

Making Sense ... Gaining Cognitive Edge

Washington DC, USA – 7-8 April 2010

Venue – To be advised

(training in the USA delivered by Vista Partners)

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 organizations. 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 *naturalizing sense-making* to strategic, organizational and market issues.

The course is held in conjunction with Cognitive Edge's one-day *Successfully Designing and Delivering a SenseMaker™ Project* workshop.

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.• The <i>Cynefin Framework</i>, its use and creation. How to run a half day strategy workshop & handle conflict resolution.• <i>Distributed cognition</i>, utilizing the capacity of networks (both natural and generated) to provide collective wisdom.• Using complexity science to understand different approaches to <i>innovation</i>, utilizing disruptive processes.• <i>Weak signal detection</i> & alert mechanisms for opportunity identification and threat management.	<p><i>Methods taught include:</i></p> <ul style="list-style-type: none">• And the Butterfly Stamped• Model Creation by Social Construction• The Future, Backwards• Social Network Stimulation• Ritual Dissent
Day Two: Narrative and Project Design	
<ul style="list-style-type: none">• The historical <i>context of narrative work</i> in organizations, key terms and supporting theory. Dangers and basic ethics.• <i>Everything is fragmented</i>. The pattern basis of human intelligence & the role of narrative in decision making & culture.• Creating <i>archetypes</i> from socially cohesive groups & the use of same for sharing learning and understanding culture.• Revealing <i>value & belief systems</i> in stories. Changing attitudes & overcoming prejudice through contrasting archetypes.• <i>Managing a project</i>, understanding risk and avoiding failure. Dealing with obstacles, making progress.	<p><i>Methods taught include:</i></p> <ul style="list-style-type: none">• Techniques for narrative collection, such as Anecdote Circles• Social construction of emergent properties (such as archetypes)• Intervention Design

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 organizational 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 organizing 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 organizational 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 organizations. 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 organization 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 organizations 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 organizations 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 program.

Tutors

Michael Cheveldave is Director, business Development for Cognitive Edge and has led a range of projects across different geographies and industry sectors, using CE methods and SenseMaker™ software. He has been an Accredited Cognitive Edge Practitioner since 2004, and is one of Cognitive Edge's lead tutors.

Craig Horangic is an independent Organizational Development consultant based in Sacramento, California and owner of Vista Partners. Accredited since 2006, Craig has built his practice on a foundation of Cognitive Edge sense-making principles and the application of SenseMaker™ software, while leading and supporting Cognitive Edge interventions and research initiatives in a variety of governmental and non-profit settings.

Fees

Two day programUSD 1095

Two day program plus participation in one-day SenseMaker™ workshop ..USD 1425

This covers tuition, local facilities and lunch on each day.

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 organization 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 prior80%

One to three weeks prior50%

Less than a weeknone