Schwarze Schwäne, Unknown Unknowns

... und wie man ihnen entkommt

›DEV LAND‹

tangible concepts

NASSIM NICHOLAS

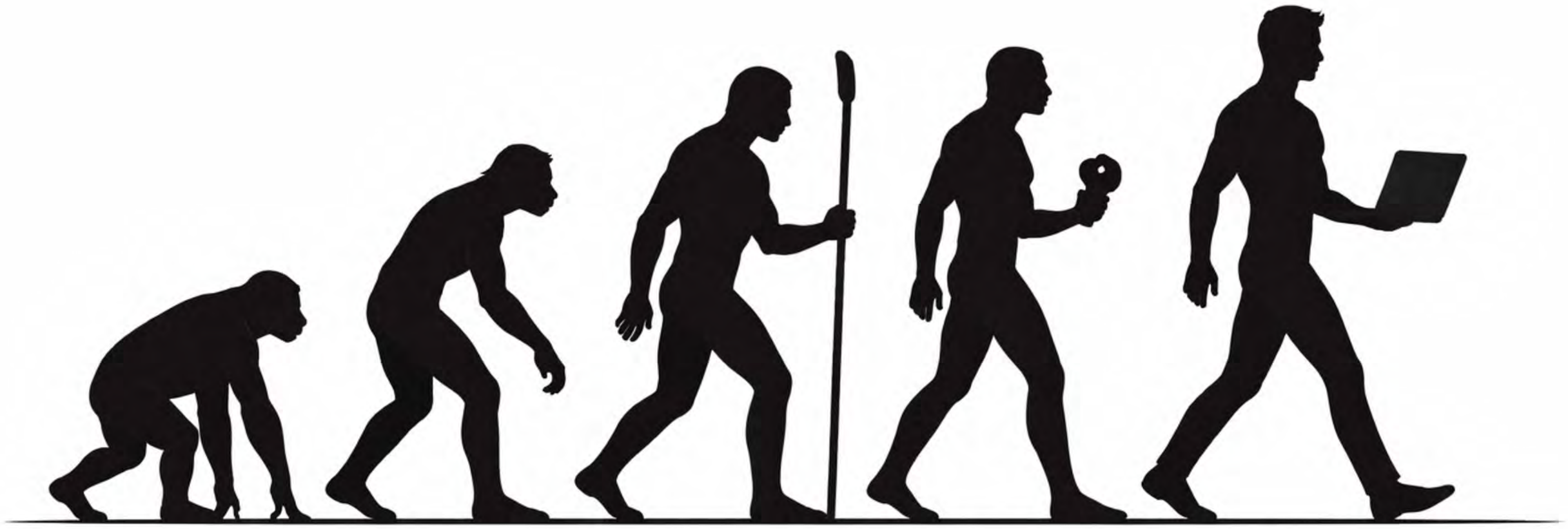
TALEB

PANTHEON

DER SCHWARZE SCHWAN

DIE MACHT HÖCHST UNWAHRSCHEINLICHER EREIGNISSE

Pandemie

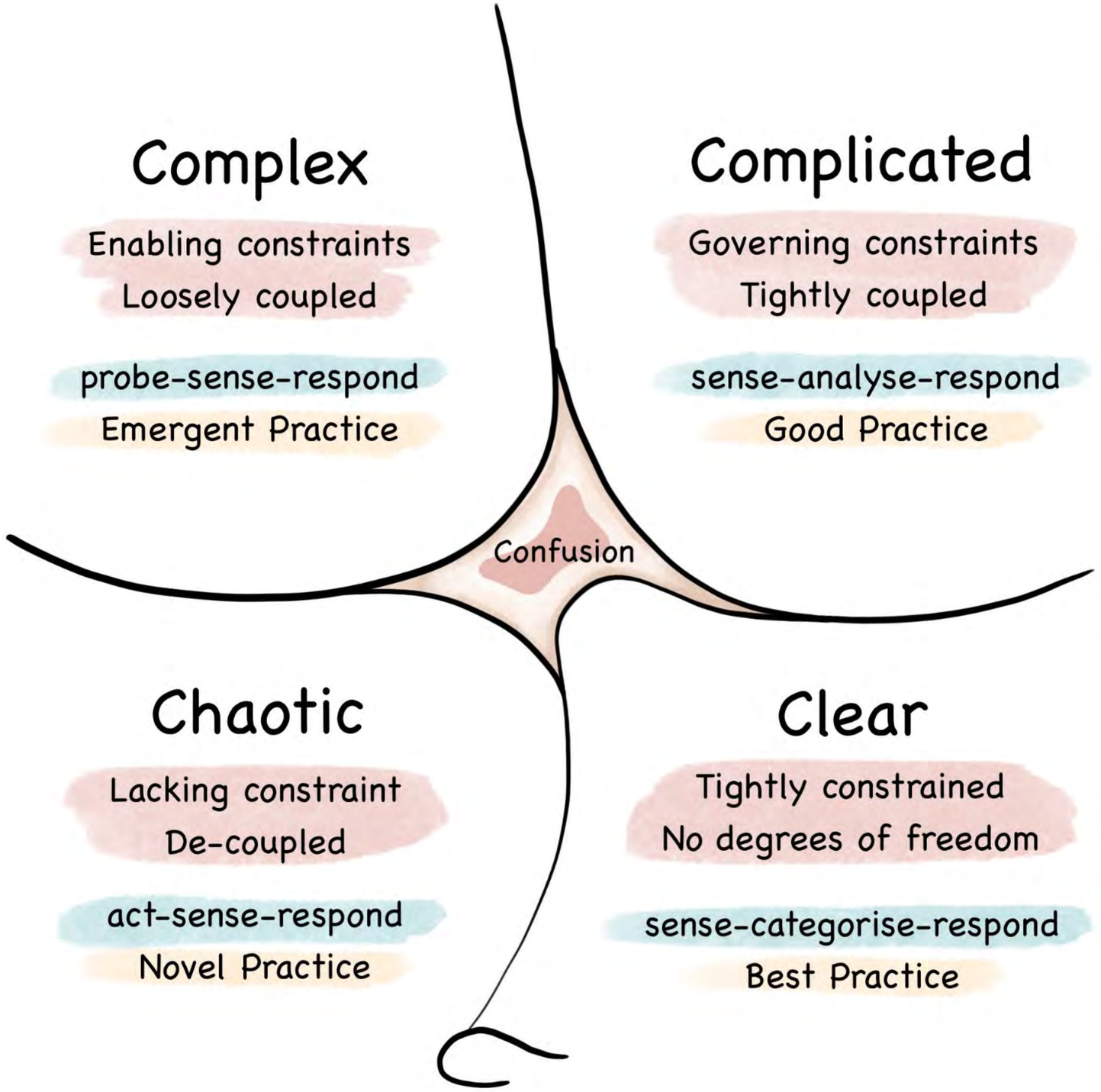


Adapt & Change

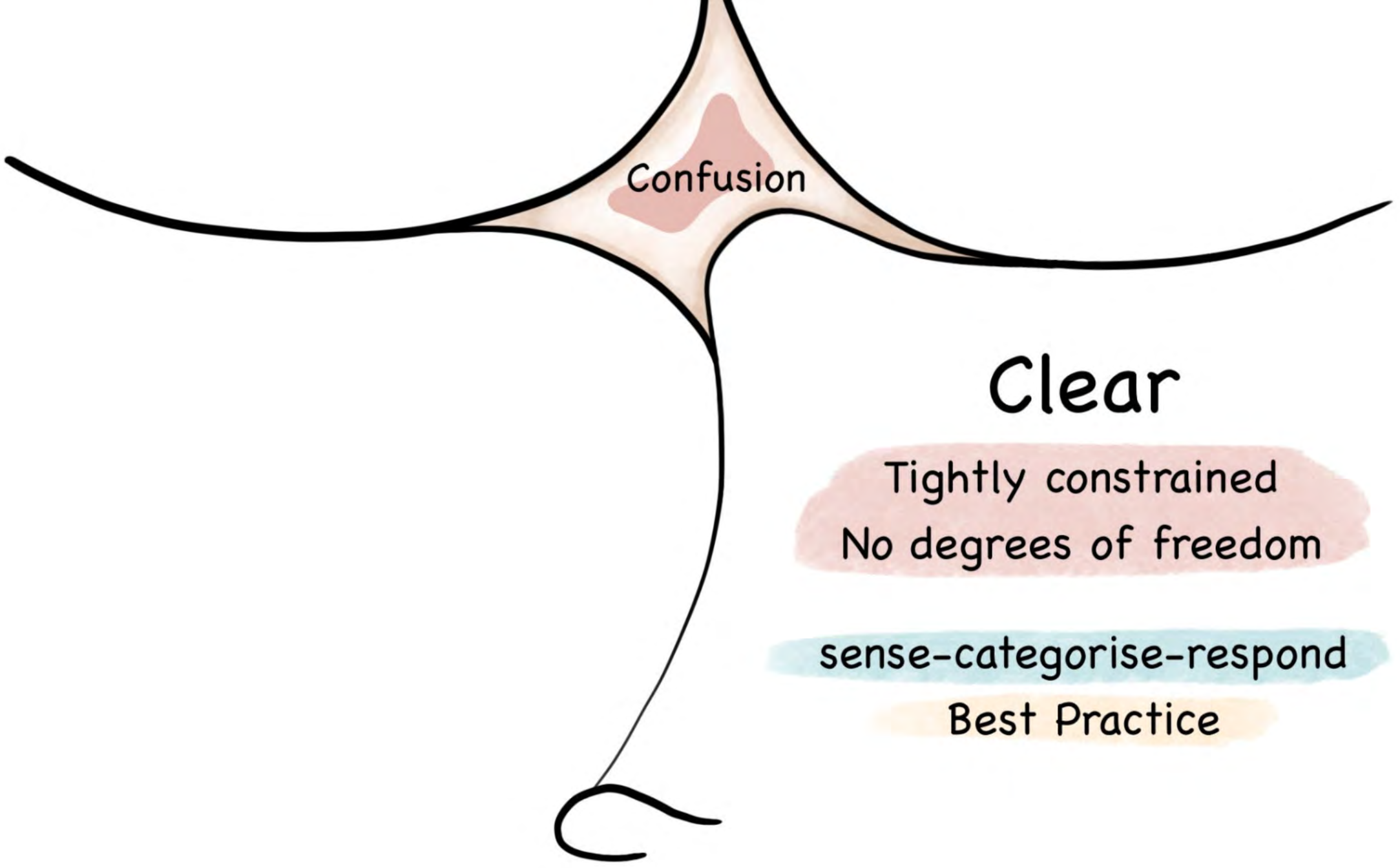
Red Queen Paradoxon

Sensemaking

CYNEFIN!!


Complex
Enabling constraints
Loosely coupled
probe-sense-respond
Emergent Practice
Complicated
Governing constraints
Tightly coupled
sense-analyse-respond
Good Practice
Confusion
Chaotic
Lacking constraint
De-coupled
act-sense-respond
Novel Practice
Clear
Tightly constrained
No degrees of freedom
sense-categorise-respond
Best Practice

Response Patterns



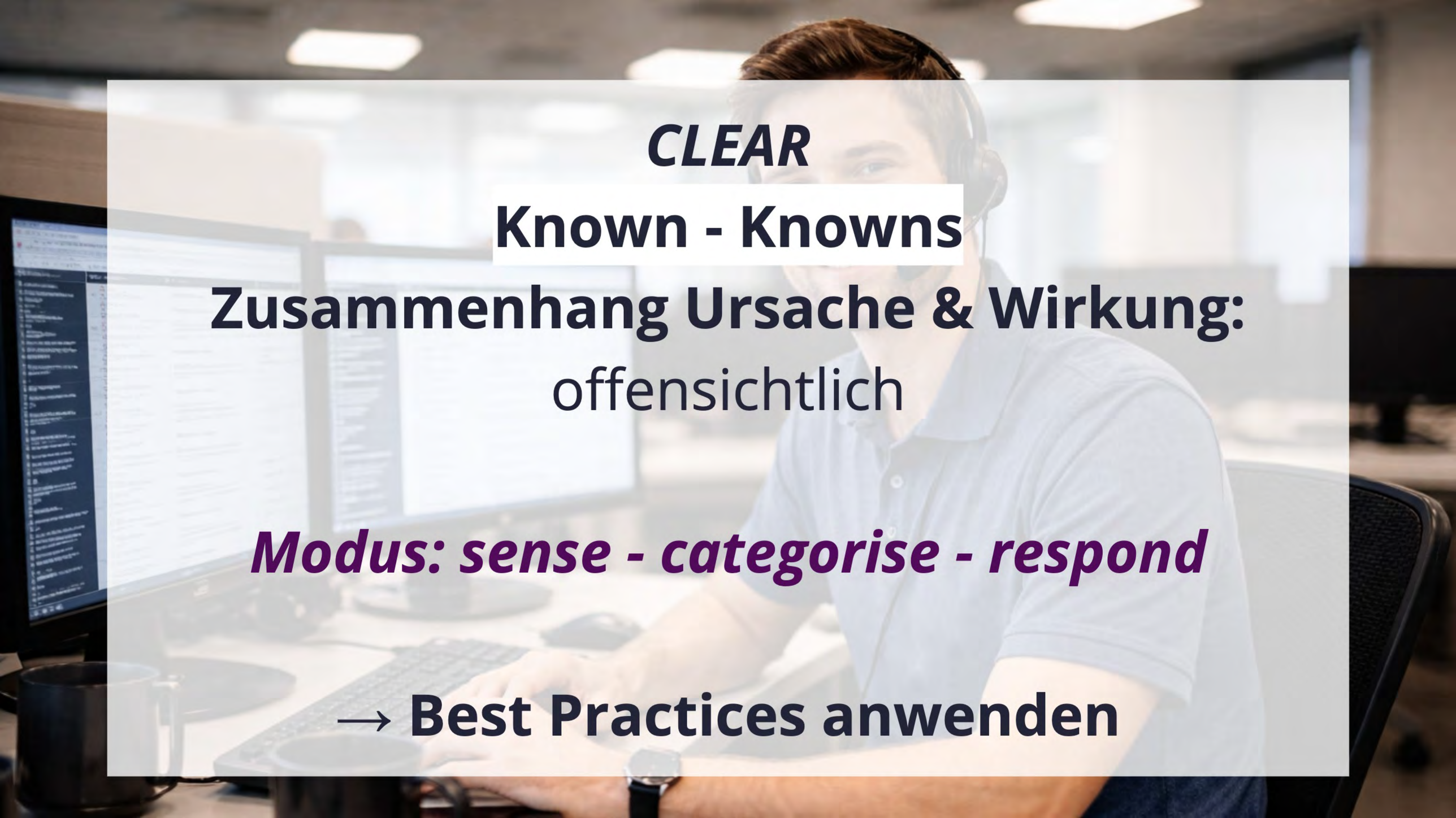
Clear

Tightly constrained

No degrees of freedom

sense-categorise-respond

Best Practice



CLEAR

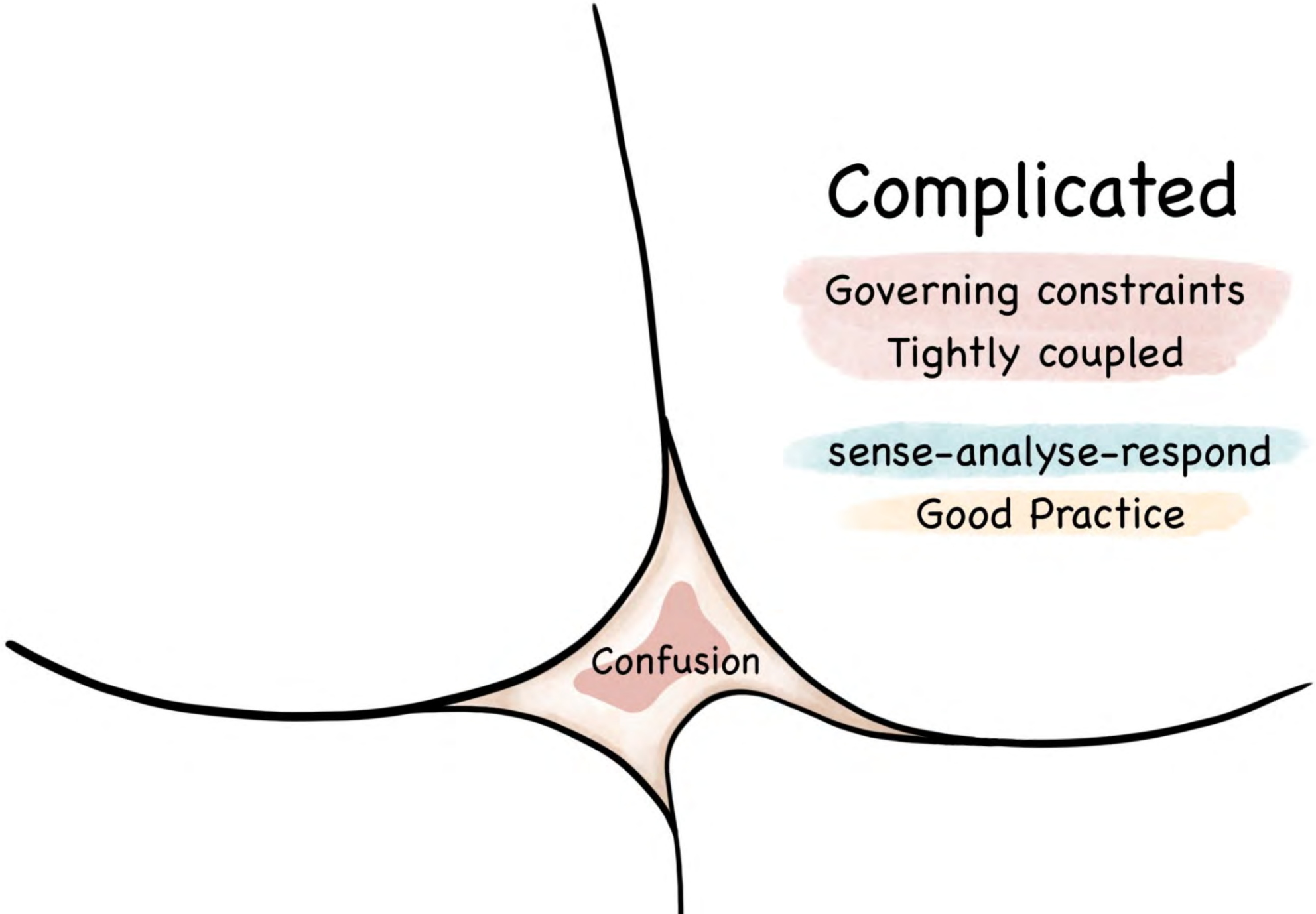
Known - Knowns

Zusammenhang Ursache & Wirkung:

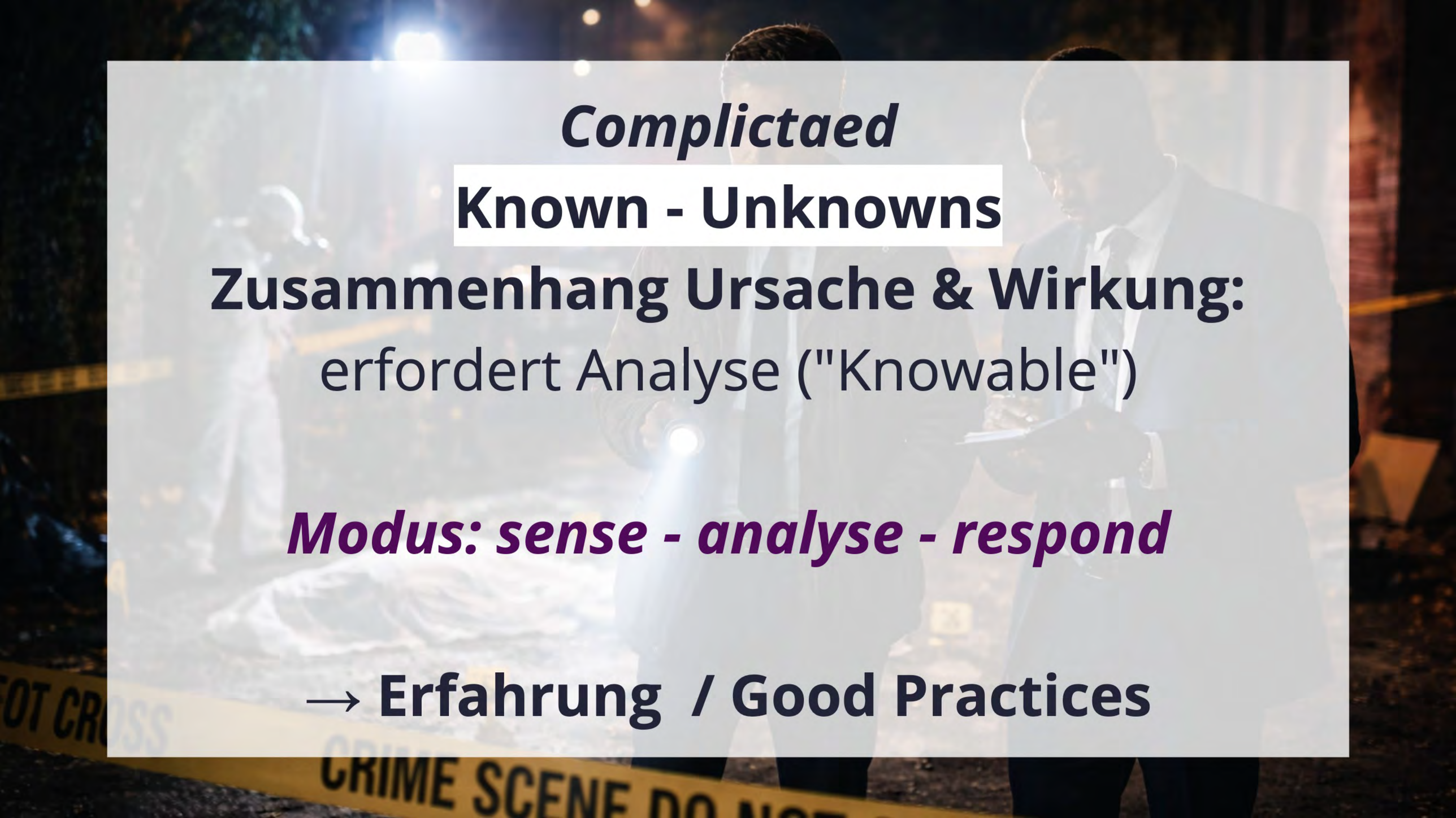
offensichtlich

Modus: sense - categorise - respond

→ Best Practices anwenden


Complicated
Governing constraints
Tightly coupled
sense-analyse-respond
Good Practice
Confusion

OT CROSS
CRIME SCENE DO NOT



Complictaed

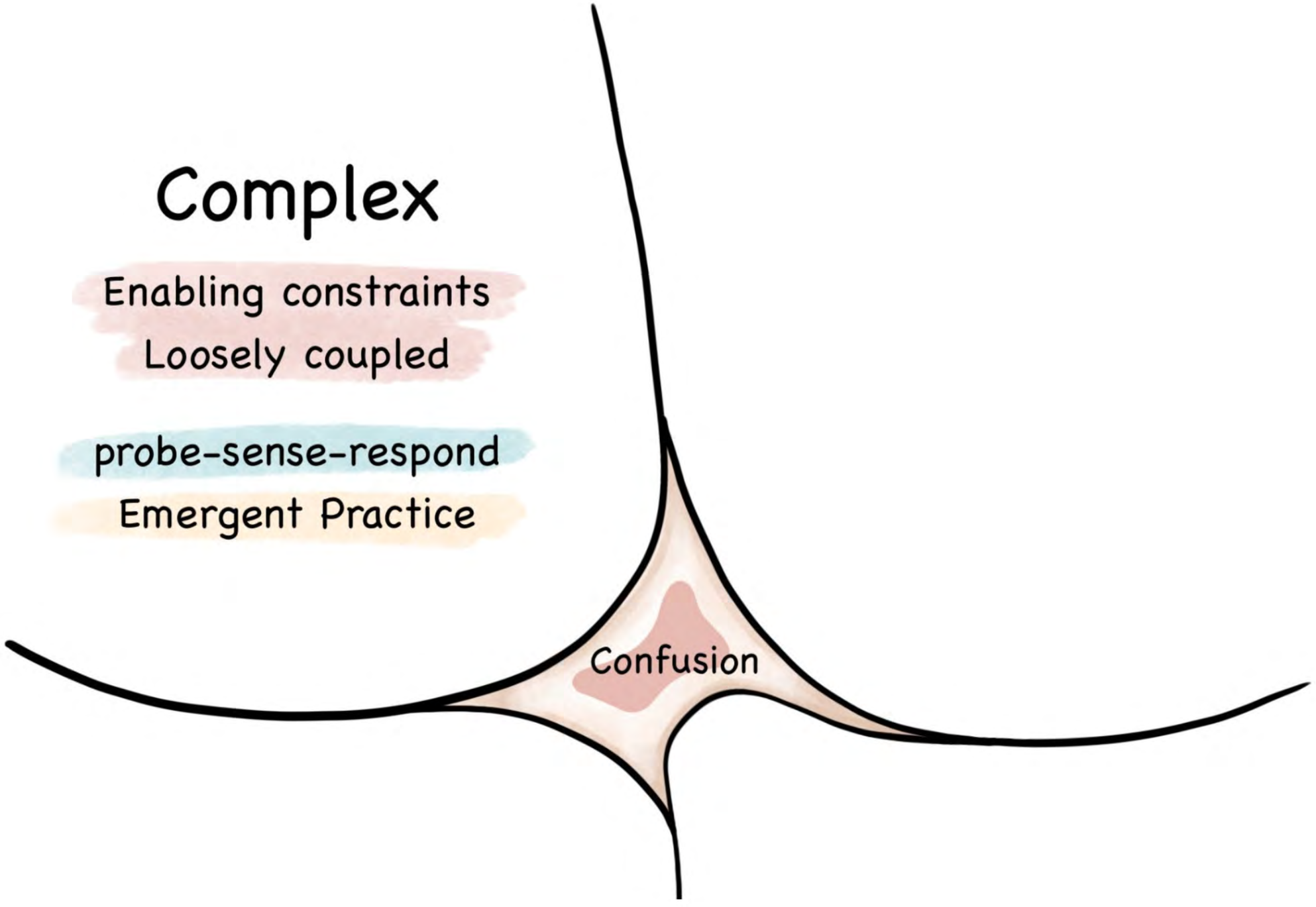
Known - Unknowns

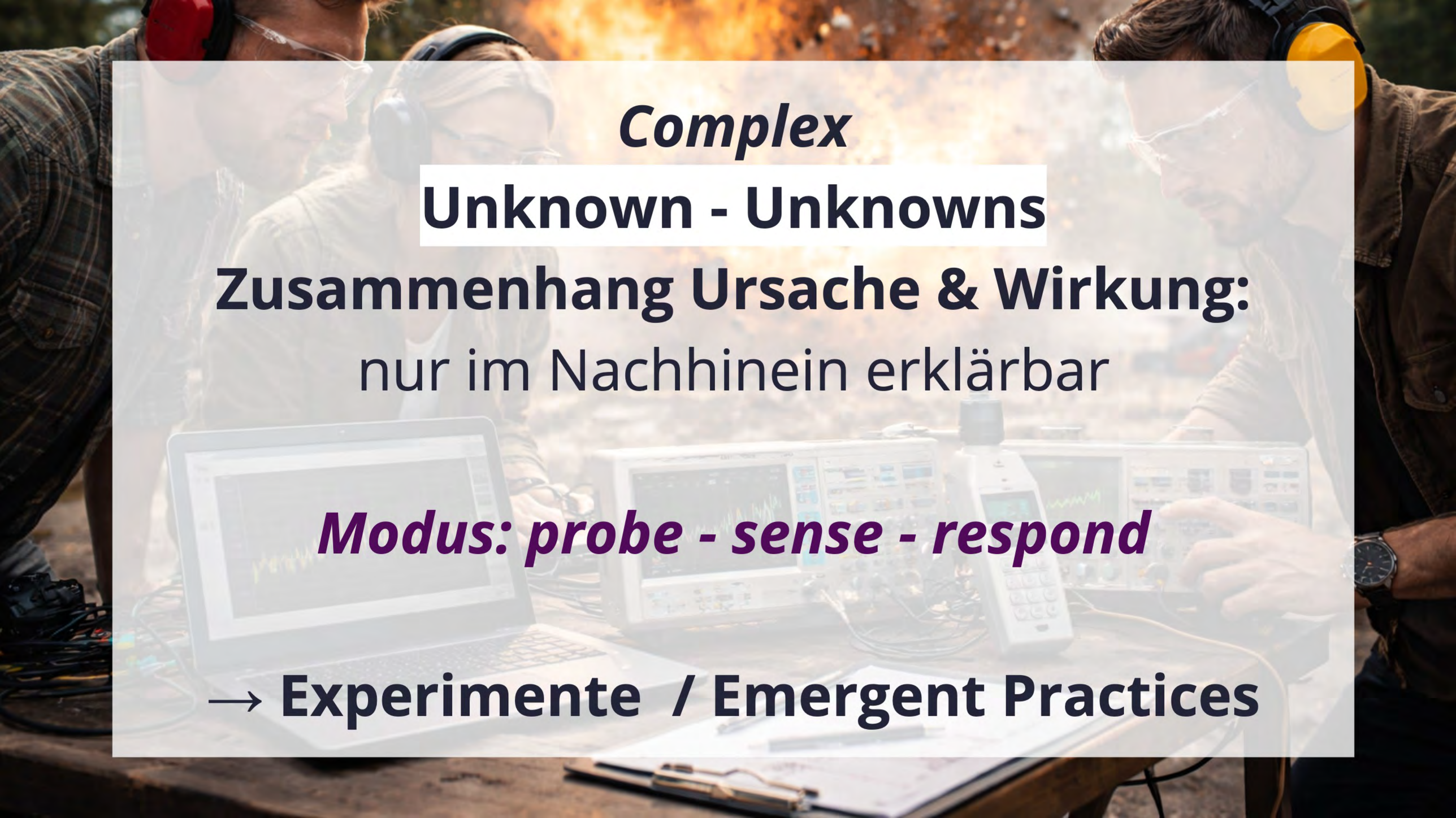
Zusammenhang Ursache & Wirkung:

erfordert Analyse ("Knowable")

Modus: sense - analyse - respond

→ **Erfahrung / Good Practices**


Complex
Enabling constraints
Loosely coupled
probe-sense-respond
Emergent Practice
Confusion



Complex

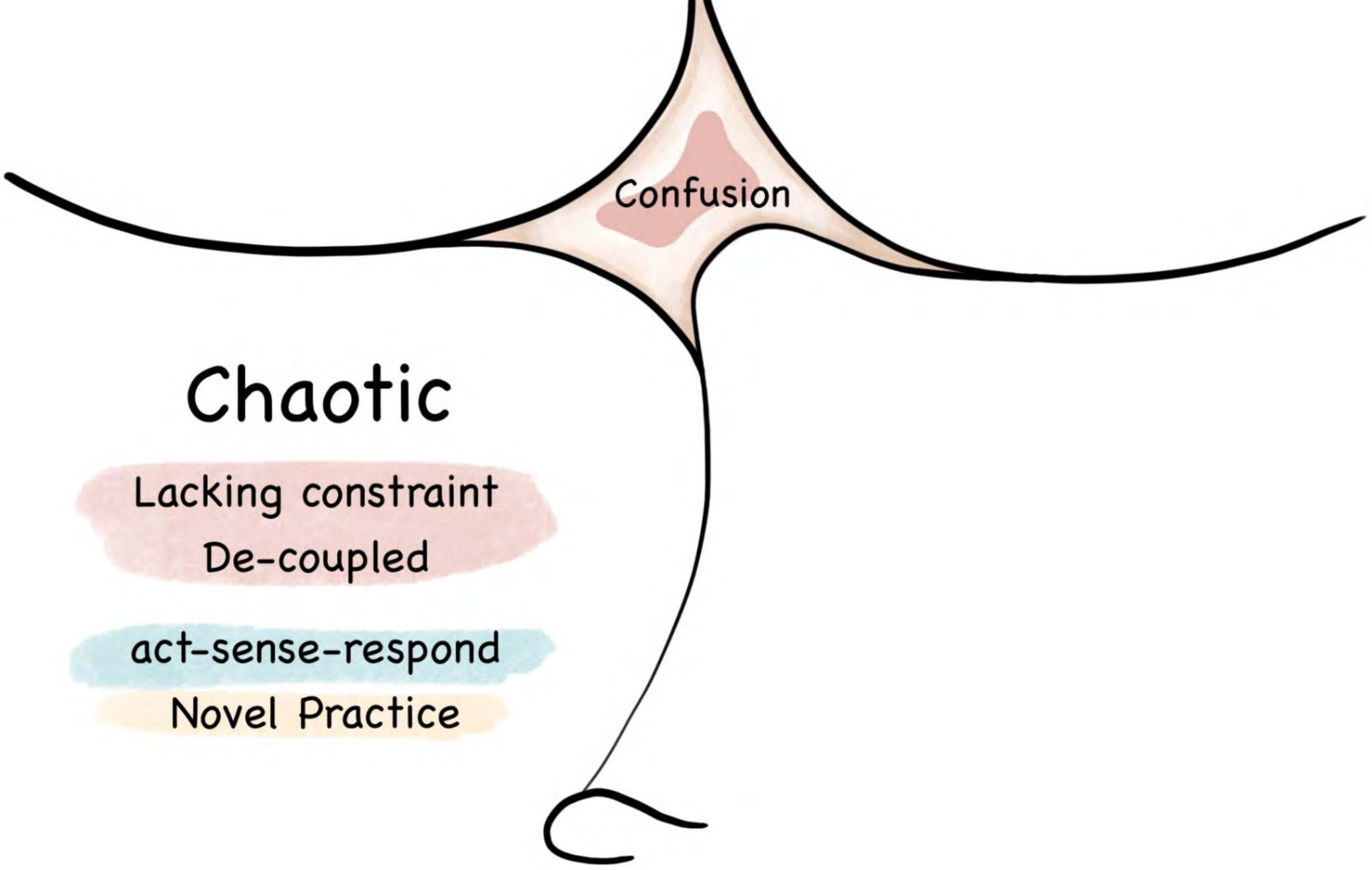
Unknown - Unknowns

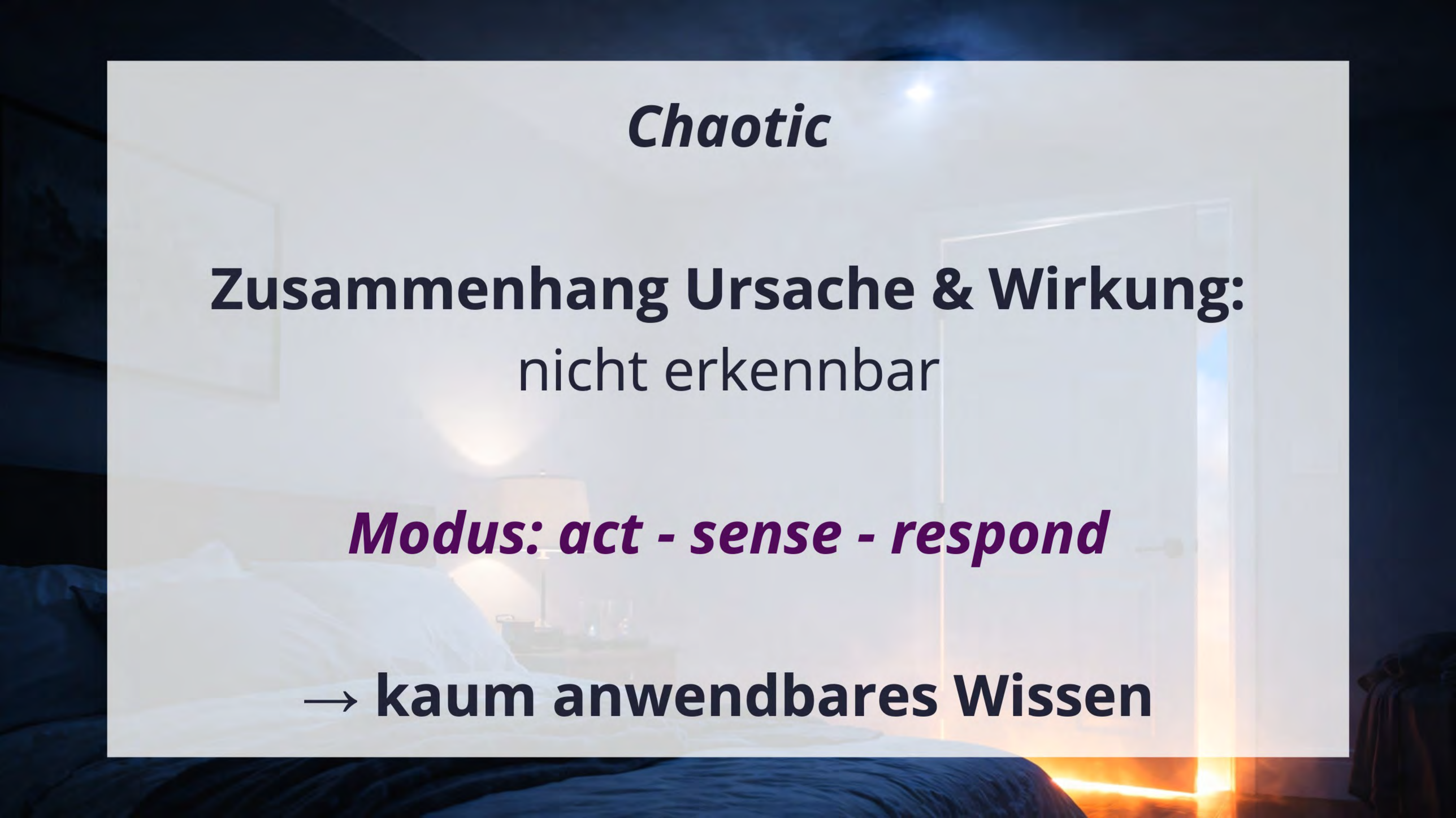
Zusammenhang Ursache & Wirkung:

nur im Nachhinein erklärbar

Modus: probe - sense - respond

→ Experimente / Emergent Practices


Confusion
Chaotic
Lacking constraint
De-coupled
act-sense-respond
Novel Practice

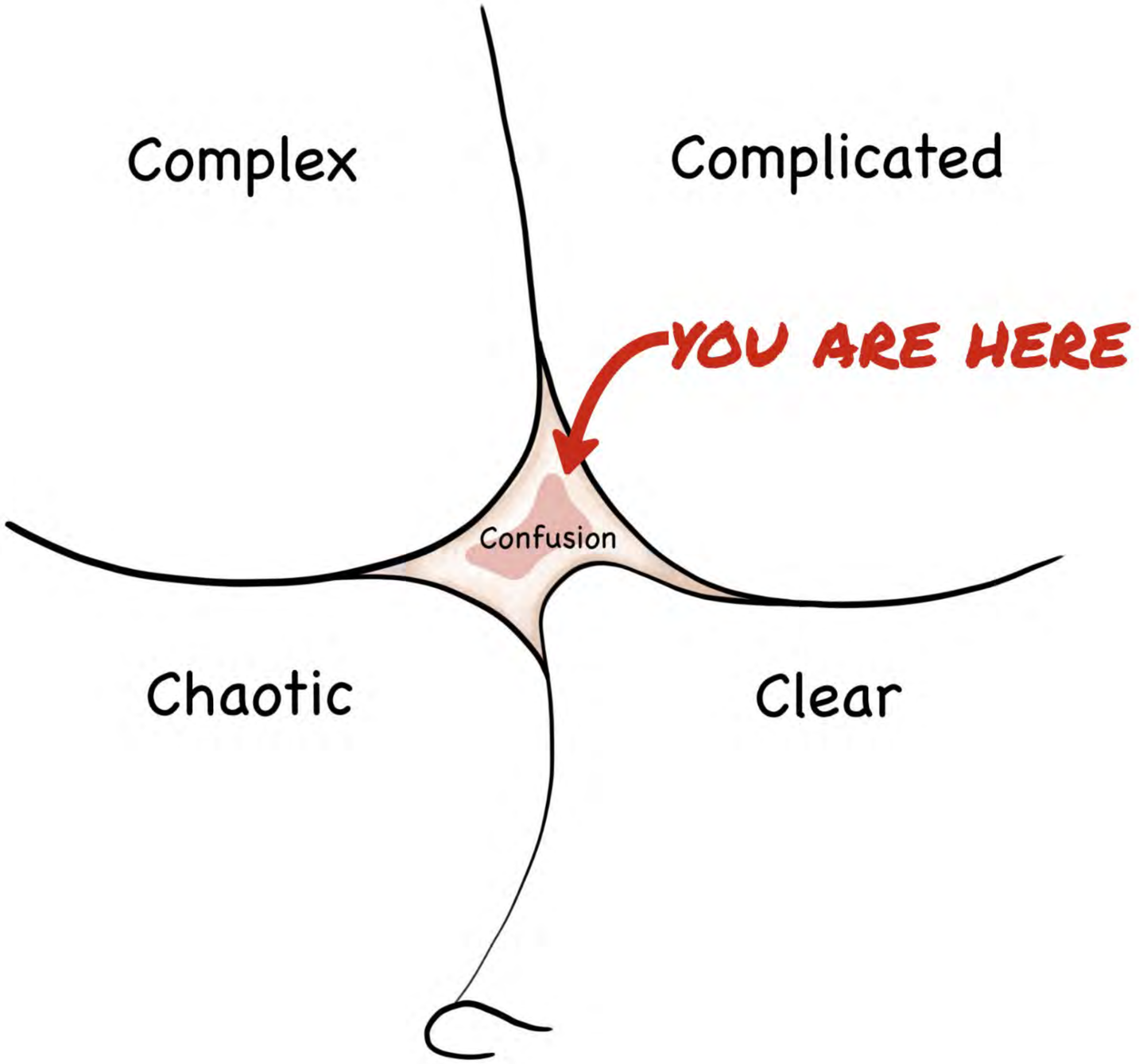


Chaotic

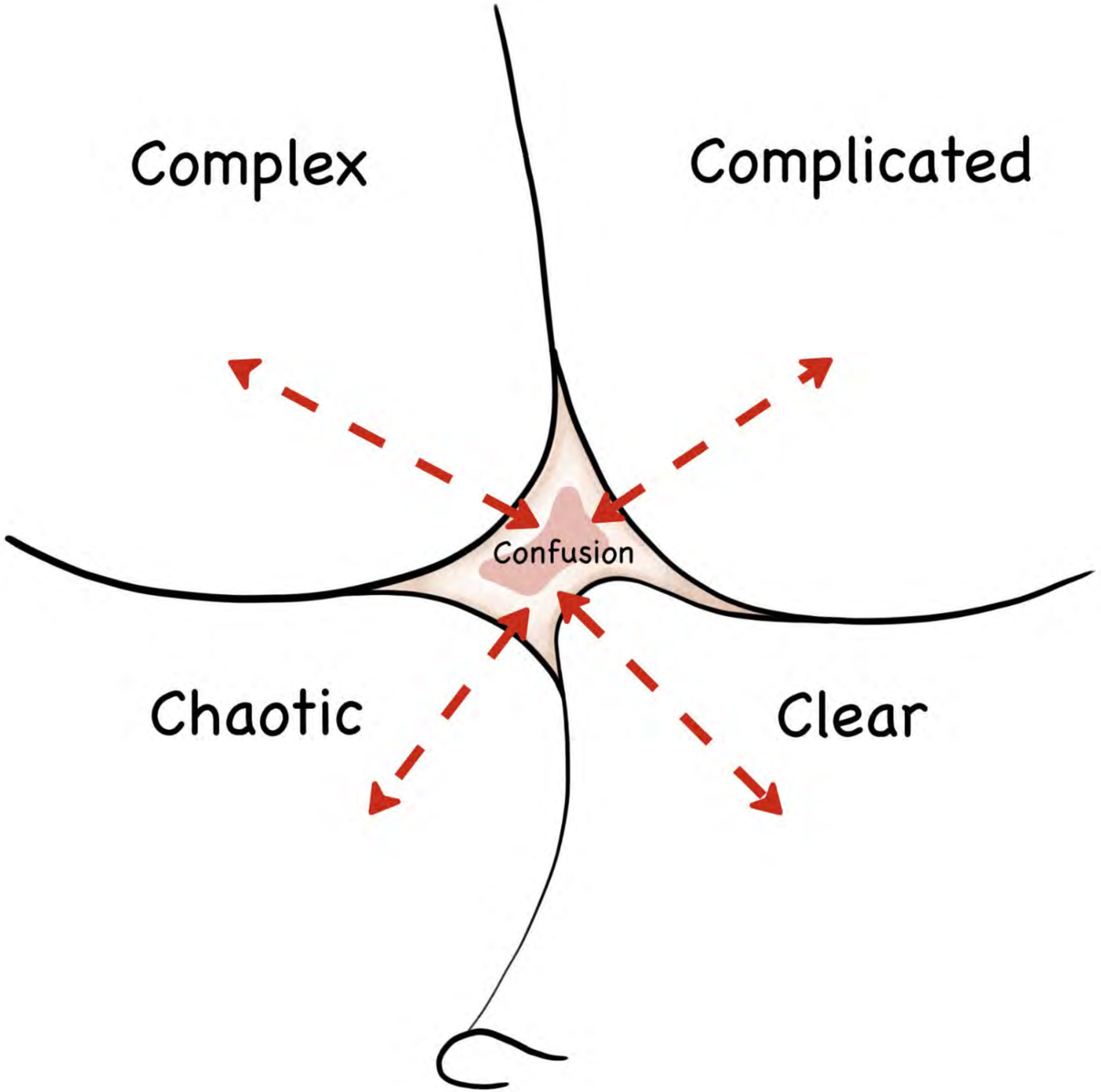
Zusammenhang Ursache & Wirkung:
nicht erkennbar

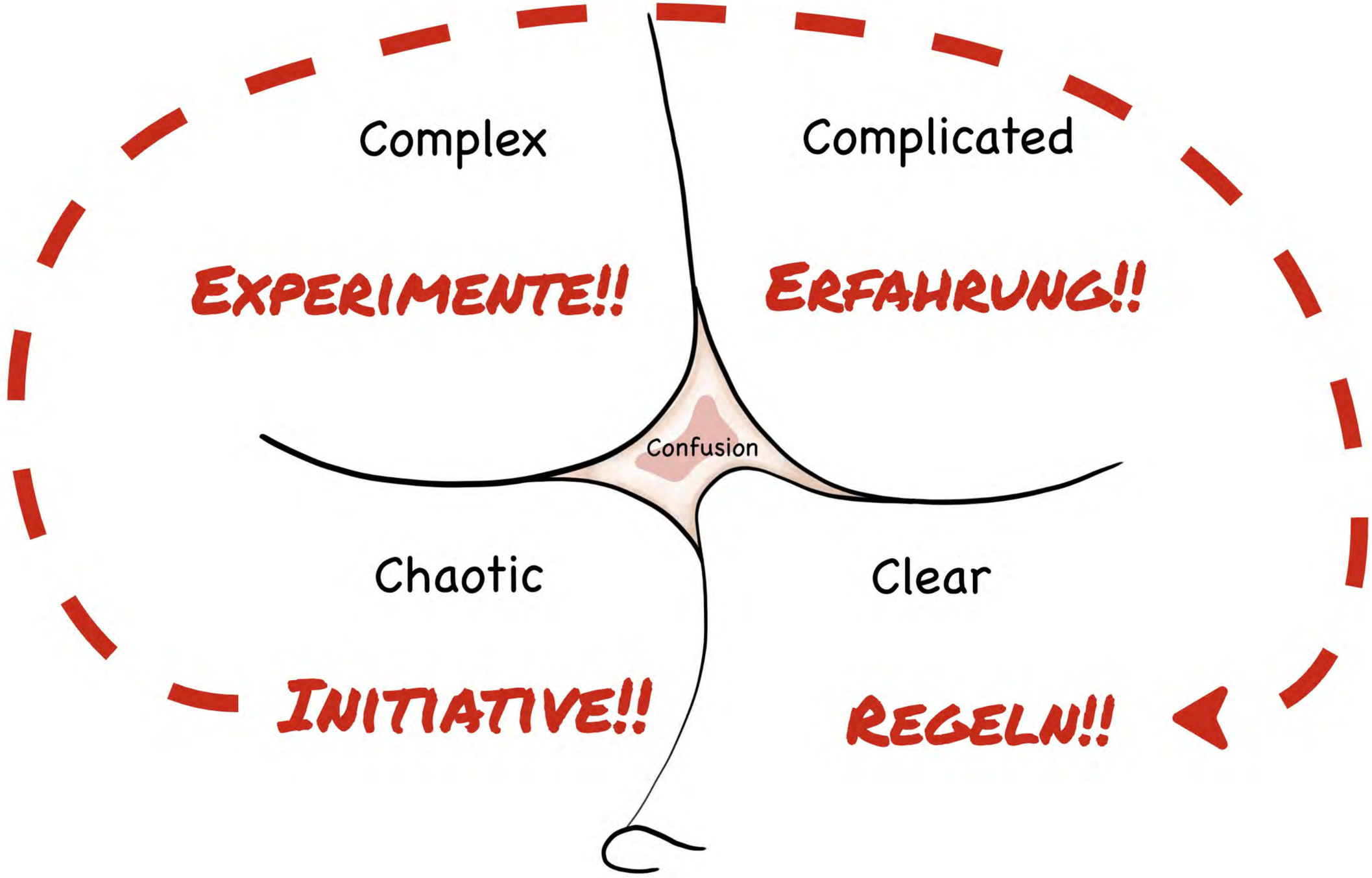
Modus: act - sense - respond

→ kaum anwendbares Wissen


Complex
Complicated
YOU ARE HERE
Confusion
Chaotic
Clear

Lagebewusstsein




Complex
Complicated
EXPERIMENTE!!
ERFAHRUNG!!
Confusion
Chaotic
Clear
INITIATIVE!!
REGELN!!

Ich bin
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Architektur-Enthusiast

Trainer

Coach

Consultant

tagible