

# Making Sense ... Gaining Cognitive Edge

London, UK – 1-2 June, 2010

## 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.

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

## 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.

**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.

## Fees

Two day programme .....£875

Two day programme plus participation in one-day SenseMaker® workshop .....£1095

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

## Booking

Registration is done via our SSL secure online form which is accessed at [www.cognitive-edge.com](http://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 prior .....50%

Less than a week .....none