Understanding Impediments to Flow in Teams and Organizations

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Monday November 23, 2015

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There’s a Space Here!

There’s another Space Here!
There's a Space Here!
And a Space Here! We can Plan More!!
There's a Space Here!
Observable delay in work getting accepted, while WIP is also increasing.

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

- Chaotic
- Absence of constraints
- act-sense-respond
- Novel Practice

- Obvious
- Rigid constraints
- sense-categorise-respond
- Best Practice

Its all about flexing constraints

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**THE CYNEFIN FRAMEWORK**

<table>
<thead>
<tr>
<th>Nature</th>
<th>Response</th>
<th>Prepare</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unknown</strong></td>
<td><strong>Act - Sense - Respond</strong></td>
<td><strong>Establish heuristics &amp; parables</strong></td>
</tr>
<tr>
<td><strong>Known Unknows</strong></td>
<td><strong>Sense - Analyse - Respond</strong></td>
<td><strong>Create time and space for reflection</strong></td>
</tr>
<tr>
<td><strong>Known Knows</strong></td>
<td><strong>Sense - Categorise - Respond</strong></td>
<td><strong>Right people &amp; process, right time</strong></td>
</tr>
</tbody>
</table>

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- Over-Promise!
- Talking into Mute!
Strongly positive: 38%
Positive: 25%
Neutral: 17%
Negative: 6%
Strongly negative: 15%

- Never before or since: 5%
- Very rare: 7%
- Happens sometimes: 27%
- Quite common: 17%
- All the time: 44%
In your example, people...

- Had too much autonomy, creating chaos
- Were completely controlled by the system and other people

☐ N/A
Implications for leaders, managers, change agents
TOMORROW starts here.