

Strategic Complexity Framework

Who you are, where you are, and what scale you are at governs your strategic potential

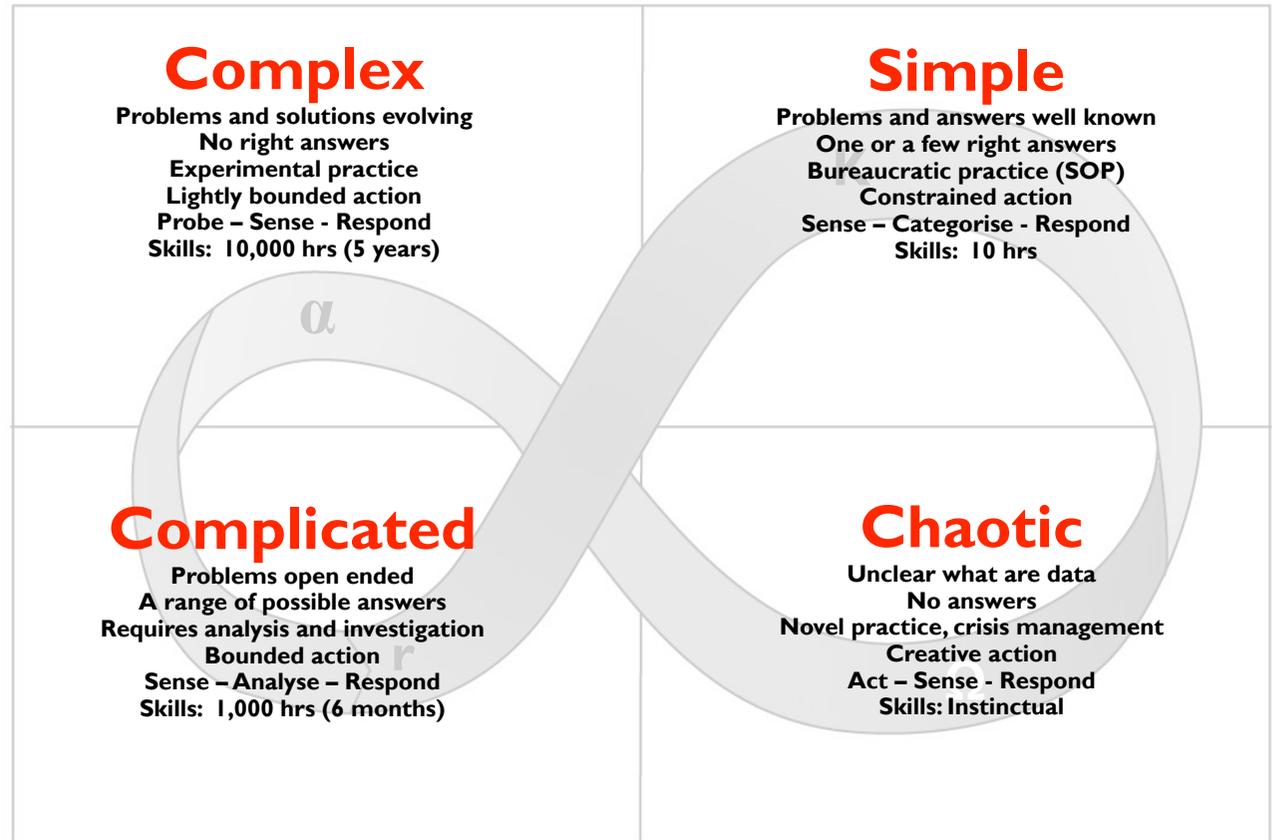
All risks are not equal

Understanding the risks your organisation faces and the strategies for dealing with them depends upon your ability to recognise the kind of problems you face, then applying the right kind of response to the right kind of problem.

All organisations and environments go through cycles of slow growth and rapid change. Each part of the cycle demands different types of knowledge and response.

Scientists have identified remarkably similar patterns of change in a wide variety of complex systems; ranging from ecosystems (Gunderson & Holling, 2001) to technology markets (Christensen, 1997) and firm performance (Hurst, 2002).

These patterns were best summarised in Gunderson & Holling's landmark theory of adaptive change, *Panarchy* (grey background image to the right).



Snowden (2009) was then among the first to translate these ideas into knowledge management principles, through his related but distinct *Cynefin Framework*.

Combining lessons from both provides a new framework for understanding what class of risks you face and what kinds of strategies are most effective at dealing with them.