Use Appropriate Methods

Principle 7 (Development)

v1.3

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CATEGORY	COMMUNICATION	DEVELOPMENT	OPERATIONS	LEARNING	LEADING	STRUCTURE
PHASE I *TAKE CONTROL*	3. Use a common language 6. Challenge assumptions 5. Understand what is being considered (situational awareness)	1. Know your users 2. Focus on user needs Remove bias and duplication 7. Use appropriate methods	4. Think small (as in know the details)	Use a systematic mechanism of learning (bias towards data)		
PHASE II *GET FIT*	Be transparent (Bias towards open)	Focus on the outcome not a contract Think fast, inexpensive, restrained and elegant (FIRE) Use appropriate tools Be pragmatic Use standards where appropriate	Manage inertia Manage failure Effectiveness over efficiency	Bias towards action (learn by playing the game)	Move fast Strategy is iterative not linear	Think small (as in teams) Distribute power and decision making Think aptitude and attitude
PHASE III *BETTER WITH LESS*			Optimise flow (remove bottlenecks) Do better with less Set exceptional standards (great is just not good enough)	Bias towards the new (be curious, take appropriate risks)	Commit to the direction, be adaptive along the path Be the owner Think big, inspire others Embrace uncertainty Be humble (listen, be selfless, have fortitude)	Provide purpose, mastery & autonomy Seek the best
PHASE IV *REAL-TIME STRATEGY*				Listen to your ecosystems (future sensing engine)	Exploit the landscape There is no core (everything is transient)	There is no one culture Design for constant evolution

PRINCIPLES (universally useful ways of operating any organisation can adopt)

Try to avoid the tyranny of one.

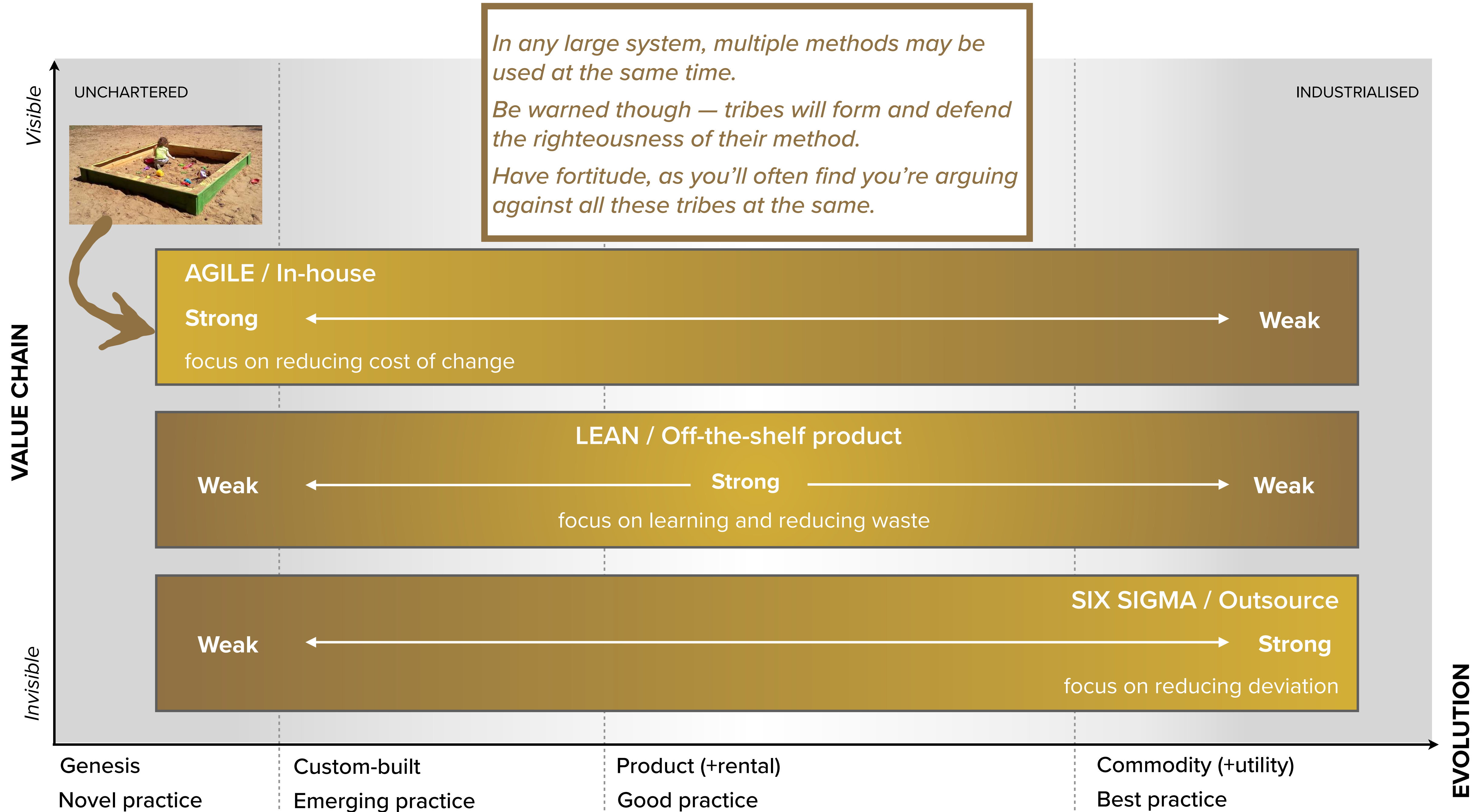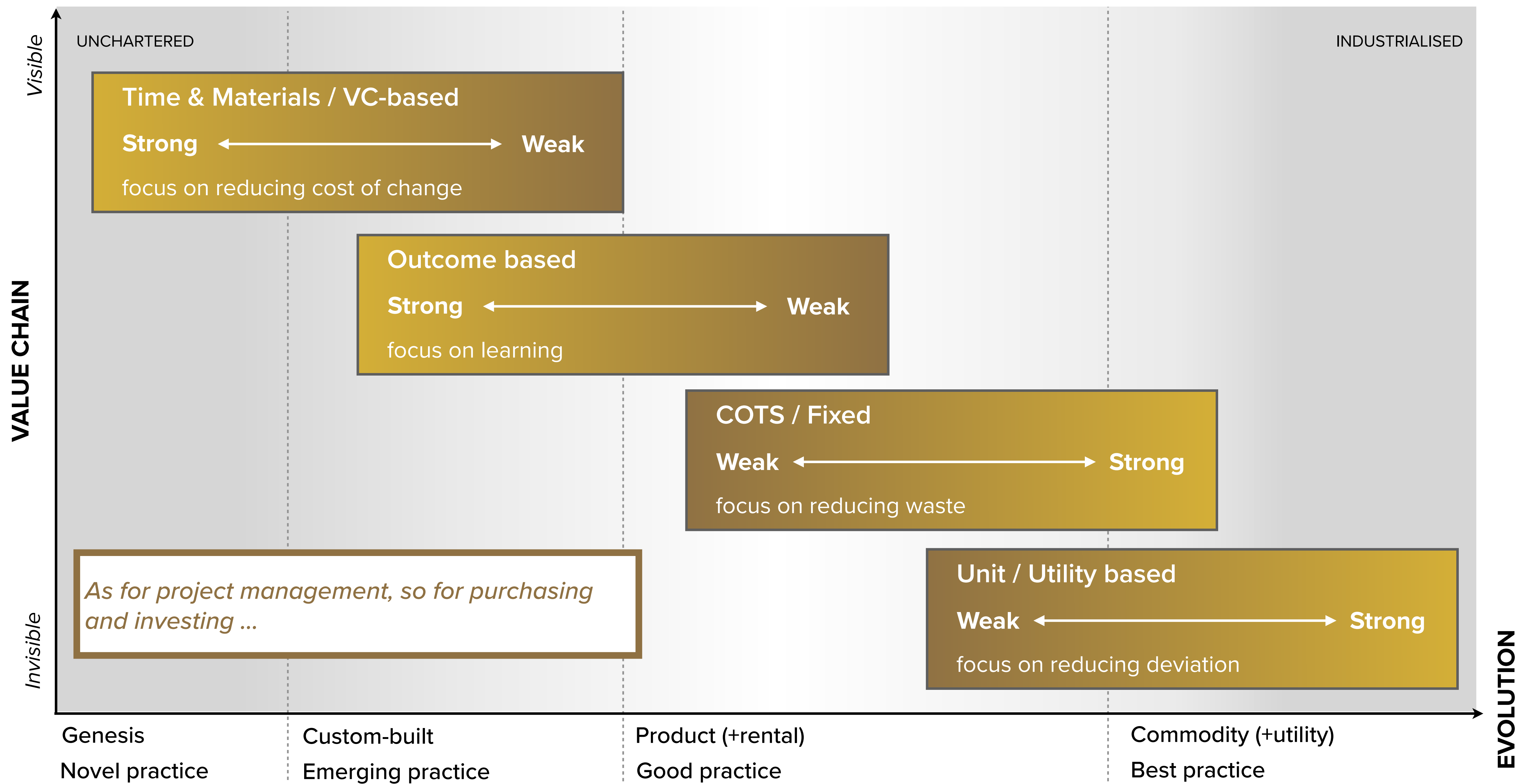## Understand that there is no magic solution and that you have to use multiple methods as appropriate.

"One ring to rule them all … and in the darkness bind them"

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Avoid hyper-rationality.

At first, handling all decisions by logic and analytical reasoning can seem like rational, critical thinking. However, it often descends into an unwillingness to act without empirical support, resulting in paralysis by analysis.

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As for project management and purchasing so for decision-making as well.

Harvard Business Review

www.hbrreprints.org

Wise executives tailor their approach to fit the complexity of the circumstances they face.

A Leader's Framework for Decision Making

by David J. Snowden and Mary E. Boone

THE CYNEFIN FRAMEWORK

COMPLEX

cause ≠ effect

explore—sense—respond

EMERGENT PRACTICE

COMPLICATED

cause - - - - - - - -▶ effect

sense—analyse—respond

EXPERT PRACTICE

CONFUSED

CHAOTIC

random

act—sense—respond

NOVEL PRACTICE

CLEAR

cause ➔ effect

sense—categorise—respond

BEST PRACTICE

In 'unordered' domains "right" answers must be discovered anew by exploring

In 'ordered' domains right answers are knowable, repeatable and can be measured

Video