Role of Communications in Reform Processes

If we are to change some aspect of PFM then we need to make sense of the environment in which are to be operating. *Cynefin* offers us a framework for doing that.

Cynefin

Networks ⟷ Capacity

A set of practical tools to work within the framework to bring about the changes we want to see

Using the framework and the tools means having the capacity to do so.
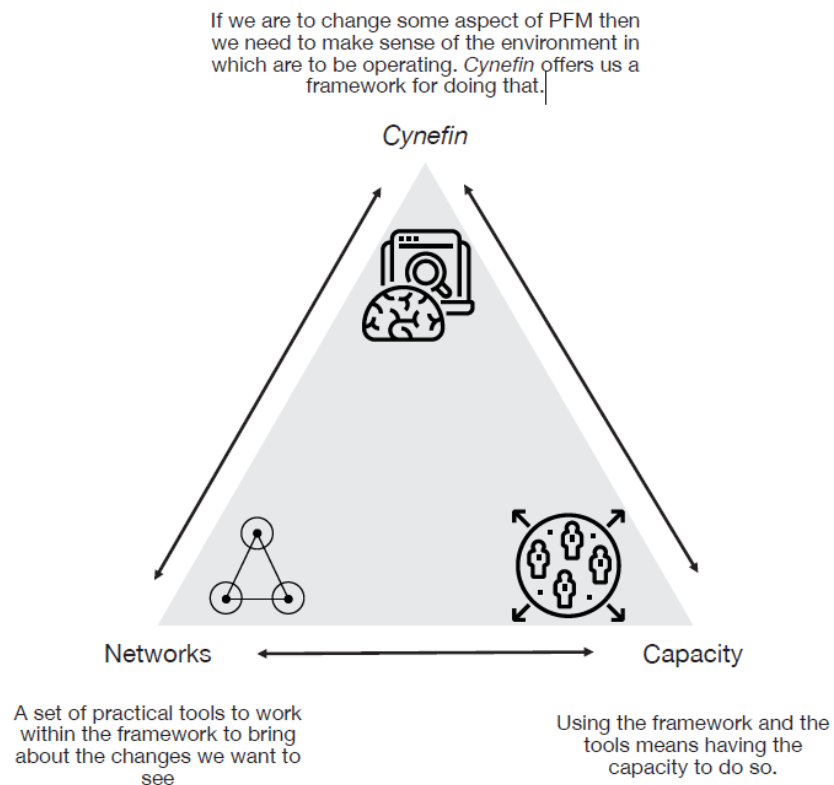
Learning Resources:

Closing triangles is an integral part of the course. This is a simple explanation of what that is and does.	Network Weaving. An 'introductory 101' to weaving networks by closing triangles.
SNA can be helpful. But you need to be careful that your own way of asking questions doesn't bias the answers you get.	Social Network Analysis. Another '101' introduction to an idea that needs careful thought.
If SNA is to be valuable then it needs to offer insights that wouldn't otherwise be seen.	Discovering Communities of Practice (Gerald Falkowski and Valdis Krebs). A good example of how Social Network Analysis can reveal unsuspected groupings.

It's tempting to see Complex environments as simply 'advanced' versions of Complicated ones. Sonja describes why this would be a mistake.	[7 differences between complex and complicated](#) Sonja Blignaut. Sonja is a member of the Cognitive Edge network, and writes about sometimes difficult concepts in a way that is easy to understand.

Other reading resources:

More than 300 pages of examples of how to use the framework in real life. Beautifully illustrated with the definitive history of Cynefin by its inventor Dave Snowden.	Cynefin: Weaving Sense-Making into the Fabric of our World (Dave Snowden and Friends), ISBN 978-1-7353799-0-6. A seminal book by an acknowledged expert in the field of complexity. Packed full of real life examples of how to use the *Cynefin* framework in a variety of situations.
Although this book covers differences between Western and Asian thinking, it has some principles that ought to make us think about each other.	The Geography of Thought: How Asians and Westerners think differently…And Why, Richard E. Nisbett, New York: Free Press, 2003. A demonstration, based on controlled experimentation, of how Westerners and Asians differ in perception, causal attribution, category formation and logic.
A foundation for understanding how learning networks operate and the role that narrative – telling stories – play in that.	Bramble bushes in a thicket: Narrative and the intangibles of learning networks Cynthia F. Kurtz and David J. Snowden. Another seminal work, by two of the most significant writers in the field. Search online for the PDF version.
Reading about emergence by an architect may seem strange, but the contents of this book are relevant in almost every environment imaginable.	Design Unbound: Designing for Emergence in a White Water World (2 volumes) Ann. M. Pendleton-Jullian and John Seely Brown, MIT Press. A big purchase in two volumes, but a book that will find a place on your bookshelf for a long time.
Where much of the Cynefin thinking originated. Updated on a near-daily basis.	The [Cognitive Edge Web site](#). Accessible material including regular blog entries by Dave Snowden and others.
How businesses connect with their customers and consumers can often offer interesting lessons for governments to explore.	The Connected Company, Dave Gray, O'Reilly. O'Reilly's central idea is that companies (and so also governments) must now be more connected to their customers and consumers because unhappy customers can spread their unhappiness faster than ever before. He talks about his core message [here](#).

In large organisations like governments it can be difficult to know where new knowledge is germinating. This article suggests ways to find these networks.	[Networks of Knowledge: How to Find Them, and Utilize Them](#) (Valdis Krebs). Another interesting and worthwhile read from Krebs that ought to simulate thinking.
Discover five general patterns that are observed in all effective networks.	[Building Smart Communities through Network Weaving](#), Valdis Krebs and June Holley. Another easy-to-read example of how to 'weave' knowledge networks in communities.
Juarrero is a deep thinker. Her ideas can be challenging to understand but Chris Corrigan's piece is very accessible.	Constraints don't just prevent things happening they can encourage them. *Context free constraints and context sensitive constraints*: [video](#) of Alicia Juarrero, philosopher, explaining these important ideas. Chris Corrigan offers [his take](#) on these ideas in his blog.
Case study: Slovenian Development Strategy 2030	https://www.gov.si/assets/vladne-sluzbe/SVRK/Strategija-razvoja-Slovenije-2030/Slovenian-Development-Strategy-2030.pdf