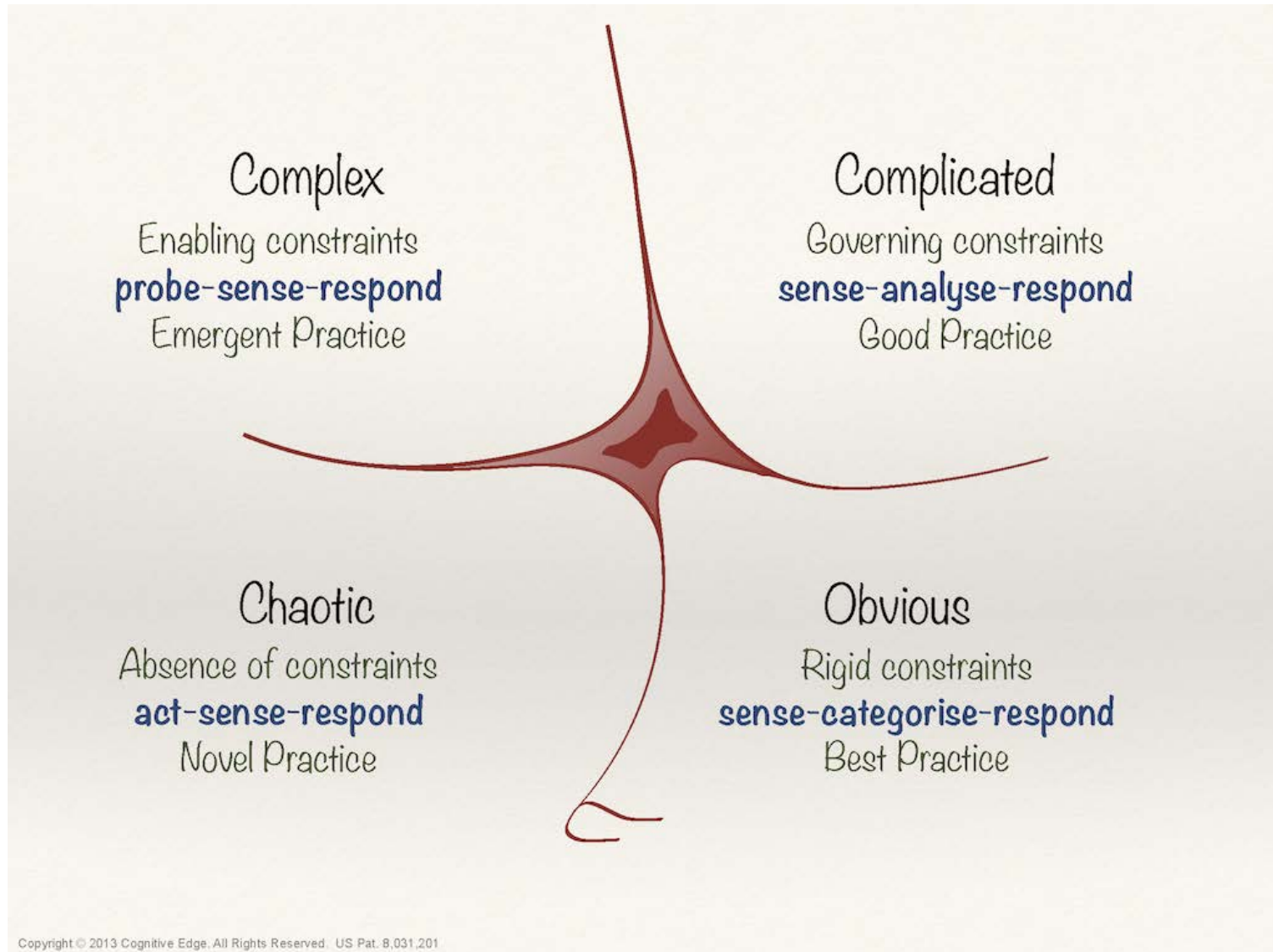
- What felt different compared to the previous problems?
- How was the communication? How many leaders/followers were in your team?
- How did it feel to lose a team member? How to join another team?
- Why does this small change make such a big difference?

# Our Time Together

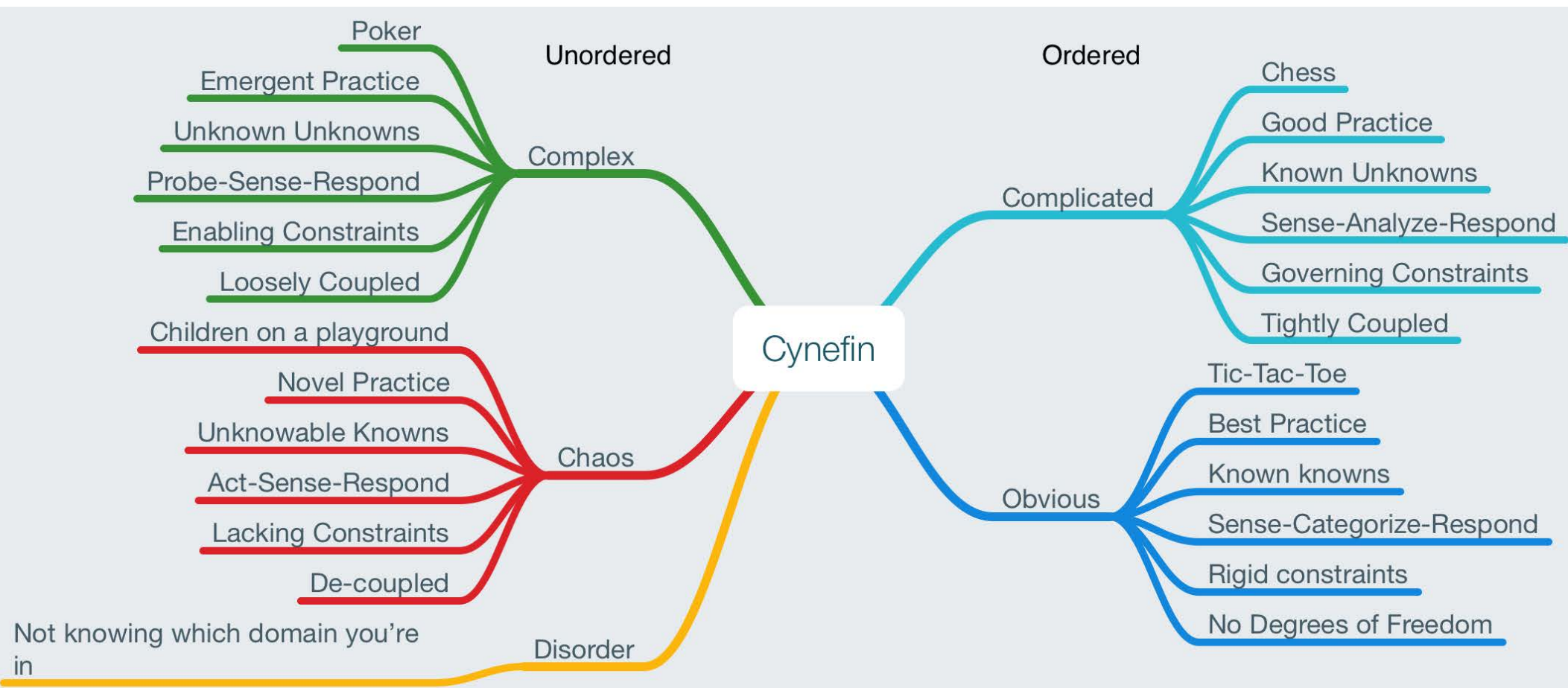
## Agenda:

- Problem solving activities
- **Cynefin - A sense of place**
- Discussion Wrap up

# The Cynefin Domains



# Don's Notes



# Complex Action Form

<b>Name</b> <small>something memorable</small>	<b>Expected signs of success</b>  How will we know this experiment delivers the results we expected?	<b>Amplification actions</b>  Woo-hoo! It seems to be working. How do we propagate this through our organization?
<b>Action description</b>	<b>Possible signs of failure</b>  How will we know this experiment doesn't deliver benefits we hoped for, and indeed may be damaging	<b>Dampening actions</b>  Since change involves doing something different, often stopping doing something different will work. But be aware you may need to take other actions.
<b>Why is it coherent?</b>  Coherent here means "makes sense". Use quantitative data if possible, qualitative if you have it. If you don't have either, are you really ready for an experiment?	<b>Oblique?</b> Does the experiment attack the problem head on, or affect something that influences the problem? <small>leave blank if not</small>	<b>Naive?</b> Would someone from another field say, "Yes this makes sense?" <small>leave blank if not</small>

# HBR table updated

	<i>NATURE</i>	<i>RESPONSE</i>	<i>PREPARE</i>
<i>CHAOS</i>	<b>Unknowable unknowns</b> Temporary state - no time No evidence of any constraint High turbulence no patterns Old certainties no longer apply	<b>Act-Sense-Respond</b> Speed of authoritative response vital Follow and enforce heuristics Focus on constraints not solution Use the opportunity to innovate	<b>Establish heuristics &amp; Parables</b> Human sensor networks Crews as crisis management teams Simulation games for key managers Multi-perspective dissent feedback
<i>COMPLEX</i>	<b>Unknown unknowns</b> Messily coherent, patterns discernible Partial changing constraints Flux within stabilities Evidence supports contradiction	<b>Probe-Sense-Respond</b> Monitor safe-to fail experiments All contradiction within heuristics Flex constraints to enable emergence Agility key to amplify/dampen	<b>Create time and space for reflection</b> Human sensor networks operational SNS & the like to create networks Scenario planning (inc. micro) Build and monitor 'requisite diversity'
<i>COMPLICATED</i>	<b>Known unknowns</b> Ordered, predictable, forecastable Constraints evident and enforceable Stable within constraints Evidence susceptible of analysis	<b>Sense-Analyse-Respond</b> Determine experts or process Manage & enforce process Monitor effectiveness of constraints Focus on exploitation not exploration	<b>Right people &amp; process, right time</b> Process engineering with feedback Diversity of experts in network Sound Analytical practice Stand aside but stay in touch
<i>OBVIOUS</i>	<b>Known knows</b> Familiar, certain, well worn pathways Constraints self-evident to all Stable within universal constraints Self evident solutions	<b>Sense-Categorise-Respond</b> Ensure sound process in place Monitor for noncompliance Test for complacency Protect some pet mavericks	<b>Watch for outliers</b> Usable process Right support people for key staff Automate, but no automata Anonymous appeal/whistle blowers



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8 Jul 2015



# Our Time Together

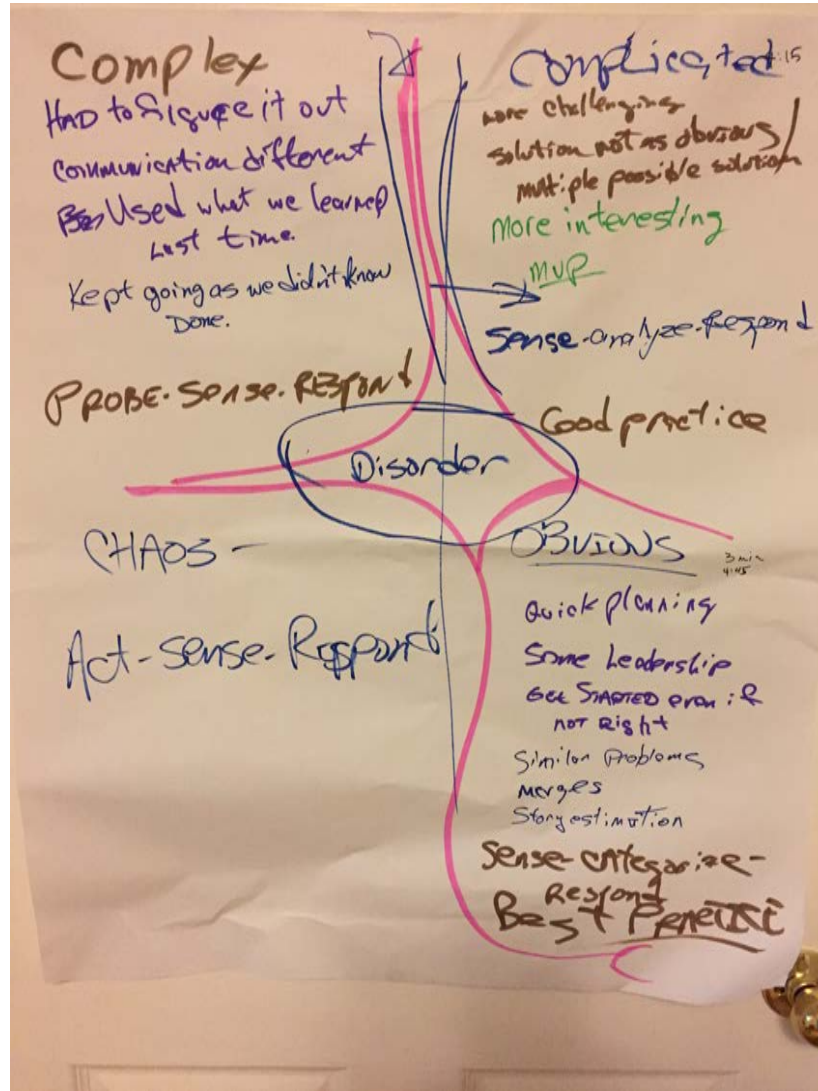
## Agenda:

- Problem solving activities
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- **Discussion Wrap up**

# Resources

- The Cynefin Lego Game developed by Agile-42 can be found here: <http://www.agile42.com/en/blog/2011/12/25/cynefin-lego-game/>
- Cynefin framework: <http://en.wikipedia.org/wiki/Cynefin>
- [infoq.com](http://infoq.com) has several articles about Cynefin and the Cynefin Mini-Book
- Dave Snowden blogs at <http://cognitive-edge.com/blog/> His description of Cynefin <http://cognitive-edge.com/videos/cynefin-framework-introduction/>
- Cynefin for Devs - Liz Keogh <https://lizkeogh.com/2012/03/11/cynefin-for-devs/>

# Agile Knoxville, June 2017





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My experience across a variety of industries, from small startups to Fortune 50 organizations, provides a solid platform for assisting clients through their transition to Agile development practices.

I incorporate my study of communication, personality types, team styles, systems thinking, and human systems dynamics into my work and writing. You can find a number of my articles published at *Better Software* magazine and StickyMinds.com.

I'm frequently speak at local and regional conferences as well as Agile Development Practices and the Agile 201x conferences..

### What Others Say

Learn more about me through the words of my clients.  
<http://www.donaldegray.com/endorsements/>

### What's Next

Call me to discuss how I can assist your Agile transition. 336.414.4645 / don@donaldegray.com

Attend upcoming workshops (with Esther Derby)  
[Coaching Beyond the Team](#) Sept 12-14 Toronto, ON  
[Problem Solving Leadership](#) Nov 4-10 Albuquerque, NM

## Executive & Team Mentoring

As an Agile mentor, I work with executives and managers to:

- Quickly deliver user value
- Improve project management
- Align stakeholder expectations
- Increase productivity

## On Site Workshops

### Agile Leadership for Managers

How can managers provide effective leadership, given the different dynamic and needs of self-organizing Agile teams? This workshop provides a clear understanding of the management role, and how its functions are different in both objective and context. You will learn how to assess, define, and resolve problems to lead and support your teams using an Agile perspective.

### Agile Fundamentals

This workshop provides the essential foundations and fundamentals for all teams engaging in Agile development. Team members, Scrum Masters and Product Owners come away with a shared language and understanding of perspective and context, the why and how of Agile processes and roles, and how to communicate and function effectively together.

### Emergent Leadership within Self-Organizing Teams

Team members learn how to optimize their teams from within by fostering emergent, dynamic leadership. Participants gain a functional understanding of how to apply an Agile mindset to improve the way they self-organize and work together, to achieve their collective internal and external objectives.

### Working in Agile Teams for Scrum Masters

Learn how to use proven techniques and tools to optimize your effectiveness as a Scrum Master. You will gain an understanding of personality preferences, communication styles, congruence, and team formation dynamics, and learn how to apply interpersonal skills in your role and in your interactions with other team members and stakeholders.