**Cynefin: Getting Started – Cheat Sheet**

<table>
<thead>
<tr>
<th>Complex</th>
<th>Complicated</th>
</tr>
</thead>
<tbody>
<tr>
<td>probe-sense-respond</td>
<td>sense-analyze-respond</td>
</tr>
<tr>
<td>Emergent Practice</td>
<td>Good Practice</td>
</tr>
<tr>
<td>Enabling constraints</td>
<td>Governing constraints</td>
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</tbody>
</table>

**Chaotic**

- act-sense-respond
- Novel Practice
- no effective constraints

**Obvious**

- sense-categorize-respond
- Best Practice
- Fixed constraints

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### Ask:

1. What can I change?  
2. Of what I can change, what can I monitor?  
3. Of what I can monitor, how can I rapidly dampen failure or promote success?

### Use:

- Granularity  
- Distributed cognition  
- Disintermediation

### Beware:

- Premature convergence  
- Retroactive coherence  
- Pattern entrainment

### Pay attention:

1. SEE the data  
2. ATTEND (pay attention) to the data  
3. ACT on the data

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### Resources:

- HBR article “A Leader’s Framework for Decision Making” (from [HBR](https://hbr.org) or [ResearchGate](https://researchgate.net)).
- Cognitive Edge website: In particular “Resources”, “Dispatches”, and “Blog”
- Contact Andrew Webster (Cynefin Practitioner, Facilitator, & Trainer) [andrew@wisdomat.work](mailto:andrew@wisdomat.work)