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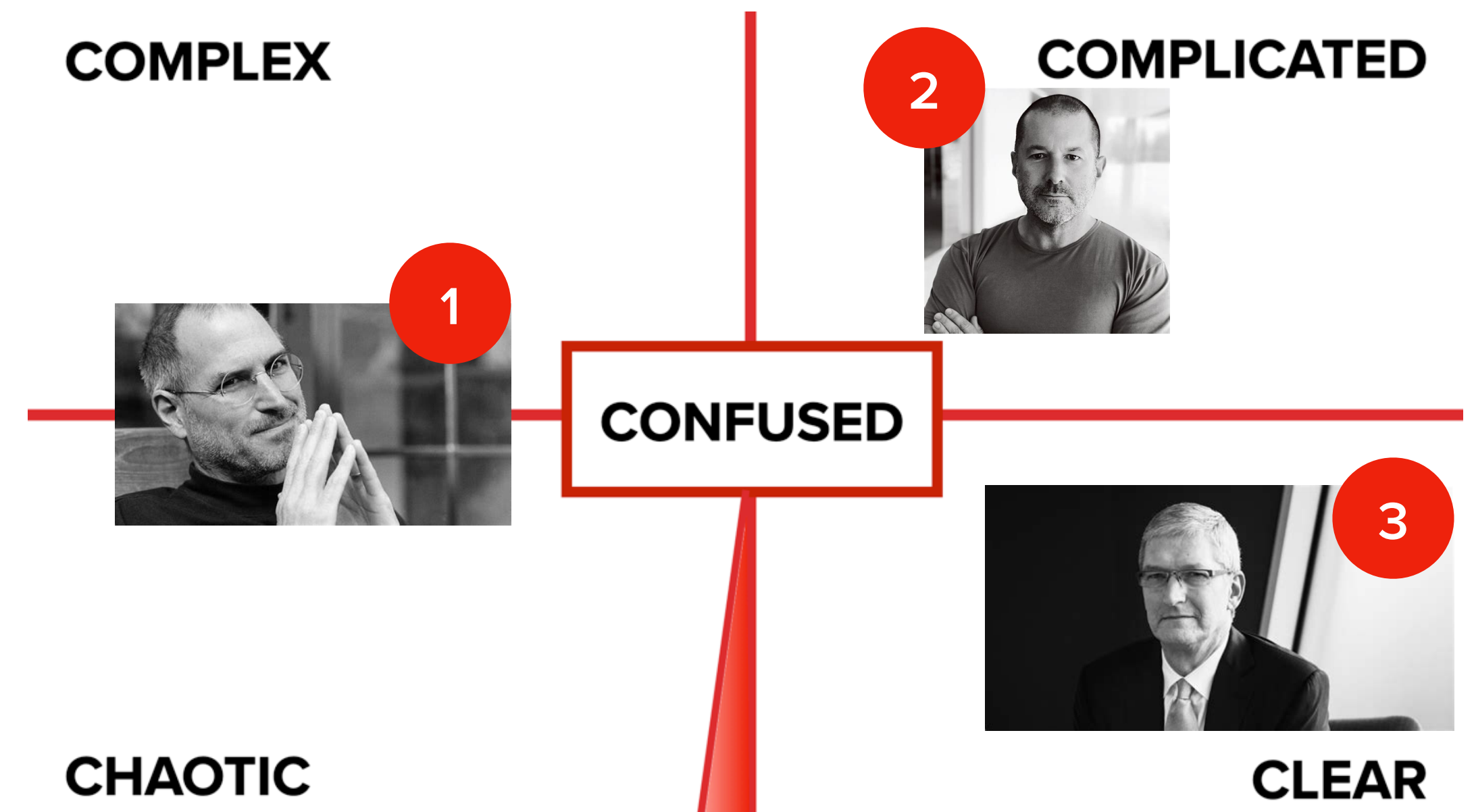
# THRIVING AFTER CHAOS

In 1997 Apple had less than 90 days cash on hand. They formed a team to address:

- the immediate problems to get out of **Chaos**
- the **Complex** problems of setting a new direction and discovering new market needs
- the **Complicated** problems of making physical products to meet new market needs
- the **Clear** problems of scaling products profitably.

In 2018 Apple was valued at \$1 trillion.

This exercise allows you to replicate the analysis and creativity of the world's top problem-solving leaders.



1. **Steve Jobs** the arch explorer who set the direction
2. **Jonny Ives** the design expert who turned vision into products
3. **Tim Cook** the builder of Apple's continued success post-Jobs

# COMPLEX SITUATIONS

Cause-and-effect clear only in hindsight.

**“Unknown-knowns”**

Right answers emerge as you act.

**EXPLORE — ANALYSE — RESPOND**

# COMPLICATED SITUATIONS

Cause-and-effect relationships clear to experts.

**“Known-unknowns”**

Multiple right answers exist — requires analysis.

**SENSE — ANALYSE — RESPOND**

**CONFUSED**

No cause-and-effect relationships.

**“Unknown-unknowns”**

Do whatever it takes to get out of danger asap.

**ACT — SENSE — RESPOND**

# CHAOTIC SITUATIONS

Cause-and-effect relationships clear to everyone.

**“Known-knowns”**

Right answers self-evident and undisputed.

**SENSE — CLASSIFY — RESPOND**

# CLEAR SITUATIONS

# WHAT YOU WILL GET OUT OF THIS EXERCISE

1. Identify the critical challenges your organisation faces today
2. Learn how to respond to them in the most appropriate way
3. Decide what you need to pay most attention to next
4. Align people around your approach to thriving on the day after chaos.

# INSTRUCTIONS

1. Gather a small team of decision-makers and print off the following three slides (6-9)
2. Each participant lists the 3-5 biggest challenges they think the organisation is facing over the coming 12 months (slide 6)
3. Each participant places the challenges into the appropriate Cynefin framework domain (on slide 7, using the table on slide 8 to guide them)
4. Participants share their completed Cynefin framework with each other so you can discuss and agree what the main challenges are **AND** what type of challenge each is
5. Once you have agreed the above use slide 9 to guide you in making the most appropriate response to each challenge.

# LIST THE 3-5 MOST CRITICAL CHALLENGES FACING YOUR ORGANISATION IN THE NEXT 12 MONTHS

1. —

2. —

3. —

4. —

5. —

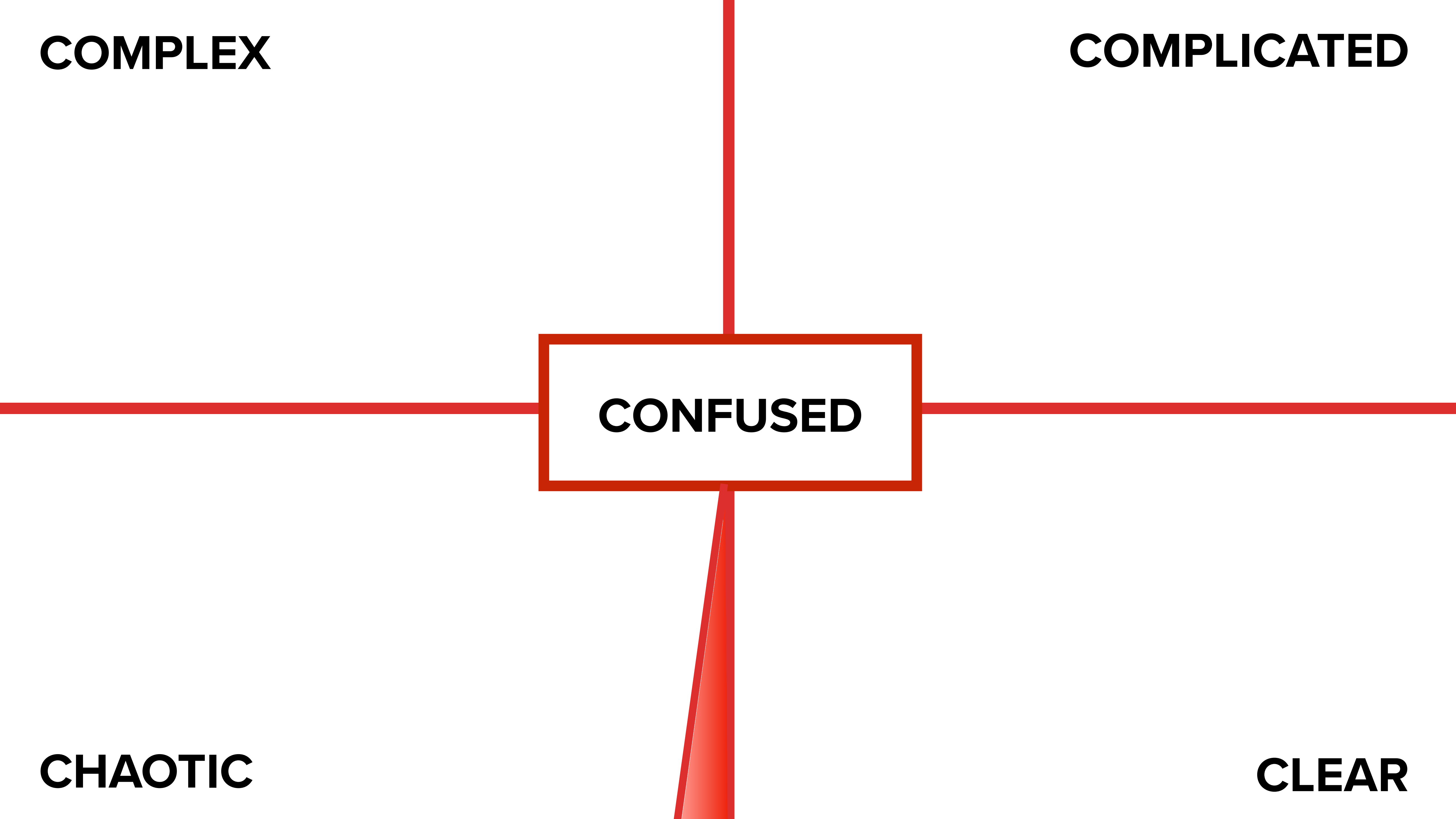
**COMPLEX**

**COMPLICATED**

**CONFUSED**

**CHAOTIC**

**CLEAR**



# SENSE

SITUATION	GENERAL CHARACTERISTIC	DESCRIPTION	NEEDS A(N) ...
<b>CLEAR</b>	It's obvious to everyone what needs to be done and how to do it	<ul style="list-style-type: none"> <li>● <b>Clear</b> cause-and-effect relationships</li> <li>● Repeating and consistent events</li> <li>● Right answers self-evident to all</li> </ul>	<b>BUILDER</b>
<b>COMPLICATED</b>	We need experts to decide what to do next	<ul style="list-style-type: none"> <li>● <b>Discoverable</b> cause-and-effect relationships</li> <li>● Events unsurprising to experts</li> <li>● More than one right answer possible</li> </ul>	<b>EXPERT</b>
<b>COMPLEX</b>	Nobody agrees what to do or how to do it, but we have time to try a few things out	<ul style="list-style-type: none"> <li>● Cause-and-effect <b>only clear in retrospect</b></li> <li>● Events unpredictable to everyone</li> <li>● Many competing ideas are equally valid</li> </ul>	<b>EXPLORER</b>
<b>CHAOS</b>	Something needs to be done urgently otherwise it'll get worse very quickly	<ul style="list-style-type: none"> <li>● <b>No clear</b> cause-and-effect relationships</li> <li>● Volatile and turbulent events</li> <li>● Many decisions to make and no time to think</li> </ul>	<b>ECONOMIC FIRST RESPONDER</b>



# RESPOND

SITUATION	LEADERS MUST ...	GUIDANCE	CALL TO ACTION
<b>CLEAR</b>	<ul style="list-style-type: none"> <li>• Communicate clearly and directly</li> <li>• Ensure proper processes are in place</li> </ul>	<p><b>SENSE</b> — Assess situation</p> <p><b>CLASSIFY</b> — What type of problem it is</p> <p><b>RESPOND</b> — Implement accepted solution</p>	<b>DELEGATE</b>
<b>COMPLICATED</b>	<ul style="list-style-type: none"> <li>• Create team(s) of experts</li> <li>• Listen to conflicting advice</li> </ul>	<p><b>SENSE</b> — Assess situation</p> <p><b>ANALYSE</b> — Choose the expert to go with</p> <p><b>RESPOND</b> — Monitor success against agreed KPIs</p>	<b>ANALYSE</b>
<b>COMPLEX</b>	<ul style="list-style-type: none"> <li>• Trial a variety of next steps</li> <li>• Be prepared to ‘disagree and commit’</li> </ul>	<p><b>EXPLORE</b> — New market needs</p> <p><b>SENSE</b> — Assess situation</p> <p><b>RESPOND</b> — Re-shaping your market is a mission</p>	<b>EXPLORE</b>
<b>CHAOS</b>	<ul style="list-style-type: none"> <li>• Do what works, not what’s right</li> <li>• Communicate clearly to establish control</li> </ul>	<p><b>ACT</b> — Re-establish control</p> <p><b>SENSE</b> — Assess situation</p> <p><b>RESPOND</b> — Provide clear direction</p>	<b>ACT</b>

Complex

Complicated

ISSUE 1

ISSUE 2

**For a FREE 40 minute online facilitation  
set up an appointment here**

ISSUE 3

ISSUE 4

## FACILITATORS



**Dr. Iwan Jenkins**



**Marcus Guest MBA**

ISSUE 5

Chaotic

Clear

# BATTLEFIELD GUIDE TO STRATEGY

Focus	Gameplays						
	LG	N	LE	CE			
Basic Operations	Focus on user needs	Situational awareness (communication & alignment)	Effective & efficient	Structure & culture (PST)	Optimising flow (financial, risk, operations etc)	Channel conflicts & disintermediation	
User Perception	Consumer education	Bundling	Creating artificial needs	Creating a confusion of choice	FUD	Artificial competition	Lobbying / counter
Accelerators	Market enablement	Open approaches	Exploiting network effects	Co-operation	Industrial policy		
De-accelerators	Exploitation of constraints	Patents & IPR	Creating constraints	Limitation of competition			
Dealing with toxicity	Disposal of liability	Sweat & dump	Pig in a poke				
Market	Differentiation	Pricing policy	Exploiting supplier / buyer power	Harvesting	Standards game	Signal distortion	
Defensive	Threat acquisition	Raising barriers to entry	Procrastination & timing	Defensive regulation			
Attacking	Directed investment	Experimentation	Creating a centre of gravity	Undermining barriers to entry	Fool's mate (lower orders)		
Ecosystem	Alliances	Co-creation	ILC (sensing engine)	Tower & moat	2 factor	Co-opting & intercession	Embrace & extend
Competitor	Ambush (tech drops)	Fragmentation play	Reinforcing competitor inertia	Sapping (multiple fronts)	Misdirection	Restriction of movement (circling)	Talent raid
Positional	Land grab	First mover (industrialisation)	Fast follower (innovation)	Weak signal / horizon scanning			
Poison	Licensing play	Insertion	Designed to fail (community)				

Including 10 moves you can use to thrive on the day after chaos

We asked our customers, “what is strategy?”  
This was their response.

“I don’t care about definitions. Just tell me what moves should I make to ensure my business:

- survives
- makes new customers
- keeps existing customers longer.

And:

- tell me how to get the answer quickly
- without needing to rely on some self-proclaimed genius
- and make sure I get ‘buy-in.’ I don’t want to waste 3 months having to sell this stuff inside the organisation.”

That’s what we’ve done with the Battlefield Guide to Strategy.

We know you want to get to the **MOVES** as quickly as possible. Because **MOVES MAKE MONEY.**

Sign up here for [delivery to your inbox.](#)

# THIS HAS BEEN BROUGHT TO YOU BY



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