

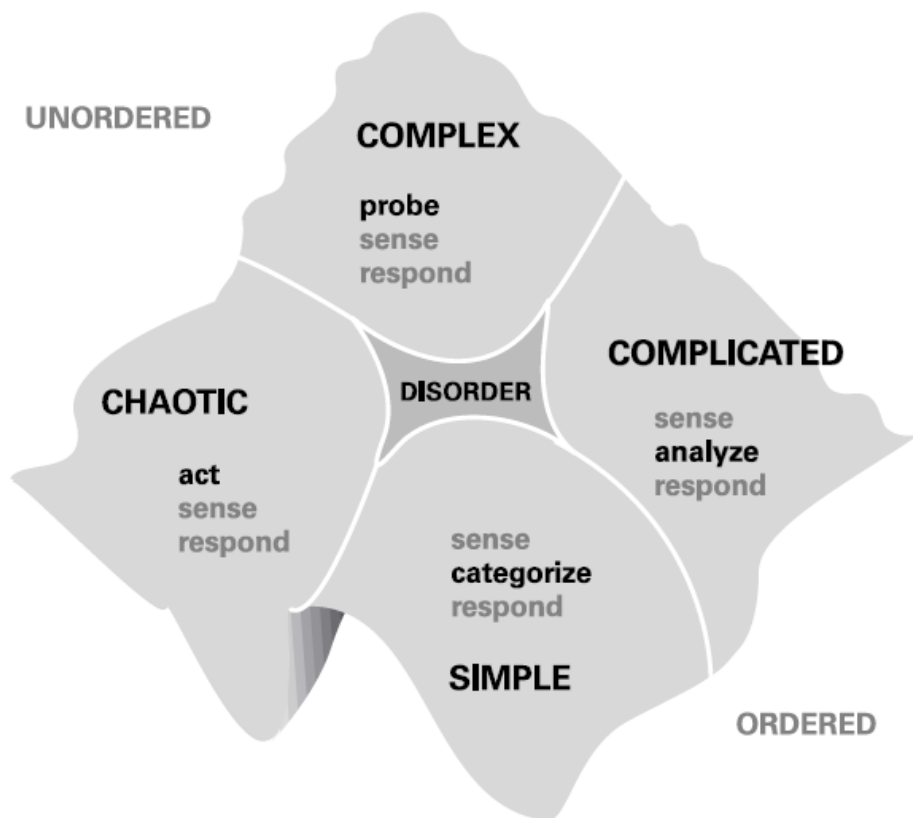


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Business not as usual.

The Cynefin Framework

The Cynefin framework helps leaders determine the prevailing operative context so that they can make appropriate choices. Each domain requires different actions. *Simple* and *complicated* contexts assume an ordered universe, where cause-and-effect relationships are perceptible, and right answers can be determined based on the facts. *Complex* and *chaotic* contexts are unordered—there is no immediately apparent relationship between cause and effect, and the way forward is determined based on emerging patterns.

The ordered world is the world of fact-based management; the unordered world represents pattern based management. The very nature of the fifth context—disorder—makes it particularly difficult to recognize when one is in it. Here, multiple perspectives jostle for prominence, factional leaders argue with one another and cacophony rules. The way out of this realm is to break down the situation into constituent parts and assign each to one of the other four realms. Leaders can then make decisions and intervene in contextually appropriate ways.



Based on a graphic by Debera Johnson

Referenced from The Harvard Business Review- A Leader's Framework for Decision Making

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