

Making Sense ... Gaining Cognitive Edge

Bellville, Cape Town, South Africa – 8-9 March 2011

This course is being conducted in partnership with:



About Cognitive Edge Accreditation

If you want to discover *practical and pragmatic* ways to manage under conditions of uncertainty, understand the power of business narrative and discover new ways to use human networks, then this course will provide you with the introductory theory and associated open source Cognitive Edge methods.

Complexity science provides a new scalable approach to understanding strategy for organisations. Switching from a *fail-safe* design mindset to one based on *safe-fail* experimentation creates a more resilient technique to managing uncertainty.

Participants will gain understanding of the application of *naturalising sense-making* to strategic, organisational and market issues.

Content (all supported by open source methods)

Day One: Strategy and Complexity

<ul style="list-style-type: none">Distinguishing between three <i>different types of systems</i>: ordered, complex and chaotic.	<i>Methods taught include:</i>
<ul style="list-style-type: none">The <i>Cynefin Framework</i>, its use and creation. How to run a strategy workshop & handle conflict resolution.	And the Butterfly Stamped
<ul style="list-style-type: none"><i>Distributed cognition</i>, utilising the capacity of workshop or large meeting groups to provide collective wisdom.	Cynefin Contextualisation: Four tables
<ul style="list-style-type: none">Using complexity science to understand different approaches to <i>innovation</i>, crisis management, and managing bureaucracies.	The Future, Backwards
<ul style="list-style-type: none"><i>Weak signal detection</i> & alert mechanisms for opportunity identification and threat management.	Cynefin Dynamics

Day Two: Narrative and Project Design

<ul style="list-style-type: none">The historical <i>context of narrative work</i> in organisations, key terms and supporting theory.	<i>Methods taught include:</i>
<ul style="list-style-type: none"><i>Everything is fragmented</i>. The pattern basis of human intelligence and the role of narrative in decision making and culture.	Techniques for narrative collection, such as Anecdote Circles
<ul style="list-style-type: none">Creating <i>archetypes</i> from socially cohesive groups and the use of same for sharing learning and understanding culture.	Social construction of emergent properties (such as archetypes)
<ul style="list-style-type: none">Revealing <i>value & belief systems</i> in stories. Changing attitudes and overcoming prejudice through contrasting archetypes.	Safe-fail Probes
<ul style="list-style-type: none"><i>Managing a project</i>, understanding bounded applicability and applying the methods taught with existing tools and techniques. Dealing with obstacles, and understanding past lessons learned.	Ritual Dissent

What others have said

Like the ocean, it's always the same, always different, and absolutely superabundant. Well worth the time and money. Remember to backup your brain before you go.

Patrick Lambe
Founding Partner
Straits Knowledge

Cognitive Edge tools and processes are outside the box of standard management techniques, and are providing invaluable perspectives on the complex task of major organisational change. The oblique and obscure issues which can easily be missed are made visible, significantly increasing the effectiveness of improvement and innovation initiatives.

Ian Smith
Manager – Administrative Change
La Trobe University, Australia

If your challenge as a professional is to get people to change behaviors and or act wisely on challenges in a fast changing and turbulent business environment – then this course is spot on.

Female participant
Singapore, Singapore
October 2008

The workshop is seriously exciting. A huge amount of fascinating insights into human minds, processes, information, sense-making.

Female participant
London, United Kingdom
April 2008

CE does a nice job of organising many of the newer thoughts around cognition and complexity in a manner that makes it accessible and usable. You'll be impressed by the breadth of the community you'll be joining as well as the depth of the capability of the SenseMaker® software tool.

Male participant
Vancouver, Canada
November 2008

Outcomes

Previous delegates have successfully applied the methods and tools in the following applications:

- Strategies and sustainable innovation processes based on complexity theory
- Leadership development & identification programs
- Understanding customer and employee attitudes and values
- Cultural change and organisational design
- Effective use of social computing & informal networks
- How to engage employees, customers, decision makers in projects in an effective way

Who Should Attend

Participants come from a broad range of backgrounds – independent consultants, academics, operational and back office roles in large organisations. Some come with a general interest in the subject, others are looking for methods they can use in the here and now to make a difference within their organisation or for clients. Delegates from all industry sectors, NGOs and government (local and national) have benefited from attendance on the program.

About Cognitive Edge

Cognitive Edge is focused on better preparing individuals and organisations facing intractable problems or major opportunities in highly uncertain, rapidly changing and complex situations.

Cognitive Edge delivers value to its customers and its Network through three focus areas:

- The creation of an open source approach to the development of consultancy methods grounded in complexity theory
- The development of research and intervention methods based on participation and discovery rather than traditional methods
- The development of the SenseMaker® suite of software, a scalable tool for narrative, complexity and networks

Where traditional approaches have failed to deliver success, Cognitive Edge techniques enable the emergence of novel and insightful solutions identified from multiple perspectives.

Accreditation

Participation in the two-day course allows delegates to join the Cognitive Edge Network. The Cognitive Edge Network is a widely dispersed, cohesive Network of experienced professionals in private and public sector organisations from diverse disciplines with deep-rooted experience in both business and science. It includes academics and practitioners, in-house and commercial consultants. Membership of the Network is only attained through participation in an Accreditation programme.

Tutors

Steve Bealing is the Chief Executive Officer of Cognitive Edge. He has led a range of projects across multiple geographies and industry sectors, using different methods and the SenseMaker software. He has been an accredited Cognitive Edge consultant since 2003, when he led the IBM Cynefin Centre in Asia Pacific.

Sonja Blignaut is an experienced consultant who spent several years consulting for PWC Consulting and IBM BCS. She specialises in the use of Complexity and narrative based techniques to assist organisations to gain insight into intractable problems. She holds a BSc Meteorology degree.

Aiden Coles specialises in the use of Business Narrative as a diagnostic and intervention tool. He holds a Bachelors degree in psychology and a Masters degree in Narrative.

Sonja and Aiden make up the core team of The Narrative Lab (www.narrativelab.co.za).

Fees

Two day programme	R5500 (+14% VAT)
Two day programme and SenseMaker® workshop	R8250 (+14% VAT)

This covers tuition, local facilities and lunch on each day. Online payment in SA Rand is available on request.

Booking

Registration is done via our SSL secure online form which is accessed at www.cognitive-edge.com.

Payments may be made by Credit Card (Visa or MasterCard). If your organisation requires an invoice prior to payment, this may be requested in the online form.

Cancellation

Substitutions are allowed at any time, otherwise refunds are given as follows:
More than three weeks prior.....80%
One to three weeks prior50%
Less than a week.....none