

**From:** [Cover, Leanne](#)  
**To:** [Cover, Leanne](#)  
**Subject:** FW: Gitlab remote work playbook/guidebook [SEC=UNCLASSIFIED]  
**Date:** Monday, 6 July 2020 6:26:22 PM  
**Attachments:** [ebook-remote-playbook.pdf](#)

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**From:** Patrick Hollingworth <[REDACTED]>  
**Sent:** Monday, 25 May 2020 2:20 PM  
**To:** Cover, Leanne <Leanne.Cover@cit.edu.au>  
**Subject:** Gitlab remote work playbook/guidebook

**From:** [Cover, Leanne](#)  
**To:** [Cover, Leanne](#)  
**Subject:** FW: Phase transition afoot: decomposition, release and renewal  
**Date:** Thursday, 5 November 2020 10:06:26 PM

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**From:** Patrick Hollingworth [REDACTED]  
**Sent:** Thursday, 5 November 2020 4:29 PM  
**To:** Cover, Leanne <Leanne.Cover@cit.edu.au>  
**Subject:** Fwd: Phase transition afoot: decomposition, release and renewal

Thanks,

Patrick

Begin forwarded message:

**From:** Patrick Hollingworth [REDACTED]  
**Date:** 5 November 2020 at 1:12:02 pm AEDT  
**To:** [REDACTED]  
**Subject:** Fwd: Phase transition afoot: decomposition, release and renewal

Thanks,

Patrick

Begin forwarded message:

**From:** Patrick Hollingworth [REDACTED]  
**Date:** 29 October 2020 at 7:31:24 pm AEST  
**Subject:** Phase transition afoot: decomposition, release and renewal  
**Reply-To:** [REDACTED]  
<reply+8nl3u&6koba&&529d6592e810b3da2205b1e6f43e1e61684f131a8697b1994b6269af2dc9d623@mg1.substack.com>

## [Phase transition afoot: decomposition, release and renewal](#)



Oct 29 ☐ ☐ ☐

*NB: If you'd prefer to read this piece in your browser, you can do so [here](#). Please also note the details of courses I'm running next year at the bottom of this writing.*

Dear Reader,

I trust this writing finds you well. (Being well these days is, of course, a relative measure.) You may or may not have noticed how in my last [piece](#) back in May I subtly tried to kill off this newsletter, but it is back for at least one—in fact, no, make that two—more rounds.

The reason for its stay of execution is because there are so many dynamics currently in play that are manifestations of the things I've been writing about over the past half-decade and I feel like it's too good an opportunity to miss. And so in this second-to-last missive (at least, second-to last in its current configuration), I want to touch again on issues relating to scale, because not only do I think they're of prime importance right now, but I'm pretty sure that they will drive what will happen next.

My main thesis—which you’re probably very much aware of—is that we have recently passed through a complexity threshold that will be incredibly difficult—and more-than-likely impossible—to pass back through (remembering my previous reference to the work of Nobel Prize winner Ilya Prigione and the arrow of time). The way I see it, what will happen next is that things will fragment, decompose and release, prior to renewal (I’m referring to Buzz Holling’s adaptive cycle here, and touch on it in more detail later on). Many indicators suggest we are in the early stages of a meta-level societal phase transition, and my hunch is that it will play out over the next decade or so.

The root cause of this is that modernity—which at least in part gave rise to technology—has accelerated the progress of humanity too quickly. Our progression has happened so quickly that we’ve forgotten—or perhaps, willfully ignored—the things that we once knew, with these things being the things that kept our world in balance and in check.

The things I’m speaking about all manifest from wisdom, a wisdom which was accrued from many millennia of living locally and sustainably within the natural world. **Tacit, uncodified and unstructured wisdom has its origins in praxis, and both require time to develop: thicker-duration temporal scales are key.**

However, modernity has favoured knowledge over wisdom and **shorter over longer** timespans. Rapid diffusion of explicit, codified and highly-structured knowledge is now the currency of choice. As a scientist, I have no problem with this: knowledge based on empirical evidence gets the thumbs up from me. But **highly-structured knowledge is at great risk of being too-far removed from its initial context, and the dangers of removing—or at least, over-simplifying, or misidentifying—context from knowledge are very real.** (The (dis)United States of America is a prime example right now, but there are many other such examples lurking just out of site).

**Context is what situates knowledge** and enables us to learn and acquire wisdom. But knowledge without context is like a duck without a pond.

Remembering that there’s no such thing as a free lunch, it is an illusion to presume that rapidly diffusible, highly-structured knowledge is in and of itself a good thing. One must always pay the price for lunch, and as we are finding out in 2020, the price is rather steep.

### **A very expensive lunch, with idiots**

The overt structuring and codification of knowledge is what removes friction and enables its rapid diffusion. My writing here is but one example: although it’s not too concise—I prefer to write long-form and give you space to reach your conclusions—it is structured in a way, using sentences and paragraphs and headings and so forth, that enables you to make sense of it relatively easy. It’s also sent via a technological medium—in this case, email and web browser—that makes it accessible to anyone on earth who can access the internet and is literate.

All good so far.

But what if what I am writing is completely bogus? What if it’s all bullshit? (It’s not, I assure you, but please bear with me).

This is the challenge that our modern society now faces: technology that enables anyone to say and do anything, and anyone with an internet connection to access it. **We have removed so many of the scaffolding mechanisms that kept things in check, to the extent that any village idiot now has a platform to exhibit their idiocy to the world** (and to join up with other village idiots, and form online communities). There’s nothing wrong with the village idiot—after all, every town has one—it’s just that in the past, everyone in each town knew who theirs was. These days its far less obvious—to some people at least—and they now host Facebook groups, blogs, podcasts and the like.

### **Modernity and technology: not good, nor bad**

This is why I say that modernity and its associated technology is the key enabler of what is currently unfurling. Modernity and technology are not good or bad, they just are. In many, many contexts, they enable exceptionally good things to happen (i.e. improved health, increased standards of living, and reduction in poverty), but in many, many contexts they enable exceptionally bad things to happen (i.e. global warming, biodiversity loss, and the threat of nuclear war).

The key—I believe—to living with the amplified complexity that modernity and technology have enabled is to be appropriately wary of highly structured and codified knowledge that has been removed from its context, and to be unrelenting in the pursuit of the convexity and optionality which is found in tacit, less codified knowledge i.e. wisdom. By convexity I simply mean Taleb's risk asymmetry i.e. limiting downside no matter what, but not limiting upside. That's what wisdom—if correctly applied—does for you: it enables you to avoid the downside, whilst not capping the upside.

## The role of wisdom

Now that our society has—in the pursuit of explicit, codified knowledge—done away with wisdom, we have also done away with the scaffolding mechanisms that used to keep society and human behaviour in check. Evidence of this is *everywhere*, perhaps none more so than in that we seem to be the only living species on the planet that continually shifts in its own nest, and thinks that to do so in the pursuit of mindless, never-ending growth is entirely normal.

## We've gotten our spatial and temporal scales the wrong way around

The advent of modernity and technology has given rise to the relatively recent concepts of globalisation and neo-liberal democracy and—without falling into the trap of describing them as pernicious i.e. we must remember that they are not good nor bad, it's just context that makes them so—they have played a huge role in leading the world to the position that it now is in.

Globalisation has favoured *global* over *local*, neo-liberal democracy has favoured *me* over *we*, and the two of these forces combined have favoured *today* over *yesterday*, *today and tomorrow*. That's why I describe these things as problems of scale: the first two relate to spatial scales and the latter one to temporal scales.

Pre modernity and technology, human society was comprised of diverse, heterogeneous small community populations and cultures naturally contained to local areas. These communities, often referred to as tribes, lived locally as multi-generational collectives. Not only were they multi-generational, they were intergenerational, meaning they understood the notion of long duration *thick presents*. Knowledge became shared wisdom from the combination of intimate, nearly infinite collective experience of the thick present gained in spatially limited locales.

Post modernity and technology, we have been conditioned to see the ultimate goal for human society as a homogeneous, global—soon to be inter-planetary—population and culture. Technology enables us—withstanding our current pause—to travel anywhere at will. We rarely live in multigenerational collectives anymore, and are encouraged to live in the moment, with scant regard for the past (and its long-earned wisdom) and for the future (because we believe that technology will solve all of our problems in the future). We borrow from the future, and see the present as instantaneous, not thick. This ultimately leaves us with a society which as a whole is fragile and lacking resilience, and is primed to fragment and release.

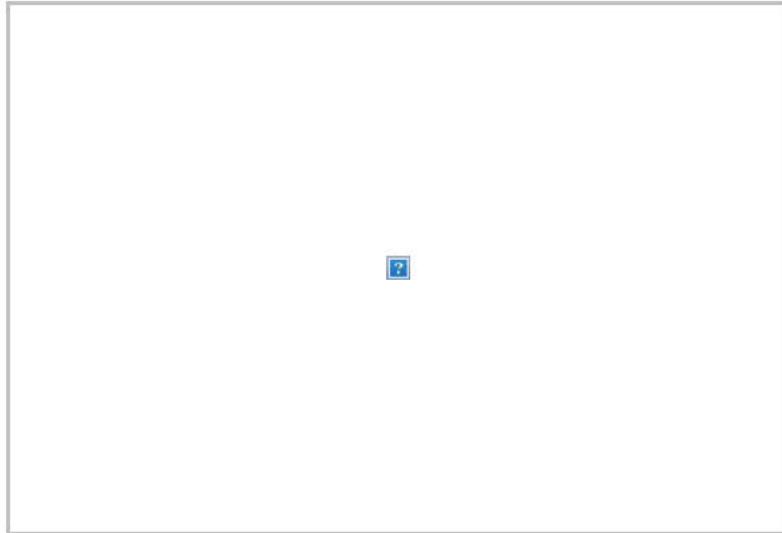
(When you think about it, it's the message underlying the classic Mexican fisherman parable, which in itself is wisdom, not knowledge).

## Adaptive cycles

The societal fragility and lack of resilience of which I speak—noting that I use both of these terms from a system level perspective (not from the more commonly used individual perspective)—is an indicator of where we are societally in Holling's adaptive cycle.



If you're not familiar with the adaptive cycle, it's an ecology-based model which shows the non-linear dynamics of ecosystem evolution as things pull together, and then pull apart.

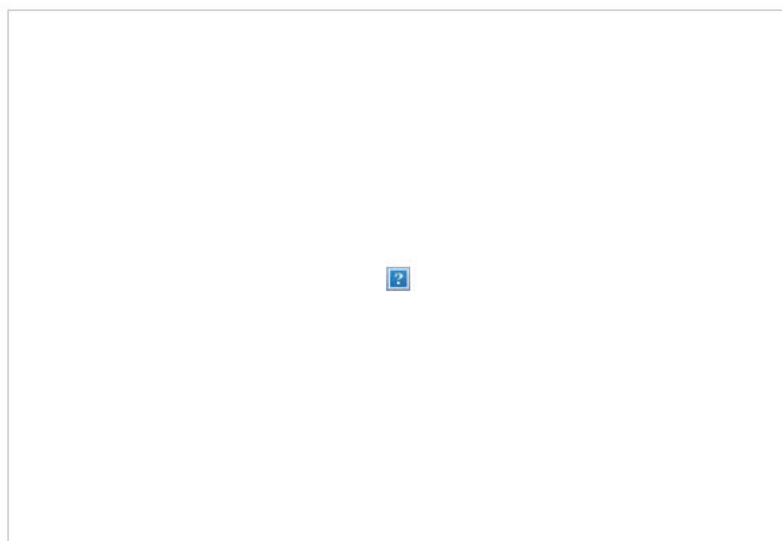


*Holling's adaptive cycle.*

### Attractor basins and phase transitions

From a technical perspective, a system—such as a society—is inclined to exhibit certain signals prior to a phase shift, the most apparent of which is [critical slowing down](#). Critical slowing down occurs when perturbations of increasing frequency and deviation decrease the levels of stability within the system, which in turn leads to an elongated return-time to stability. This then leads to [flickering](#)—increasingly wilder swings, despite the noise parameter remaining constant—which occur as the system switches between different states at an increasingly rapid rate. 2020 is the year that nearly everyone began to appreciate the true nature of these increasingly wilder swings.

With thanks to Joe Norman—who ran the simulation below of the simplest possible attractor dynamics—we can see how critical slowing down leads to phase transition. Although you don't need to get hung up on the simulation's formula ( $dx/dt + Lx + e(t)$ ), the image below shows how a system approaches transition as the critical slowing down occurs:



*Different attractor basins.*

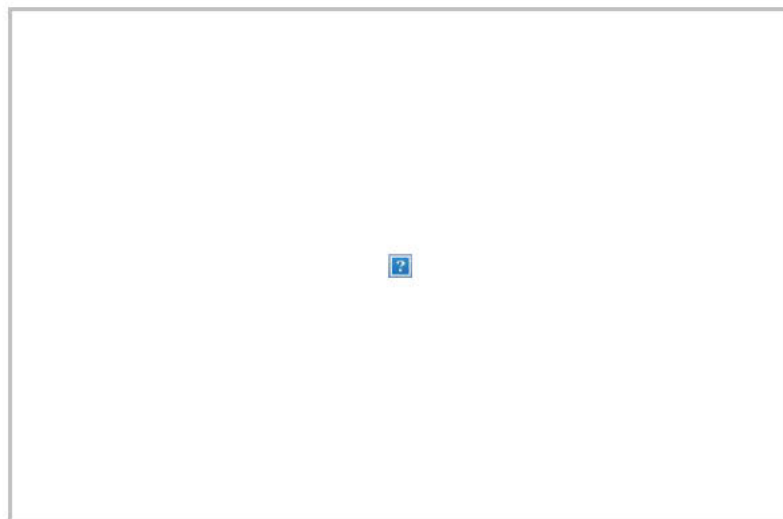
A negative value of the lambda value represents an attractor—also known as an attractor basin—where the greater the negative L value, the greater the attractor. **The greater the attractor, the deeper the attractor basin, meaning the more stable and less dynamic the system.** Therefore, in the above image  $L=-40$  is the most stable, whereas  $L=-10$  the system is far less stable, and  $L=0$  is where all bets are off and the system's reconfigurations are underway.

If this all looks and sounds too technical, *it's actually rather simple*: **the deeper the attractor basin, the greater the ease and speed with which things are pulled into it (and remain there).** **How to make ET deeper and current 18 shallower – AB?** The less deep the attractor basin, the greater the resistance and slower the speed with which things are pulled into it (and the easier it will be for things to leave the basin).

If you're struggling with this concept, just think of valleys, lakes, ponds and puddles: these are all manifestations of attractor basins (of varying depths), into which things i.e. water molecules, have been pulled by gravity.

Another way to think of it is to imagine a tennis ball being dropped into the deeper  $L=-40$  attractor basin: the ball wouldn't have much leeway to roll around. Imagine then the same tennis ball being dropped into the shallow  $L=-10$  basin: the ball would have much greater freedom of movement. Finally, imagine the same tennis ball being dropped onto the flat  $L=0$  surface: the ball could go anywhere.

If you're familiar with any of the complexity-based frameworks such as Cynefin, perhaps the following figure laying out different domain types over the different attractors will help your comprehension.



#### ***Different attractor basins and domains.***

**Thus, a stable system—such as a stable society—has deep attractor basins, whilst an unstable society, one that is beginning to fragment, has shallow attractor basins (which are becoming even shallower).**

#### ***Different attractor basins.***

#### **Wisdom erodes, via technology**

A stable society is stable because the **scaffolding mechanisms constraints/culture/tropes/narrative/assemblages**—which are roughly self-similar across each of that society's different spatial scales **depart/cit/tafe/education/public institutions**—that have evolved over many, many generations keep the system (and the systems within the system, and so-on-and-so-forth) **in check**. **Gov/education/vet/tafe/cit (modernity and tec not good or bad depends on context- deep basin = wisdom=local=not many options so context specific better be right (check convexity)**

Thus, **wisdom ?essentially creates and maintains deep attractor basins.** What we are now seeing is the

**Address:** CIT Reid, Room E108, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601  
CRICOS No. 00001K

**Connect with CIT on:** [cit.edu.au](http://cit.edu.au) | [Facebook](#) | [Twitter](#) | [YouTube](#) | [LinkedIn](#)



In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.  
Please consider the environment before printing this email.

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# AGENDA

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Canberra Institute  
of Technology  
Board



## STRATEGIC SESSION

### WEBEX ONLINE

*(details on participation contained in the meeting request from Penny Neuendorf)*

**WEDNESDAY, 1 APRIL 2020**

**9.00am – 12:30pm**

#### **CIT Board:**

*Mr Craig Sloan, Mr Peter McGrath, Mr Raymond Garrand, Mr Nigel Phair, Professor Frances Shannon, Ms Leanne Cover, Mr Sam Mills, Mr David Slaney*

#### **CIT Executive:**

*Mr Andrew Whale, Ms Paula McKenry, Mr Paul Ryan, Ms Catherine Ng*

#### **Facilitator:**

*Mr Patrick Hollingworth*

#### **Secretariat:**

*Ms Cathy Hudson, Ms Lequita Young*

#### **IT Support:**

*Ms Penny Neuendorf*

9.00 - 9.15am	Getting ready online to participate
9.15 – 11.00am	First session
11.00 – 11.15am	Break
11.15am – 12.30pm	Second session

# Evolving Together

Shaping Change  
Growing Our Region's Economy  
Advancing Canberra's Workforce  
Transforming Our Business



[cit.edu.au](http://cit.edu.au)

## VISION

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Shaping  
Change

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Raising our  
ambitions  
to meet new  
expectations

## LEARNING

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Growing  
Our Region's  
Economy

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Adapting our  
offerings to  
provide skills  
for the future

## WORKFORCE

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Advancing  
Canberra's  
Workforce

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Contributing to  
the new economy  
and positioning  
for prosperity

## BUSINESS

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Transforming  
Our Business

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Investing in  
our business  
for viability  
and value





## Shaping Change

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Raising our ambitions  
to meet new expectations

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Canberra is experiencing a shift in pace. The city is transforming in every way: from its vision and direction, to local attitudes and the economy. Canberra is already listed as the World's Most Liveable City and the entire region is becoming smarter, more innovative and more diverse.

Canberra Institute of Technology (CIT) is a major contributor to the Canberra economy. Along with Canberra's universities, we give the region an edge as a world-class knowledge economy.

We are deeply ingrained in the fabric of Canberra. We enhance the community with essential skills and knowledge, and we are at the heart of local initiatives and events. Our students have a variety of backgrounds, skills and needs. We take pride in our diversity, as it enriches our community and our innovation ecosystem.



By adapting to meet the needs of our fast-paced future, we will provide the skills for the new economy and continue to be the region's most trusted and dedicated vocational education and training provider.

Recently, the ACT Government appointed a dynamic new governing board to CIT. Our innovative board members are leading business professionals who are prepared to engage with risk and embrace new business opportunities. They are dedicated to meeting our twin objectives: to perform as a public provider of vocational education, and to meet the needs of an increasingly competitive commercial marketplace.

By evolving together and strengthening our partnerships with industry, business, educational institutions and government in the years ahead, we will ensure growth and viability. This will benefit CIT, the ACT region and the nation as a whole.

CIT is a trusted, iconic feature of Canberra's landscape and is ready to drive the future of skills development.

CIT provides training  
to **more than 20,000**  
**students** every year







# Growing Our Region's Economy

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Adapting our offerings to provide skills for the future

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What we do is crucial to industry success. We build a culture of entrepreneurship by going beyond skills, technical competence and subject knowledge. We encourage our students to think deeply and differently.

As a trusted and quality training provider, we work collaboratively with industry, community and students to achieve excellence in a fast changing tertiary education sector.

Our teachers are experts in their industry fields. They bring invaluable knowledge, experience and connection to industry that benefits the entire student community.

This extends to students across the globe as we attract and retain international students from more than 90 countries. Many international students stay on to further their qualifications, strengthening our local economy and community, and building recognition of Canberra as an international city.



Our students are valued as individuals. They receive enriching personal engagement with teachers, practical experience and real opportunities to meet future employers. Through our collaboration with our CIT Student Association we will enhance the student experience.

As skills demand increases, and workplaces change, our preparation for the future of learning will ensure we continue providing the best, most diverse and adaptive education possible.

We are actively implementing more flexible learning spaces, both in the physical and virtual realm, and offering contemporary facilities and technology. We are also adapting our education models to inspire collaborative and creative learning with fresh teaching approaches. This will allow students to prosper and excel.

CIT continues to develop innovative courses and training environments for **more than 25,000 small to medium businesses** in the ACT contributing to a confident, bold and ready city of the future

↘	HOW WE ARE EVOLVING
→	We will ensure students have access to contemporary learning environments on all campuses.
→	We will implement new digital learning platforms and capabilities to keep our students connected, enabling them to learn with confidence and integrate study into their everyday lives.
→	We will establish centres of excellence in areas such as trades and renewable energy, and innovative teaching and learning practices.
→	We will build upon the ACT health precinct in Bruce by co-locating our health and fitness programs in custom designed facilities at CIT Bruce.
→	We will increase digital connectivity for students to seamlessly integrate learning from the workplace to the classroom and into everyday life.
→	We will continue to strengthen industry connections to ensure students have the best access to their future employers.
→	Through our connection and proximity to government we will lead the nation in training for government.
→	We will augment immersive industry learning experiences to empower the next generation of entrepreneurs and skilled workers.
→	We are collaborating with forward thinking bodies such as Canberra Innovation Network, peak industry bodies and other tertiary and research institutions connecting CIT students with other leaders in Australia's knowledge capital.



# Advancing Canberra's Workforce

Contributing to the new economy  
and positioning for prosperity

More employers and students trust CIT for their training than any other organisation in the ACT. As a major contributor to the economy, we provide the skills for an adaptive, modern workforce.

We have diverse education opportunities and one of the best graduate outcomes in Australia. We will continue offering training that benefits the ACT economy in growing niche markets such as renewable energy and cyber security, in addition to traditional areas such as trades, health, business and the arts.

We are leaders in providing education in skills shortage areas and developing targeted programs. This includes helping people from all walks of life to reach their potential. Through targeted training, foundation skills and student support services we increase workforce participation and productivity, empowering the community as a whole.



Sasa Sestic  
CIT graduate  
2015 World  
Barista Champion



As technology accelerates around us, we will inject new ideas and practices into our skills training so we retain our ability to contribute to the growing economy. As leaders in innovation, we will inspire and support an entrepreneurial culture. This will ensure we are always ahead of the curve, equipping our workforce with the industry skills they need today and into the future.

By connecting with a network of industry, business, education institutions and government, we will generate economic growth for the ACT and region. This includes partnerships with Canberra-based companies and organisations that are competing successfully at a national and international level and progressing the city's agenda to become a truly global region.

**1,430 businesses** chose CIT as the training provider for their apprentices in 2016

↘	HOW WE ARE EVOLVING
→	We will boost our exceptional job outcomes to continue providing the best employment opportunities for our graduates.
→	We will increase our leading position as the preferred trainer of apprentices in the ACT and surrounding areas.
→	<p>We will drive the connection of graduates to employment or further study from areas such as:</p> <ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Islander programs</li> <li>• Specialist support for students with a disability</li> <li>• English as a Second Language support</li> <li>• Tailored programs for women returning to the workforce</li> <li>• Year 12 program</li> </ul>
→	We will develop a Trade and Renewable Energy Centre of Excellence with a vision of becoming the national and global leader in renewable energy training.
→	We will provide graduates with up-to-the-minute skills for established and emerging areas such as cyber security, building and construction and healthcare, to strengthen economic growth for the ACT and region.
→	We will enhance our connection with employers to guarantee our training has an industry first focus.
→	We will connect with industry to develop thriving business partnerships and contemporary customised training.



## Transforming Our Business

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Investing in our business  
for viability and value

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We are adopting an organisation-wide shift in new thinking and new practices with a vision of being the leader in vocational education and training locally, nationally and globally.

Stepping up as an industry partner will help us become nimble and responsive to local business needs. We will strengthen our relationships by understanding business challenges and supporting a network of connections between our staff, students and industry.

Offering customised training programs will help us meet the unique requirements of local businesses. This will ensure our training remains relevant and makes a positive impact on the economy.



We are investing in our campuses by building infrastructure to support better learning outcomes and providing significant economic benefits to the community. This investment allows us to embrace contemporary teaching methods and learning approaches so we can offer accessible, quality training to more students and businesses using the latest technology, equipment and learning spaces. We will also give our staff support and resources for new ideas so we encourage an engaging and energising working environment.

We will create a collaborative culture of innovation for our institution and for the entire region. This will allow us to lead our community confidently, cultivating a skilled and creative society for work and life.

CIT teaching staff are  
**highly experienced  
industry practitioners**

↘	HOW WE ARE EVOLVING
→	We will invest in our staff to attract and retain talented people for an energetic, innovative workplace.
→	We are upgrading and updating our physical footprint, including a new modern learning space in Tuggeranong, to provide better training opportunities for industry, business and community.
→	We are ensuring our facilities are built for the future.
→	We will refresh our digital footprint with a new responsive CIT website and mobile apps for contemporary communication, keeping staff and stakeholders connected.
→	We will streamline our systems and processes by exercising the autonomy provided to us by the ACT Government.
→	We will revolutionise our business processes to empower staff to be customer centric.
→	We are investing in our staff with exceptional professional development opportunities.
→	We will attract and retain leading professionals for a workforce that positions CIT to lead the delivery of vocational education and training locally, nationally and globally.
→	We will develop new delivery models to increase flexibility and accessibility of our courses.



# New Commitments



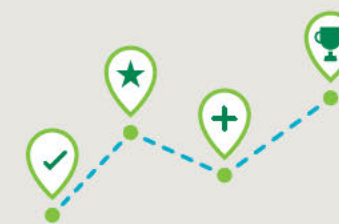
## Product Innovation Fund

Promote and encourage innovative ideas from teachers and staff for products and courses in new and established markets



## CIT Digitalisation Strategy

Create intuitive and streamlined processes for all stakeholders through digitalisation



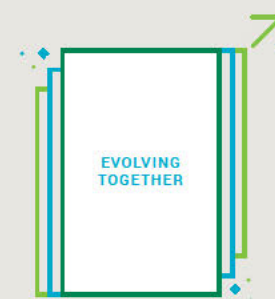
## CIT Customer Experience Journey

Provide an exceptional customer experience for every customer interaction across CIT



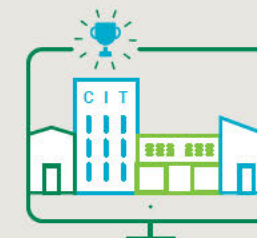
## Innovative Learning Resources Project

Modernise our teaching and learning resources



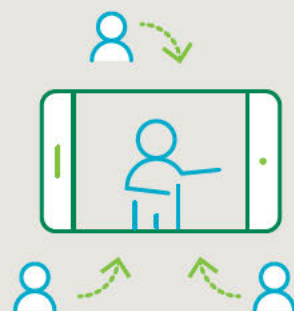
## Evolve Together Project

A cultural change program within CIT to meet emerging training needs



## Centres of Excellence

Create centres of excellence through investing in campus modernisation and digital infrastructure



## Evolving Teacher Program

Preparing the CIT teaching workforce to design, develop and deliver contemporary training programs



## Australian Apprenticeship Project

Enlist employer liaison officers to work with employers and their apprentices to better meet employer needs and improve the student experience



## Business Development and Industry Partnerships

Strengthen our business development and industry partnerships to grow in emerging and established markets



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Raise our ambitions to  
meet new expectations.

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Adapt our offerings to provide  
skills for the future.

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Contribute to the new economy  
and position for prosperity.

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Invest in our business for  
viability and value.

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Our promise





**From:** [Cover, Leanne](#)  
**To:** [Steff, Cheryl \(CIT-ACTGOV\)](#); [Tong, Greg](#)  
**Cc:** [Cover, Leanne](#); [Young, Lequita](#)  
**Subject:** Fwd: CIT Board Strategic Planning - 1 April 2020 [SEC=UNCLASSIFIED]  
**Date:** Friday, 27 March 2020 9:28:34 AM  
**Attachments:** [image003.jpg](#)  
[ATT00001.htm](#)  
[Agenda - 1 April 2020.docx](#)  
[ATT00002.htm](#)  
[1. CIT Futures.pdf](#)  
[ATT00003.htm](#)  
[2. A Leaders Framework for Decision Making \(005\).pdf](#)  
[ATT00004.htm](#)  
[3. Thought Piece - Board Musings.docx](#)  
[ATT00005.htm](#)  
[CIT Strategic Compass.pdf](#)  
[ATT00006.htm](#)

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Greg and Cheryl

For your info only  
Leanne

Sent from my iPhone

Begin forwarded message:

**From:** CIT Board <CITBoard@cit.edu.au>  
**Date:** 27 March 2020 at 9:26:16 am AEDT  
**To:** [REDACTED] Peter McGrath  
[REDACTED]  
[REDACTED], Nigel Phair  
Frances Shannon [REDACTED], "Cover, Leanne"  
<Leanne.Cover@cit.edu.au>, "Mills, Sam" <Sam.Mills@cit.edu.au>,  
[REDACTED] "Hudson,  
Catherine" <Catherine.Hudson@cit.edu.au>, "Young, Lequita"  
<Lequita.Young@cit.edu.au>, "Whale, Andrew"  
<Andrew.Whale@act.gov.au>, "McKenry, Paula"  
<Paula.McKenry@cit.edu.au>, "Ryan, Paul" <Paul.Ryan@cit.edu.au>, "Ng,  
Catherine" <Catherine.Ng@cit.edu.au>, "Patrick Hollingworth  
[REDACTED]" [REDACTED]  
**Cc:** "Neuendorf, Penny" <Penny.Neuendorf@act.gov.au>  
**Subject:** CIT Board Strategic Planning - 1 April 2020  
[SEC=UNCLASSIFIED]

Good morning Board members

The following message is from the Chair, Craig Sloan, in preparation for the CIT Board's Strategic Workshop on Wednesday 1 April 2020.

*Amidst these challenging times, we will be continuing with our intent to run a half-day planning session for our CIT Board on Wednesday 1 April (agenda attached). The main change for us is that we will conduct the session online. More details will follow regarding the digital platform – WebEx - on*

*which the session will be held. Ms Penny Neuendorf will be sending out meeting requests to participate on 1 April and offering practice sessions at the following times:*

*<!--[if !supportLists]-->• <!--[endif]-->Monday 30 March, 4.30pm*

*<!--[if !supportLists]-->• <!--[endif]-->Tuesday 31 March 8.30am*

*Please choose the session that will suit you best. The meeting requests for the practice and strategic session will contain information and instructions on connecting to Webex.*

*I'd like to remind you that, regardless of the current context of pandemic, we always intended this session to be about high-level, long-term strategy. It was never going to be about actionable lists and operational items. As such, we were going to ask you to do some pre-reading, and even more importantly, to be prepared to attend the session with an open mind for the future. As difficult as it may seem in this current crisis we still ask you do your best to do that. We will be engaging in some challenging thinking that is even more relevant as a result of our current circumstance.*

*Thus, we'd like you to read three pieces of writing (attached), each taking you approximately 20-30 mins each, so about an hour all up:*

*<!--[if !supportLists]-->1. <!--[endif]-->CIT Futures*

*<!--[if !supportLists]-->2. <!--[endif]-->A Leader's Framework for  
Decision Making*

*<!--[if !supportLists]-->3. <!--[endif]-->A Thought Piece – CIT Board  
Musings*

*I have also attached a copy of the Strategic Plan 2020 Evolving Together for your information.*

*Other background reading is available in Diligent Board's resources and will also be provided in a separate email. It is not necessary to have read all of these artefacts to participate meaningfully on Wednesday but for some you may wish to gain some understanding of the broader context. The agenda and these papers are also available in Diligent Board for those with access.*

*Please don't hesitate to contact Lequita if there are any issues leading up to Wednesday.*

*Regards*

*Craig Sloan*

*CIT Board Chair*

**Lequita Young on behalf of Craig Sloan**

Executive Assistant to the Chief Executive Officer

Canberra Institute of Technology

Tel: 02 6207 3103 | Mobile: [REDACTED] | Email: [lequita.young@cit.edu.au](mailto:lequita.young@cit.edu.au)

Address: CIT Reid, Room E108, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

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**From:** [Cover, Leanne](#)  
**To:** [leanne.cover@cit.act.edu.au](mailto:leanne.cover@cit.act.edu.au)  
**Subject:** Fwd: Leadership Development - Module 1 decks and homework  
**Date:** Saturday, 29 August 2020 3:49:39 PM

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**From:** Young, Lequita <Lequita.Young@cit.edu.au>  
**Sent:** Wednesday, August 12, 2020 8:14:15 AM  
**To:** Cover, Leanne <Leanne.Cover@cit.edu.au>  
**Subject:** Leadership Development - Module 1 decks and homework

UNOFFICIAL

Regards

Lequita

### Lequita Young

Executive Assistant to the Chief Executive

Canberra Institute of Technology

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**From:** Young, Lequita  
**Sent:** Monday, 10 August 2020 8:37 AM  
**To:** Clements, Alice <Alice.Clements@cit.edu.au>; Tong, Greg <Greg.Tong@cit.edu.au>; Mitchell, FionaM (CIT) <FionaM.Mitchell@cit.edu.au>; Wesley, Anita <Anita.Wesley@cit.edu.au>; Marchant, Lucy <Lucy.Marchant@cit.edu.au>; Mudge, Tony <Tony.Mudge@cit.edu.au>; Dace-Lynn, Fiona <Fiona.Dace-Lynn@cit.edu.au>; Ryan, Paul <Paul.Ryan@cit.edu.au>; Whale, Andrew (CIT-ACTGOV) <Andrew.Whale@act.gov.au>; Dunstan, James <James.Dunstan@cit.edu.au>; Miller, Jayne <Jayne.Miller@cit.edu.au>; Hughes, Caroline <Caroline.Hughes@cit.edu.au>; Caig, Karl <Karl.Caig@cit.edu.au>; Dealy, Maria <Maria.Dealy@cit.edu.au>; Ganendran, Jaci <Jaci.Ganendran@cit.edu.au>; Tomaras, Elizabeth <Elizabeth.Tomaras@cit.edu.au>; Steff, Cheryl <Cheryl.Steff@cit.edu.au>; [REDACTED]; [REDACTED]; [REDACTED]; Patrick Hollingworth [REDACTED]  
**Subject:** Leadership Development - Module 1 decks and homework



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Good morning

Please find attached the decks that [REDACTED] I used in Module 1.

Also attached are the 'homework slides' for between the modules, as advised by [REDACTED] last week.

Regards

Lequita

**Lequita Young**

Executive Assistant to the Chief Executive

**Canberra Institute of Technology**

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**From:** Cover, Leanne <Leanne.Cover@cit.edu.au>  
**Sent:** Tuesday, 8 September 2020 9:35 PM  
**To:** leanne.cover@cit.act.edu.au; Sporcic, Rebecca <Rebecca.Sporcic@cit.edu.au>  
**Subject:** Fwd: Paper: systemic design principles in social innovation

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**From:** [REDACTED]  
**Sent:** Friday, August 28, 2020 11:47:23 AM  
**To:** Cover, Leanne <[Leanne.Cover@cit.edu.au](mailto:Leanne.Cover@cit.edu.au)>; Patrick Hollingworth [REDACTED]  
[REDACTED]  
**Subject:** Paper: systemic design principles in social innovation

Hi both

Great to chat.

You may be interested in a journal paper I wrote with a colleague Mieke while the 'design principles' session is forming up with MPC. This will be coming out next month so please don't share as yet.

Here's the abstract.

*In recent decades, design has expanded from a practice aimed at designing things to one that helps to address complex societal challenges. In this context, a field of practice called systemic design has emerged, which combines elements of systems thinking with elements of design. We use a case study approach to investigate how expert practitioners carry out systemic design work in the context of public and social innovation, and explore what we can learn from their practices and design rationales when we compare them to systems thinking theories and approaches. Based on findings from five case studies, we present five systemic design principles: 1) opening up and acknowledging the interrelatedness of problems; 2) developing empathy with the system; 3) strengthening human relationships to enable creativity and learning; 4) influencing mental models to enable change; and 5) adopting an evolutionary design approach to desired systemic change. One way that scholars can contribute to this field is by continuing to monitor and describe emerging systemic design principles developed and performed at the forefront of the field, strengthening these learnings by building on the body of knowledge about systems thinking and design.*

Cheers

Bridget



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**From:** [Mills, Sam](#)  
**To:** [Cover, Leanne](#)  
**Subject:** RE: Evolving Together All Staff event 2021  
**Date:** Monday, 7 December 2020 8:00:39 AM  
**Attachments:** [image001.png](#)  
[image002.jpg](#)  
[image003.jpg](#)

---

OFFICIAL

Hi Leanne

Sorry for the late reply and a March ET will be challenging to get Teachers to participate due to Teaching commitments. However a Friday would catch many of them in the Team.

As a nod to the existing rituals (of early in the year ET) perhaps a virtual type short event, which could be participated with in Teams like the Staff Achievement Awards, could be considered.

Thanks Leanne and have a good day.

**Kind regards**

**Sam Mills**

Head of Department

CIT Business

Business and Leadership College

Canberra Institute of Technology

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**From:** Young, Lequita <Lequita.Young@cit.edu.au> **On Behalf Of** Cover, Leanne

**Sent:** Thursday, 3 December 2020 1:45 PM

**To:** Wesley, Anita <Anita.Wesney@cit.edu.au>; Clements, Alice <Alice.Clements@cit.edu.au>;  
Steff, Cheryl <Cheryl.Steff@cit.edu.au>; Tong, Greg <Greg.Tong@cit.edu.au>; Caig, Karl

<Karl.Caig@cit.edu.au>; Whale, Andrew (CIT-ACTGOV) <Andrew.Whale@act.gov.au>; Dace-Lynn, Fiona <Fiona.Dace-Lynn@cit.edu.au>; Dealy, Maria <Maria.Dealy@cit.edu.au>; Ganendran, Jaci <Jaci.Ganendran@cit.edu.au>; Hughes, Caroline <Caroline.Hughes@cit.edu.au>; Marchant, Lucy <Lucy.Marchant@cit.edu.au>; Mitchell, FionaM (CIT) <FionaM.Mitchell@cit.edu.au>; Mudge, Tony <Tony.Mudge@cit.edu.au>; Tomaras, Elizabeth <Elizabeth.Tomaras@cit.edu.au>; Dunstan, James <James.Dunstan@cit.edu.au>; Ryan, Paul <Paul.Ryan@cit.edu.au>; Miller, Jayne <Jayne.Miller@cit.edu.au>; Fuzzard, Rhonda <Rhonda.Fuzzard@cit.edu.au>; Street, Evan <Evan.Street@cit.edu.au>; Concannon, Grace <Grace.Concannon@cit.edu.au>; Radic, Ivan <Ivan.Radic@cit.edu.au>; LoPilato, Teresa <Teresa.LoPilato@cit.edu.au>; Mills, Sam <Sam.Mills@cit.edu.au>; Kuo, Michael <Michael.Kuo@cit.edu.au>; Mann, Marianne <Marianne.Mann@cit.edu.au>; Muthurajah, Lily <Lily.Muthurajah@cit.edu.au>; Bidder, Sharon <Sharon.Bidder@cit.edu.au>; Douglas, Piers <Piers.Douglas@cit.edu.au>; Ryan, Angela <Angela.Ryan@cit.edu.au>; Silk, Terri <Terri.Silk@cit.edu.au>; Cowlshaw, Anthony <Anthony.Cowlshaw@cit.edu.au>; Clarke, Adrian <Adrian.Clarke@cit.edu.au>; Latimore, James <James.Latimore@cit.edu.au>; Sporcic, Rebecca <Rebecca.Sporcic@cit.edu.au>; Flatt, Michelle <Michelle.Flatt@cit.edu.au>; Holdsworth, Sally <Sally.Holdsworth@cit.edu.au>; Neuendorf, Penny <Penny.Neuendorf@cit.edu.au>; Gouneau, Veronique <Veronique.Gouneau@cit.edu.au>; Sinclair, Gillian <Gillian.Sinclair@cit.edu.au>; Abbot, Julianne <Julianne.Abbot@cit.edu.au>; Madden, Shari <Shari.Madden@cit.edu.au>; Grieves, Sarah <Sarah.Grieves@cit.edu.au>; Dixon, Nicole <Nicole.Dixon@cit.edu.au>; Seneviratne, Dulip <Dulip.Seneviratne@cit.edu.au>; Johnston, Gerard <Gerard.Johnston@cit.edu.au>; McMahon, Steven <Steven.McMahon@cit.edu.au>; Collins, Julie <Julie.Collins@cit.edu.au>; Duchnaj, Sandra <Sandra.Duchnaj@cit.edu.au>; Whitfield, Josephine <Josephine.Whitfield@cit.edu.au>; Kemp, Ilze <ilze.Kemp@cit.edu.au>; Hall, Lauren <lauren.hall@cit.edu.au>; Holland, Charles <Charles.Holland@cit.edu.au>; Rosso, Ella <Ella.Rosso@cit.edu.au>; Scicluna, Amelia <Amelia.Scicluna@cit.edu.au>; Campbell, Shane <Shane.Campbell@cit.edu.au>; Cook, Dan <Dan.Cook@cit.edu.au>; Folk, James <James.Folk@cit.edu.au>; Duncan, Tamara <Tamara.Duncan@cit.edu.au>; Andrew Bell [REDACTED]; Patrick Hollingworth [REDACTED]; Burgess, Richard <Richard.Burgess@cit.edu.au>; Hansen, Peter <Peter.Hansen@cit.edu.au>; Hurrell, Rebecca <Rebecca.Hurrell@cit.edu.au>; Ceraolo, Anna-Lys <Anna-Lys.Ceraolo@cit.edu.au>; Willington, Linda <Linda.Willington@cit.edu.au>

**Subject:** Evolving Together All Staff event 2021

OFFICIAL

Hello everyone

As I briefly mentioned this morning on WebEx my thinking is that an Evolving Together day may be best scheduled a bit later than January 2021. At this stage the plan is for the CIT Board to launch the Strategic Compass soon after the ACT mini-budget in February (a 2021 date change due to COVID19). So I'm thinking a late February/March Evolving Together day may be better.

Appreciate your thoughts/ feedback on this.

Thank you

Leanne

**Lequita Young on behalf of Leanne Cover**

Executive Assistant to the Chief Executive

CIT Board Secretariat

**Canberra Institute of Technology**

**Tel:** 02 6207 3103 | **Mobile:** 0419 44 50 58 | **Email:** [lequita.young@cit.edu.au](mailto:lequita.young@cit.edu.au)

**Address:** CIT Reid, Room E108, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601

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**From:** Cover, Leanne  
**Sent:** Friday 27 March 2020 16:52  
**Required:** Cover, Leanne; Miller, Jayne; Johnston, Gerard; Landy, Michael; Clements, Alice; Wesney, Anita; Neuendorf, Penny; 'Patrick Hollingworth'  
**Subject:** Evolving Together  
**When:** Monday 30 March 2020 13:30-15:30.  
**Where:** Webex

When: Monday, March 30, 2020 1:30 PM-3:30 PM. (UTC+10:00)  
Canberra, Melbourne, Sydney  
Where: Webex

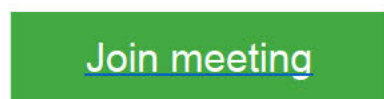
\*~\*~\*~\*~\*~\*~\*~\*~\*~\*

**This Evolving Together session will use the book “The Path” as a framework for discussion.**

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Meeting password: sgQ9jBHaw39



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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

---

**From:** Cover, Leanne <[Leanne.Cover@cit.edu.au](mailto:Leanne.Cover@cit.edu.au)>  
**Sent:** Wednesday, 18 March 2020 3:28 PM  
**To:** Mitchell, FionaM (CIT) <[FionaM.Mitchell@cit.edu.au](mailto:FionaM.Mitchell@cit.edu.au)>; Dace-Lynn, Fiona <[Fiona.Dace-Lynn@cit.edu.au](mailto:Fiona.Dace-Lynn@cit.edu.au)>; Mudge, Tony <[Tony.Mudge@cit.edu.au](mailto:Tony.Mudge@cit.edu.au)>; Hughes, Caroline <[Caroline.Hughes@cit.edu.au](mailto:Caroline.Hughes@cit.edu.au)>; Wesley, Anita <[Anita.Wesney@cit.edu.au](mailto:Anita.Wesney@cit.edu.au)>; Marchant, Lucy <[Lucy.Marchant@cit.edu.au](mailto:Lucy.Marchant@cit.edu.au)>; Ganendran, Jaci <[Jaci.Ganendran@cit.edu.au](mailto:Jaci.Ganendran@cit.edu.au)>; Ryan, Paul <[Paul.Ryan@cit.edu.au](mailto:Paul.Ryan@cit.edu.au)>; McKenry, Paula <[Paula.McKenry@cit.edu.au](mailto:Paula.McKenry@cit.edu.au)>; Whale, Andrew <[Andrew.Whale@act.gov.au](mailto:Andrew.Whale@act.gov.au)>; Tomaras, Elizabeth <[Elizabeth.Tomas@cit.edu.au](mailto:Elizabeth.Tomas@cit.edu.au)>; Clements, Alice <[Alice.Clements@cit.edu.au](mailto:Alice.Clements@cit.edu.au)>; Dealy, Maria <[Maria.Dealy@cit.edu.au](mailto:Maria.Dealy@cit.edu.au)>; Miller, Jayne <[Jayne.Miller@cit.edu.au](mailto:Jayne.Miller@cit.edu.au)>; Caig, Karl <[Karl.Caig@cit.edu.au](mailto:Karl.Caig@cit.edu.au)>; Steff, Cheryl <[Cheryl.Steff@act.gov.au](mailto:Cheryl.Steff@act.gov.au)>; Tong, Greg <[Greg.Tong@cit.edu.au](mailto:Greg.Tong@cit.edu.au)>  
**Subject:** Patrick Hollingworth newsletter: What the heck is going on? [SEC=UNCLASSIFIED]

Exec and Directors

I encourage you to read Patrick Hollingworth's latest newsletter. I hope it may assist you in making

a little more sense of the messy world we are in. You may also reflect on the relevance of our Evolving Together work, our CIT journey to date and the significance of the Strategic compass 4 promises.

As always I'm happy to discuss

Regards

Leanne



## What the heck is going on?

### Seriousness and Optimism

---

NB: this is another long post. But seeing as about a third of my 1,500-strong readership live in northern hemisphere countries currently in lock-down, at least you've got the time. I hope it helps. If you'd prefer to read this in your browser, please do so [here](#).

**Hi Readers,**

I hope this email finds you as well as can be expected. Amidst the uncertainty manifesting from the multitude of dynamics that are currently playing out across the world, many people seem to be struggling to make sense of what is happening. As paradoxical as this sounds, there is both an overload of information and a deficit of information, depending on where you do or don't look, and to who you do or don't listen.

And so tonight, now that the kids have gone to bed, I've decided to dedicate a few hours to seeing if I might be able help you weave together some coherence. Consider it a complexity practitioner's perspective on current global events. Here goes...

### What's going on?

Five years ago in my first book I referenced [this](#) article by Adam Garfinkle in the magazine *American Interest*. Titled 'What's Going On', Garfinkle posed what he described as the 'uber question of our time': 'What the heck is going on, anyway?'

He continued:

*"It is now banal in the extreme to say that we are living in a rapidly changing world, and it can be misleading, too. The challenge is to understand how the world is changing, not how fast it is changing".*

This is my job tonight, down here in this great southern land, to see if I can help you understand how (and why) everything is happening in the way that it is. Rather than focussing on what should or shouldn't be done, I'd just like to help you make sense of *what's going on*.

Because right now, the world's largest ever en-masse sense making activity is taking place. More than seven billion people are currently trying to understand what the heck is going on.

## **It's about complex network dynamics**

To put it succinctly, what's going on is the result of non-linear (i.e. multiplicative) dynamics in an incredibly connected, complex network. In this network, we (the global human population) are the nodes and the novel coronavirus (SARS CoV 2) is the pathogen that connects—or has the potential to connect—one node to another. (If you'd like a detailed, technical explanation of this, refer to Albert-Laszlo Barabasi's appropriate chapter on spreading phenomena [here](#).)

## **The key dynamic: exponential growth**

Of greatest alarm—but of no surprise to folk who understand the exponential growth function and the possibilities for complex networks to rapidly scale in size and speed by order of magnitude—is the current spread rate of the virus, which seems to be around  $R_2-2.5$  (this means that every individual infected will on average pass it on to another two to two and half people). Whilst this doesn't sound like it's very much, it explains why the number of cases double, and then double again, and then double again, and so on and so forth.

If you're still grappling to get your head around the realities of exponential growth, this thought experiment might help.



Imagine Sydney Harbour has been drained of all of its of water, and you are tasked with refilling it using only a teaspoon. But the catch is, you get to fill it up at an exponential rate. This means that you first tip in one teaspoon, followed by two teaspoons, followed by four teaspoons,



followed by 16 teaspoons—and so on and so forth.

If you were able to complete the task over the course of a week (no sleeping, mind you), and you started on Monday morning, frantically tipping in and tipping in, every observation from Monday morning through to Saturday afternoon would confirm that nothing is happening, because you wouldn't see any water building up. In fact, you'd probably convince yourself that the whole pursuit is a waste of time. It's only at some point on Saturday evening that you notice the very first signs of water pooling across the bottom of the harbour. And so you keep going. But even by Sunday lunchtime there still wouldn't be much water in the harbour. And then it all happens at once. By Sunday night the Harbour is full. Welcome to the world of non-linear dynamics.



The real concern here is that many people mistake the early stages of multiplicative/exponential growth for additive/linear growth, and fail to truly consider how much things will change as the 'knee' or the 'kick' in the curve—the bit where it starts going upwards very quickly—is passed. Many people have been lulled into a false sense of security, just like the infamous turkey the night before Thanksgiving.

## Networks are pervasive

By now—at least if you're a dedicated reader—you're already familiar with the basic concept of networks, which I unpacked in all of their glory [last time](#). Even if you're not, you'll still most-likely have a sense of how our lives—not only socially, but also biologically and technologically—are our networks. At every level, networks are at play. We are networks ourselves, and we belong to networks.

In recent times however, the technological and social networks to which we belong have become larger, more connected and denser. In addition, completely new technological and social networks have emerged. Not only this, but these networks have connected with many other networks, meaning we have a network of networks, forming an ecosystem of networks. These increases all mean one thing: our lives are irrevocably enmeshed in complex networks and ecosystems.

## Many possibilities: good, bad, or whatever

This complexity brings with it many possibilities. Critically, these possibilities are not good and nor are they bad; they just are.

These possibilities include being able to follow one billion different Instagram users, being able to quickly search for and find nearly an infinite amount of information (such as how many Instagram users there are), and being able to travel in relatively quick time to anywhere on the globe. Again, these possibilities are essentially agnostic: they are what they are. They become good, bad, or whatever else it is they become only once they are given a context.

For example, one billion users of Instagram is great for Facebook (Instagram's owners), but it sucks when you see the degradation of your favourite mountain hut occurring as a result of masses of Instagramers flocking to the next must-capture location. Likewise, information used with good intent can be generative, but used with malice, it can be destructive. Thus, the many possibilities of complex networks are entirely contingent upon context.

Of critical significance to our current context of coronavirus pandemic is that the greater the number of nodes and connections in the network, the greater the number will be of possible outcomes. There's no debating this, it's just a mathematical property of networks (see [Metcalf's Law](#)).

## **Many possibilities means much uncertainty, sometimes nested within certainty**

The problem for us in this current context is that the greater the number of possible outcomes, the more difficult it becomes to successfully predict which specific outcome will eventuate. This means there are two prices to pay for the benefits of having a vast number of upside possibilities to entertain: the first being that there is the same number of downsides (remember, every possibility is agnostic, and the upside or downside only manifests once the possibilities are contextualised), and the second being that you can't confidently predict which possibility will eventuate, which leads to chronic uncertainty.

In terms of our current context i.e. SARS CoV 2 and the value we place on human life, we now face the stark reality of a rapidly changing context. Up until a few months so ago many of us revelled in the upside opportunity that cheap air travel and flexible border controls affords. But now we must face the downside possibility emerging from this ecosystem of networks in which we live our lives: a global pandemic that results in many deaths and a protracted economic slow-down.

Globalisation has played a critical role here: by opening borders to free trade, globalisation has dramatically increased global complexity in a very short period of time. This increased complexity has been turbocharged by many more factors, including but not limited to the internet, social media, and the aforementioned affordable travel and cross-border movement. Adding fuel to the turbo is Francis Fukuyama's [End of History](#) and the ascension of western neoliberal democracy, with its strong beliefs about individual freedoms. (The significance of our beliefs about the individual will become apparent when we discuss what we need to do to survive this crisis.)

Critically, and somewhat paradoxically, as every day goes by, the uncertainty of this significant downside possibility decreases. In other words, as every day goes by and the pandemic's intensity increases, the number of possibilities decrease and the likelihood that this global pandemic does result in both many deaths and a protracted economic slow-down increases. Thus, within the over-arching context of chronic uncertainty, certainty begins to emerge. But it's a certainty we most certainly want to avoid, *at all costs*.

## **Acting as *if* to protect the system**



This is why a *coordinated* global response to mitigate the spread of SARS CoV 2 is critical *at this very moment*. The reality of being part of a large, densely connected system is that if you desire to maintain the integrity of that system, everyone must act at the individual level *as if* they could—just by themselves, in their lower order, localised space—protect the system.

Borrowing from the work of Michael Puett and Confucian philosophy, subjunctive ritual allows us to break the patterns of individualism that we have all fallen into and to act in the interest of the higher order of the system that we all belong to. The subjunctive action—also referred to as *acting otherwise*—that we must all do to protect our system is social distancing. There are still *way* too many people out there at the moment, at least here in Australia, who don't appreciate the gravity of the situation.

If only half or two-thirds of people in communities and nations of the world act *as if*, the system will not be adequately protected, and containment efforts will fail. This is basically what happened when the lockdown of the Lombardy region was announced on March 8: not everyone stayed in, and many people fled the region to return to their families in other parts of the country. This is why the entire country was ordered into lockdown the following day. Not everyone acted *as if*.

In complexity speak, this is what we refer to as lower-order activity, or a fine (as opposed to coarse) level of granularity. It is through the lower order—each of us acting *as if*—that the higher order emerges. Arnie did a great job of this in his gorgeous and wonderfully human (and equine) tweet from yesterday. He was acting *as if*. He was acknowledging where he has agency to act, and where you have agency to act, too.

In this context, the higher order that emerges from the individual acting as *if* in their lower order is simple: *survival through this crisis*. If you think you can't do it, you're wrong. It might be uncomfortable, and you probably don't have a miniature horse named Whiskey and a miniature donkey named Lulu to cuddle, but that's the sacrifice you have to make. We all have to make this sacrifice, for an unknown period of time.

In short, each individual person, each individual household, each individual community, and each individual nation must act as *if* they could—just by themselves in their lower order, localised context—protect the system. This must occur now, in this critical phase, during peak uncertainty. Everyone must suspend their individual needs and wants, and act for the betterment of our system.

### **The difference between Gaussian and Paretian worlds has never been more relevant**

To further increase our understanding of this situation we must briefly delve into a world that very

few do. I've written about the Gaussian and Paretian worlds we inhabit on numerous occasions—most recently [here](#)—but to really understand what's going on at the moment, you *must* get your head around this.

In that piece I wrote about the problems associated with working in uncertain spaces. I described these spaces as problem spaces, and noted that the uncertain nature of them means that you either cannot be aware of all the variables in the problem space, and even if you can, calculating the number of possible outcomes from the interactions between the variables becomes impossible. It is for these reasons that the uncertainty is so chronic.

Think of our current coronavirus pandemic as a problem space where there are any number of variables—namely ones relating to individual, community and societal scales—which are either not yet understood, or are changing so rapidly that they never can be understood (until after the fact). Yes, this is a reality of the connected, complex networked world we live in: the variables themselves interact and influence each other, which means goodbye to our ability to fully understand our problem space.

It was also in that last piece that I introduced to you the notion of probability distributions (of problem spaces), and the different types of distributions that exist. Whilst there are a number of different distribution types—and noting that I studied geography and cultural anthropology, and not math—I simplified these into two key types: *Gaussian* distributions and *Paretian* distributions, with the former named after German mathematician Carl Friedrich Gauss and the latter Italian economist Vilfred Pareto.

The distinction between these two distributional types has been popularised by Nassim Nicholas Taleb's metaphorical worlds of *Mediocristan* and *Extremistan*, with Mediocristan representing the Gaussian world and Extremistan representing the Paretian world. According to Taleb in *The Black Swan*, the key distinction between the two worlds is as follows:

"Mediocristan has a lot of variations, not a single one of which is extreme; Extremistan has few variations, but those that take place are extreme".

#### **Mediocristan vs Extremistan**

non-scalable vs scalable
mild randomness vs extreme randomness
typical member is mediocre vs no typical member
winner gets a small slice vs winner takes all
historical vs modern
subject to dampening vs subject to acceleration
physical vs informational
many small events vs a few huge events
easy to predict vs hard to predict
history crawls vs history jumps
Gaussian distributions vs Pareto distributions

As you scan these distinctions, my hunch is that you're now just beginning to realise that the pandemic situation we currently find ourselves in is consistent with the exemplars associated with Extremistan on the right-hand side of the list.

Our current coronavirus context places us squarely in the most uncertain depths of Extremistan.

### **Exercising the precautionary principle**

Not surprisingly, Taleb was onto it in the earlier stages of the viral outbreak, writing [this](#) note from the *New England Complex Systems Institute* with his colleagues Joseph Norman and Yaneer Bar-Yam on January 26, 2020. The authors make the following points:

*“Clearly, we are dealing with an extreme fat-tailed process owing to an increased connectivity, which increases the spreading in a non linear way. Fat tailed processes have special attributes, making conventional risk-management approaches inadequate”.*

The authors go on to reference the General Precautionary Principle, as follows:

*“The general (non-naive) precautionary principle delineates conditions where actions must be taken to reduce the risk of ruin, and traditional cost-benefit analyses must not be used. These are ruin problems where, over time, exposure to tail events leads to a certain eventual extinction. While there is a high probability for humanity surviving a single such event, over time, there is eventually zero probability of surviving repeated exposure to such events. While repeated risks can be taken by individuals with a limited life expectancy, ruin exposures must never be taken at the systemic and collective level. In technical terms, the precautionary principle applies when traditional statistical averages are invalid because risks are not ergodic”.*

In short, what the authors are saying—and what the network and complexity sciences confirm—is that delaying and not coordinating a global response to this pandemic gives *much* greater possibility to it resulting in many deaths and a protracted, *significant*, economic slow-down.

But let me give it to you straight from their mouths (so to speak):

*“Standard individual-scale policy approaches such as isolation, contact tracing and monitoring are rapidly (computationally) overwhelmed in the face of mass infection, and thus also cannot be relied upon to stop a pandemic. Multi scale population approaches including drastically pruning contact networks using collective boundaries and social behaviour change, and community self-monitoring, are essential.*

*Together, these observations lead to the necessity of a precautionary approach to current and potential pandemic outbreaks that must include constraining mobility patterns in the early stages of an outbreak, especially when little is known about the true parameters of the pathogen.*

*It will cost something to reduce mobility in the short term, but to fail to do so will eventually cost everything—if not from this event, then one in the future. Outbreaks are inevitable, but an appropriately precautionary response can mitigate systemic risk to the globe at large. But policy- and decision-makers must act swiftly and avoid the fallacy that to have an appropriate respect for uncertainty in the face of a possible irreversible catastrophe amounts to “paranoia”, or the converse a belief that nothing can be done”.*

It is my very real concern, as it is with many other folk, that many governments have fallen and indeed continue to fall victim to the fallacy that respecting uncertainty amounts to paranoia, and that it must be avoided at all costs.

From my perspective, the Australian response in the past fortnight has also become—admittedly after a very promising start—a victim to this fallacy.

If my argument still fails the cogency test, consider [this](#) very recent example from 28 February 2020 of this fallacy in play regarding the pandemic. It’s written by Cass Sunstein, a highly influential US academic who is well-known for both his behavioural economics book *Nudge* (co-written with Richard Thaler) and for his role with the Obama administration. Sunstein refers to

‘probability neglect’—which is essentially the propensity for an individual to focus on the outcomes of a significant event, but not on the likelihood of that event occurring—and says of people and their concern over the coronavirus:

*“A lot of people are more scared than they have any reason to be. They have an exaggerated sense of their own personal risk”.*

However, Sunstein is **wrong, wrong, wrong**.

Just to clarify, behavioural economics is not necessarily bad per se (although some clever people I know think it is), rather, in the context of highly connected, complex systems exhibiting rapid non-linear dynamics, its application poses asymmetrical risks which can amplify exponentially, and could overwhelm a country’s healthcare system.

And somewhat scarily, it seems that the whole ‘herd immunity’ play has come out of the work of the British government’s ‘nudge unit’. For a while there, it seemed that down here in Australia we were also on a similar trajectory (both the federal and many state governments have behavioural economics teams), although it’s hard to tell exactly what’s going on here at the moment. (The whole herd immunity play is what complexity practitioners would refer to as an experiment that is not ‘safe-to-fail’, or, if you prefer swear words, a potentially massive clusterf@ck of epic proportions.)

If I have still not managed to shine some light on the benefits of common-sense during this pandemic, please check out [this](#) article from Rutgers University’s Harry Crane.

I’m paraphrasing Crane here:

*“First, survive: prepare for the worst case scenario by considering all possibilities. Second, protect: consider the most plausible bad-case scenarios within the realm of possibilities, and hedge against as many as are reasonable. Third: remember that when it comes to making decisions under uncertainty, being accurate is the absolute last thing one should care about”.*

Or Taleb, [again](#) from only three days ago:

*“Collective safety may require excessive individual risk avoidance, even if it conflicts with an individual’s own interest and benefits. It may require an individual to worry about risks that are comparatively insignificant... Hence one must ‘panic’ individually (i.e., produce what seems to be an exaggerated response) in order to avoid systemic problems, even where the immediate individual payoff does not appear to warrant it”.*

## **A simple heuristic to guide you through the next little while**

This is probably the best thing I can leave you with; it’s a simple heuristic that can scaffold you through each day as you try and make sense of this seemingly never-ending unfolding of dynamics:

**Remember that what will feel stupid today will not feel stupid tomorrow.**

I hope it gives you all the courage that we need right now—despite how stupid you might feel—to act as *if*. You’re doing it for the greater good.

## **A long day's night**

After a full day of work yesterday, I started writing at 7:30 pm. It's now 6:14 am. I'll send this off to Amelia shortly, and she'll post it soon enough. I'm feeling tired, and my first conference call for the day is in two hour's time.

But I know there are so many people around the world right now—especially the frontline healthcare workers—who are infinitely more tired than I am, so it doesn't matter. We all must act *as if*. This is but one of my contributions to acting *as if*.

## Optimism and hope

Distracted, and admittedly a little frustrated, I now find myself scrolling through photos on my phone of my two kids. My son is turning two in a week's time, and my daughter seven a few days after that. They both have blonde hair. They'll be awake in an hour or two. I adore them.

Remember, if we can't work together in a crisis, if we can't act *as if* for the greater good, then there's no point to any of this. Not my writing, I mean, but to life. There's no point.

So we need to work together. We will recover from this, but we will immediately face new uncertainties: decarbonising our economies over the next decade is a herculean task compared to this current crisis. Having had first hand experience of the bushfires down here over the past summer, I can assure you that an ever-warming climate and its consequences is no fun. There's only misery if we keep going down that path. If we don't get through this current crisis, we don't stand a chance for what will be a much bigger test. We can do it.

I write to you all with much love.

Patrick



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patrick@



www.patrickhollingworth.com







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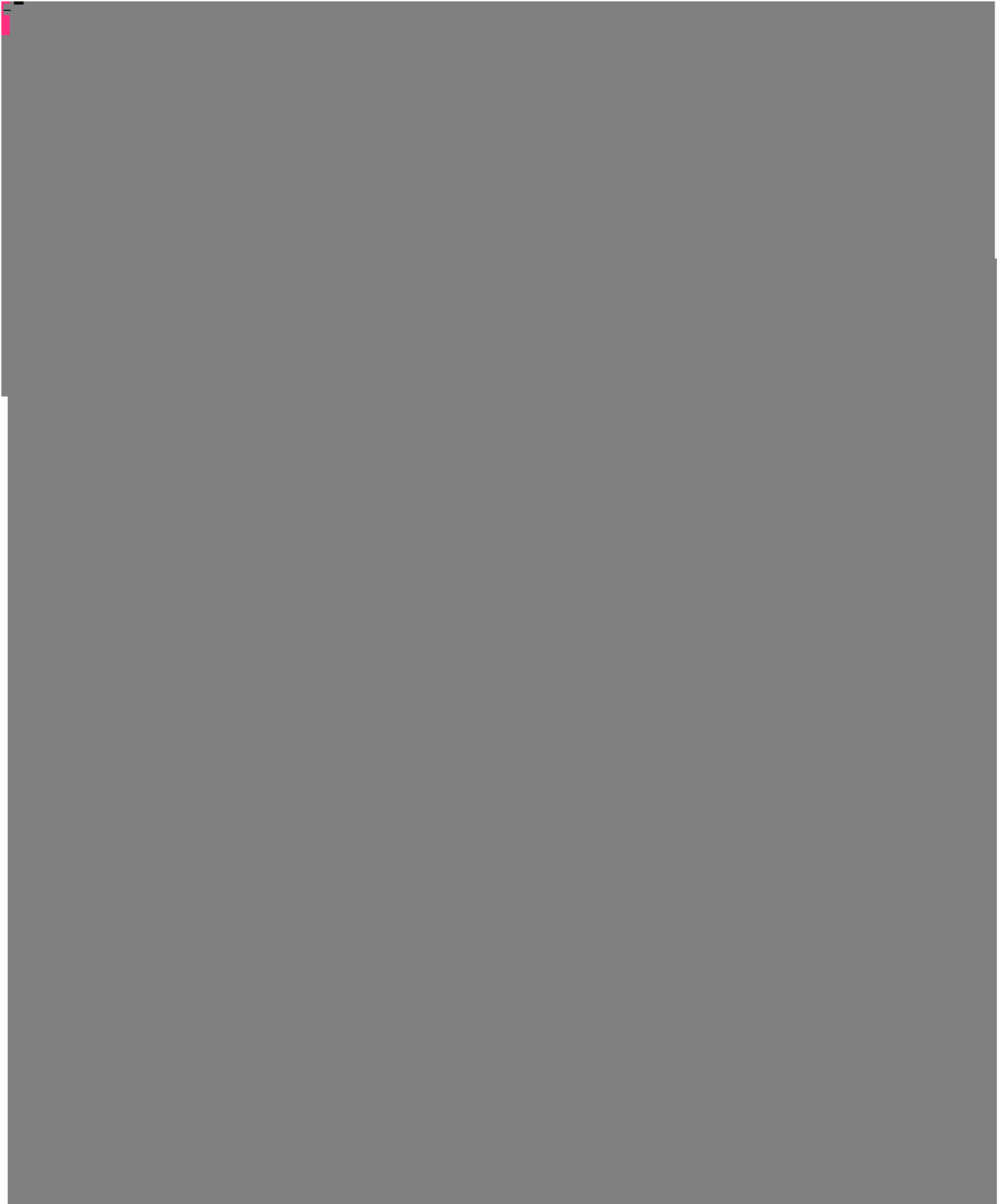


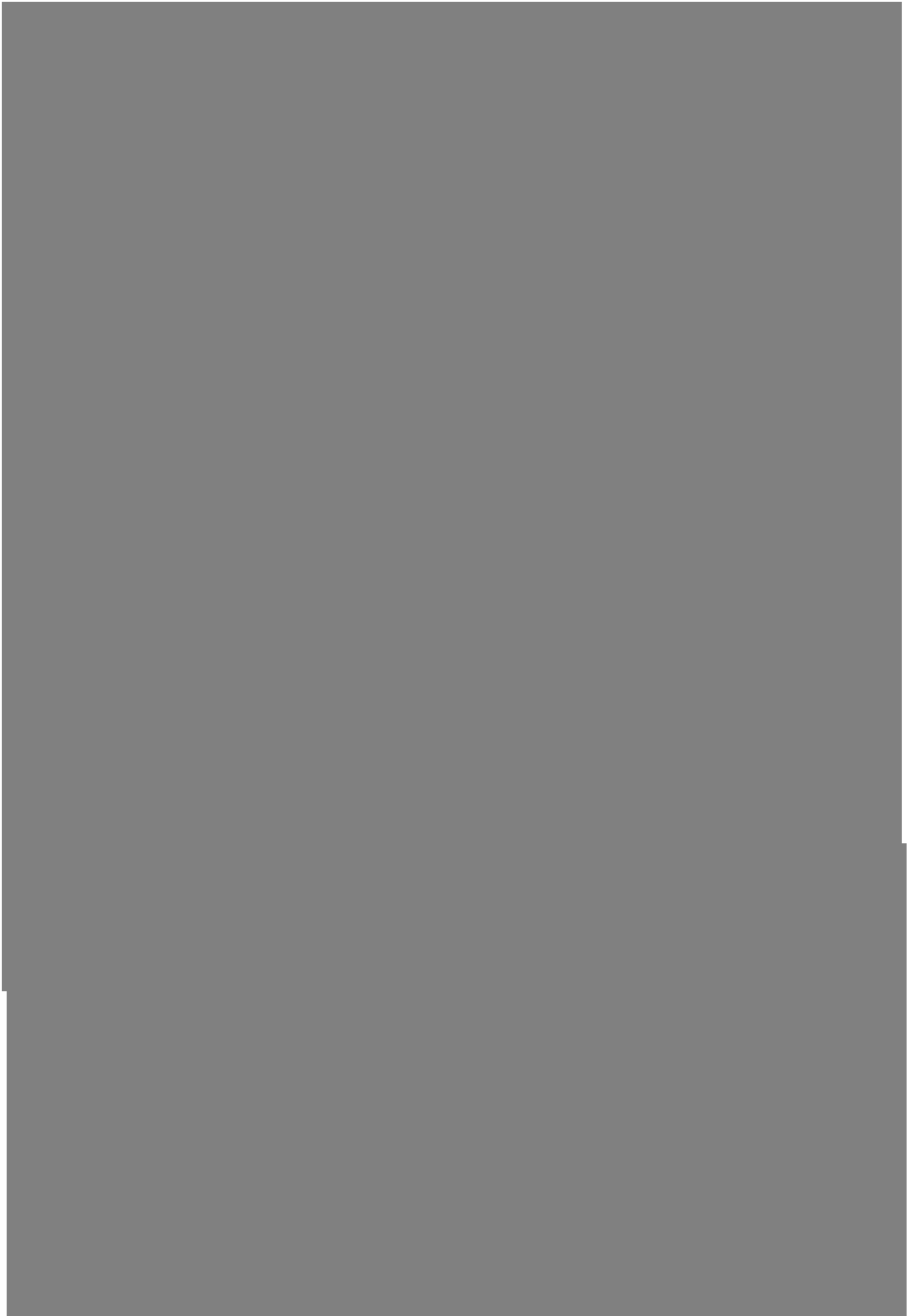
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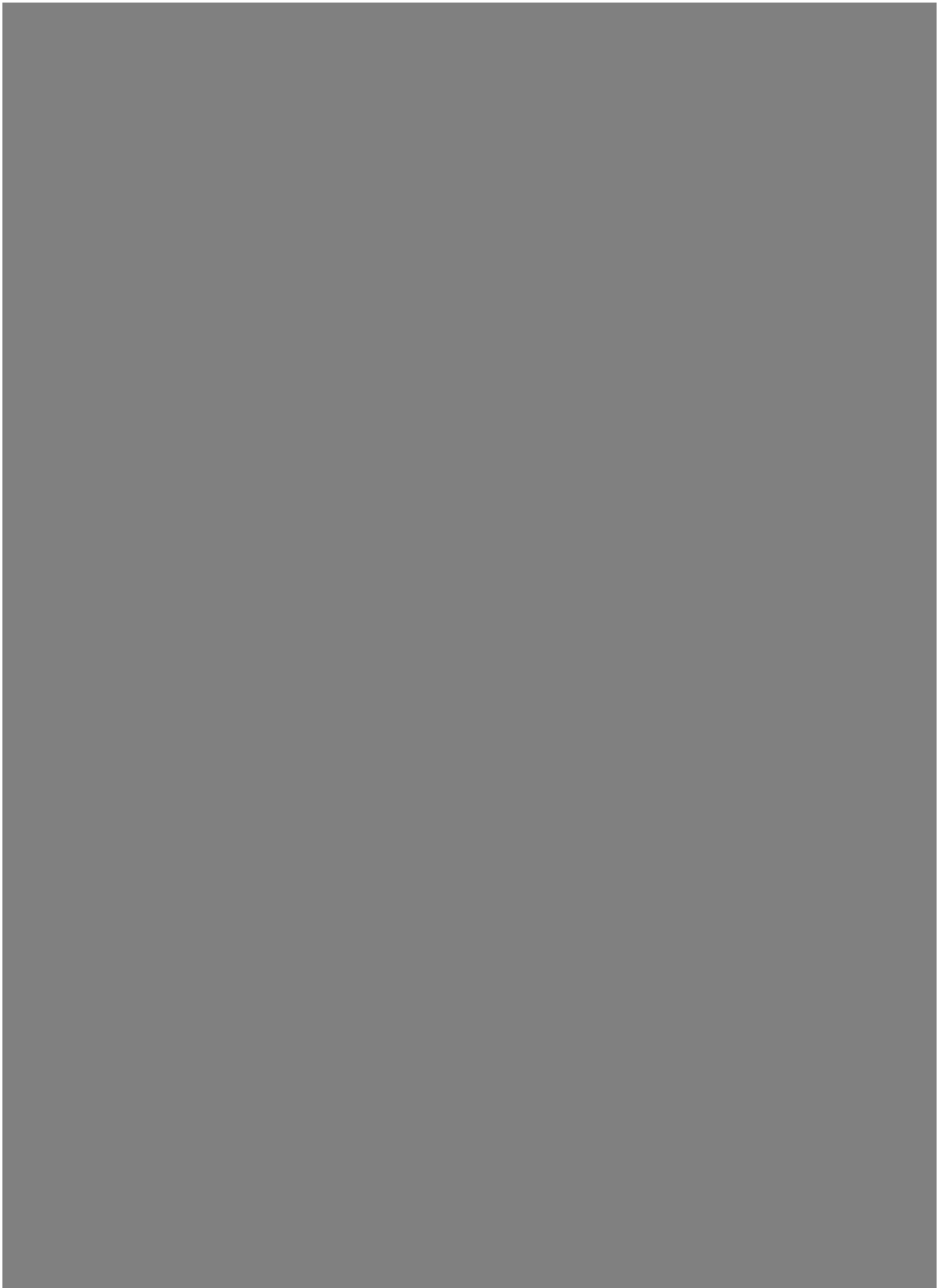
PROJECT DETAILS					
Tender Number	GS002147.110				
Tender Name	Provision of Organisational Transformation Strategic Guidance and Mentoring Services to CIT 2020 to 2021				
WEIGHTED ASSESSMENT CRITERIA	WEIGHTED CRITERIA 1	WEIGHTED CRITERIA 2	WEIGHTED CRITERIA 3	WEIGHTED CRITERIA 4	WEIGHTED CRITERIA 5
HEADING	Experience, Capability and Capacity	Understanding of the CIT Strategic Compass 2020 and ability to develop high quality Services relevant to	Methodology	Qualifications, Organisational Structure and Suitability of Specified Personnel	LIPP
WEIGHTING (%)	25	25	20	20	10

SCORE FOR ASSESSMENT CRITERIA						
Tenderer	WEIGHTED CRITERIA 1	WEIGHTED CRITERIA 2	WEIGHTED CRITERIA 3	WEIGHTED CRITERIA 4	WEIGHTED CRITERIA 5	Total Weighted Score

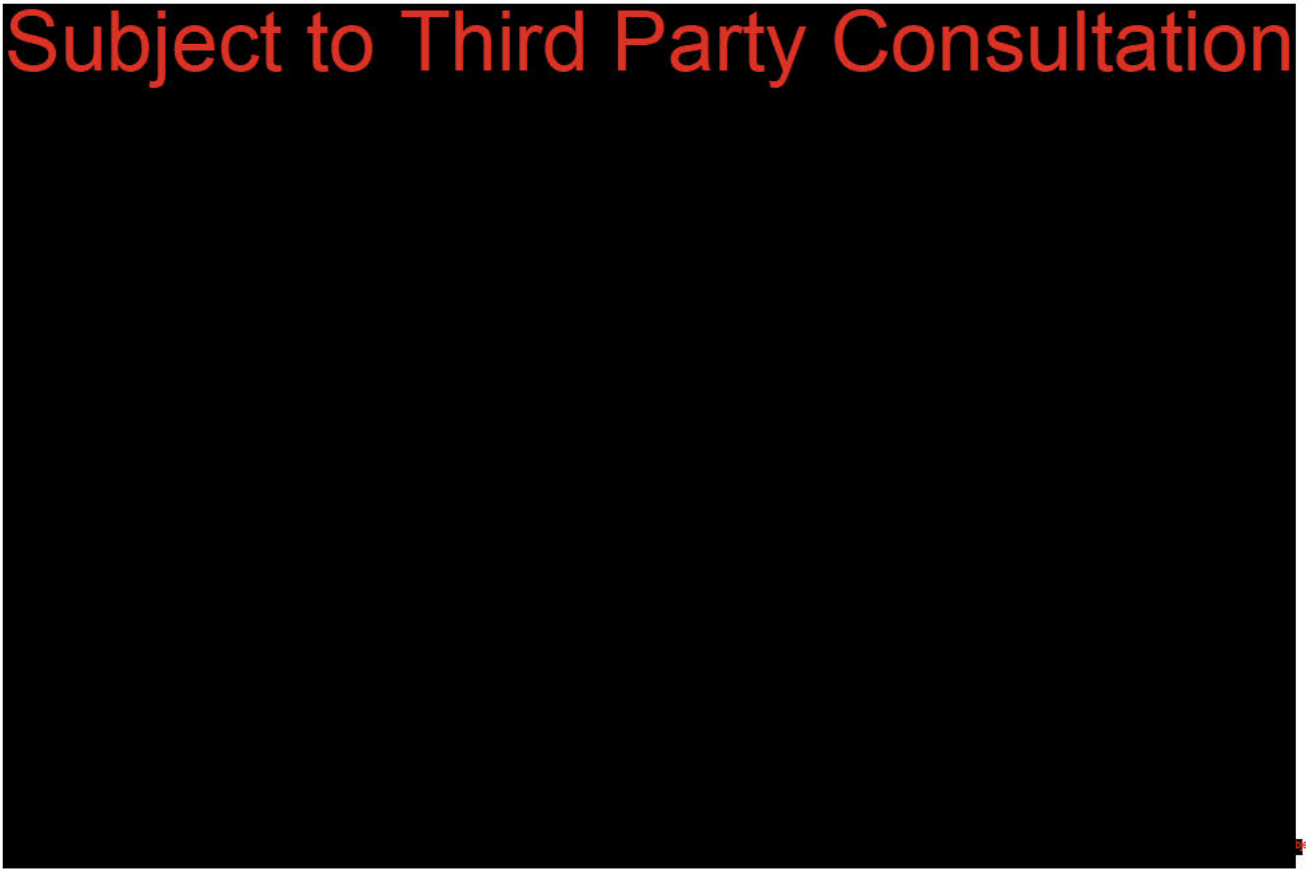
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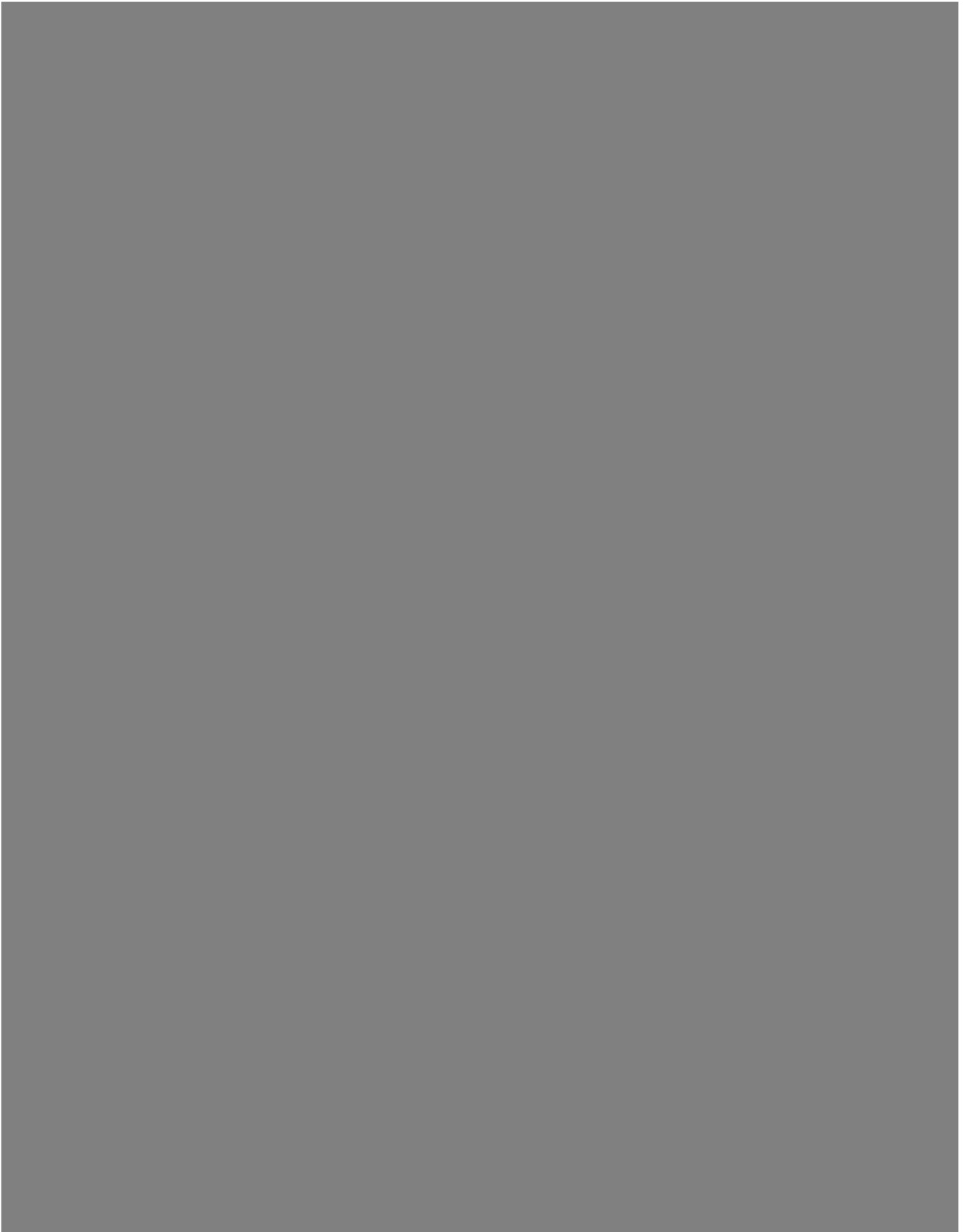


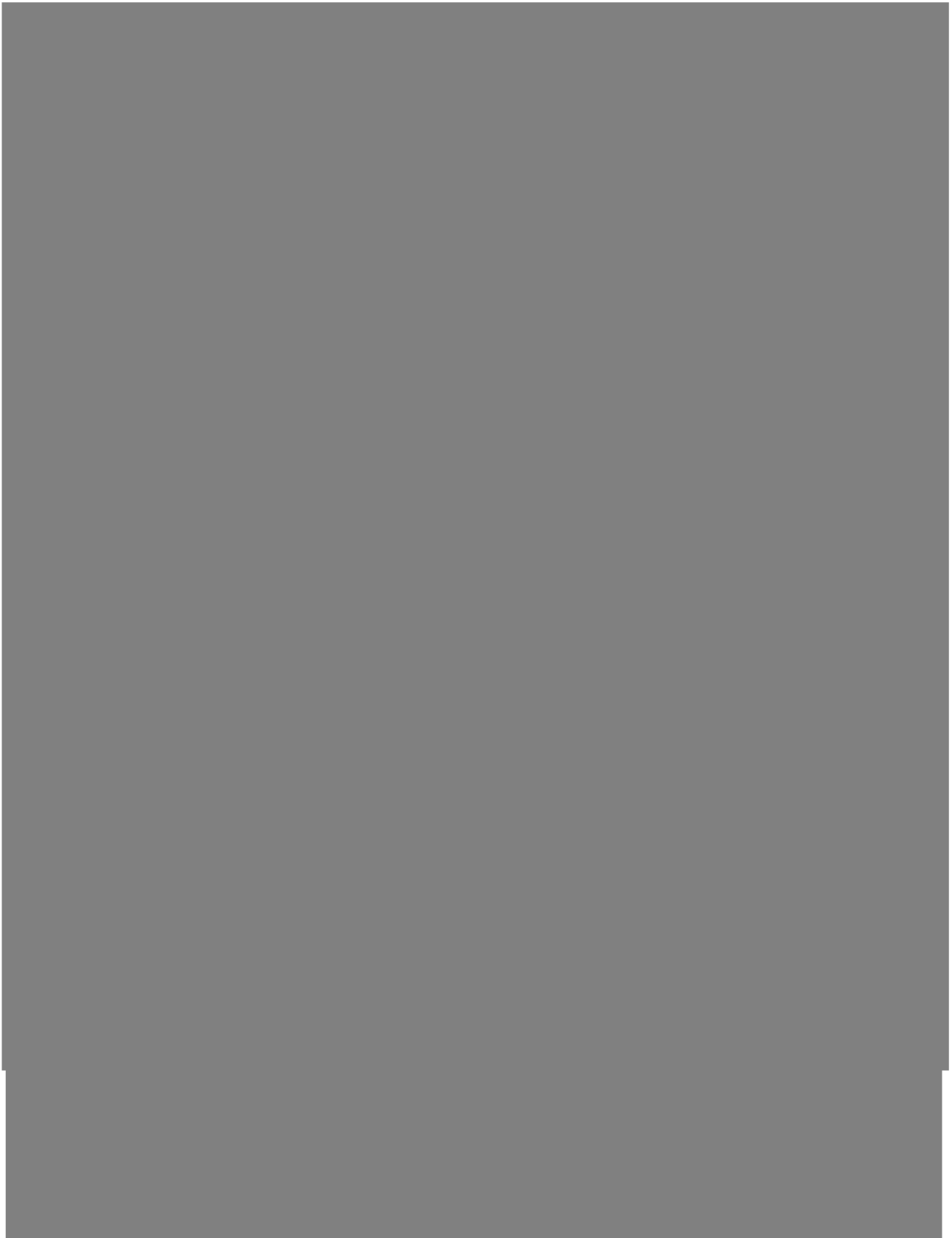


# Subject to Third Party Consultation











**Subject to Third Party Consultation**



Subject to Third Party Consultation

**From:** Jane Madden  
**To:** Cover, Leanne; Craig Sloan; Hudson, Catherine  
**Cc:** Hudson, Catherine; Kate Lundy ; Young, Lequita  
**Subject:** Strategic Compass - a thought and AbilityMap |  
**Date:** Thursday, 20 August 2020 9:58:23 AM  
**Attachments:** image001.png  
image002.png

---

Dear Leanne, Craig cc Kate, Cathy, Lequita

Just following up on my earlier email today.

I was introduced to AbilityMap <https://abilitymap.com> through a series of workshops the Trans -Tasman Business Circle ran recently on the **future of work**.

This company amongst others, seem to be doing interesting work on the changing requirements of industry, particularly due to technology and AI, and what it may mean for employers and training institutions.

The CEO sent this message (below) as a follow-up to a recent teleconference. I haven't yet responded but wondered if this topic generally and/or this offer might be something we may wish to touch on or consider as part of the strategic planning.

Helping students answer not simply *"What would I like to do?"*, but first *"What am I good at?"* and then *"Where can I best apply that?"* seems to me to have a good link the user-centric/design thinking approach that Patrick Hollingworth worked with us on recently.

No worries if this is something that is not suitable/of interest – or covered previously.

Warm regards, Jane

---

**From:** [REDACTED]  
**Date:** Saturday, 15 August 2020 at 11:24 am  
**To:** Jane Madden [REDACTED]  
**Subject:** AbilityMap | Thank you & use case for Career Planning consideration

Jane,

Thanks for your reply to my follow-up on LinkedIn.

As mentioned, I'm interested in speaking with an education-related organisation that has need/motivation to explore cataloguing & comparing the human skill capabilities of a cohort to the requirements of industry. My real interest is to reference Marcus Bowles' research into the human capabilities required to perform well in different job clusters/families. I believe this line of approach with our technology could provide most value to students/education institutions/industry.

You had asked for a case study to share. The catalyst project that brought me back to interest in education was [work we did](#) with one of the Big 4 within a contract they had with a state gov't. Within that, the speed with which we were able to identify an individual's fit to different job clusters seems to align with what students need at the earliest point in their journey.

In my view, [AbilityMap](#)'s solution to education can cut across multiple need/value points in higher ed/tafe/secondary environments. Retention, completion and employability are the objectives I've thought through. As an aside, it might be good to note that I do have experience with AUS education as I ran a company called Blackboard (formerly WebCt) across the ANZ + SEA region when I immigrated in 2005.

I suggest a core question we should be helping students answer is not *What would I like to do?*, but first *What am I good at?* and follow that with *Where can I best apply that?*

Look forward to hearing from you Jane.

My best,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

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**Sent on:** Thursday, April 23, 2020 12:59:04 AM  
**To:** Cover, Leanne <Leanne.Cover@cit.edu.au>  
**Subject:** Fwd: Tender Think Garden  
**Attachments:** image003.jpg (14.98 KB), ATT00001.htm (1.15 KB), RFT GS00002147.110- Attachment C - Response Schedules (Amended).pdf (458.85 KB), ATT00002.htm (219 Bytes), GS0002147.110\_2018\_Response\_31001.110.pdf (359.21 KB), ATT00003.htm (219 Bytes), GS0002147.110\_Think Garden\_Basecamp Framework.pdf (1.36 MB), ATT00004.htm (219 Bytes), GS0002147.110\_Think Garden\_Staff\_CVÖÇÖs.pdf (227.1 KB), ATT00005.htm (219 Bytes), GS0002147.110\_Think Garden\_Weighted Criteria Responses.pdf (260.19 KB), ATT00006.htm (219 Bytes), GS0002147.110\_Think Garden\_Non-Conforming Tender .pdf (408.42 KB), ATT00007.htm (178 Bytes)

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**From:** "Whale, Andrew" Andrew.Whale@act.gov.au  
**Date:** 6 April 2020 at 6:13:28 am AEST  
**To:** "Cover, Leanne" Leanne.Cover@cit.edu.au  
**Subject:** Tender Think Garden

UNCLASSIFIED Sensitive

Hi Leanne

This got stuck in my outbox when I sent it the other day and just realised it. Still won't let me send it so re trying with a new email.

**Andrew Whale**  
Executive Director, Corporate Services

**Canberra Institute of Technology**  
**Tel:** +(61) 02 6207 8960 | **Email:** [andrew.whale@cit.edu.au](mailto:andrew.whale@cit.edu.au)  
**Address:** 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601  
CRICOS No. 00001K | RTO 0101

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**From:** [Cover, Leanne](#)  
**To:** [Cover, Leanne](#)  
**Subject:** COVID Safe plan - Budget Estimates  
**Date:** Tuesday, 9 November 2021 7:53:52 PM  
**Attachments:** [image001.png](#)  
[CIT Induction COVID-19 final v126 October 2021.pptx](#)

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OFFICIAL

Hi all

As per our COVID safe planning, please find attached the following information for attendance at the Reid campus tomorrow (Thursday 11/11) for the Exec discussion on the structure/container in the Executive Board Room (E102).

Date: Thursday 11/11 2021  
Time: 2-4pm  
Attendees (4)  
Leanne Cover  
Cheryl Steff  
Andrew Whale  
Patrick Hollingworth

Attendees will:

- check-in to all buildings they enter using the Check-in CBR app,
- adhere to good hygiene practices,
- wear a mask when required,
- maintain physical distancing of 1.5 metres, and
- not attend if they feel unwell or have COVID-like symptoms.

Please park in the Exec car park, accessing G block and then into E block. The Attendees may move into the adjacent Executive office area as well.

I have attached a copy of the CIT COVID Induction presentation for your information.

Thanks  
Leanne



**In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.  
Please consider the environment before printing this email.**

**From:** [Cover, Leanne](#)  
**To:** [Cover, Leanne](#)  
**Subject:** FW: Updated report: please review prior to tomorrow's 8:30am call  
**Date:** Tuesday, 21 September 2021 10:00:05 PM  
**Attachments:** [logoemail-01.png](#)  
[CIT Consultant Report.pdf](#)

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**From:** Patrick Hollingworth [REDACTED]  
**Sent:** Tuesday, 21 September 2021 6:08 PM  
**To:** Craig Sloan [REDACTED]; Cover, Leanne <Leanne.Cover@cit.edu.au>  
**Subject:** Updated report: please review prior to tomorrow's 8:30am call

Hi Craig & Leanne,

Attached is a final draft of the report, with the examples under 'CIT present' complete (these were absent from Friday's version). My apologies it's come in so late today, but if you can both please have read it prior to tomorrow morning's call. If you've already read the previous version, all you need to do is read pages 12-17.

Thanks,

Patrick

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]



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**From:** [REDACTED]  
**Sent:** Monday, February 15, 2021 9:58:22 PM  
**To:** Patrick Hollingworth <[REDACTED]> Cover, Leanne <Leanne.Cover@cit.edu.au>  
**Subject:** Managing complexity (and chaos) in times of crisis - A field guide for decision makers inspired by the Cynefin framework

You've probably seen it already but just in case you haven't downloaded etc.

Best, [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]



\*\*\*\*\*

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# Managing complexity (and chaos) in times of crisis

A field guide for decision makers inspired by the Cynefin framework

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<https://ec.europa.eu/jrc>

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<https://www.cynefincentre.com/>

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# Abstract

This field guide helps to navigate in times of crisis using the Cynefin framework (page 58) as a compass.

It proposes a four-stage approach through which we can:

- assess the type of crisis and initiate a response;
- adapt to the new pace and start building sensing networks to inform decisions;
- repurpose existing structures and working methods to generate radical innovation;
- transcend the crisis, formalise lessons learnt and increase resilience.

The guide stresses the importance of setting and managing boundaries, building informal structures, keeping options open, distributing engagement and keeping an ongoing assessment of the evolving landscape. Action items, real life examples and demonstrations complement the references to the developing theoretical framework.

## Acknowledgements

The authors would like to thank, for their contribution to this field book:

Pierpaolo Andriani, Kedge Business school; Anne Caspari, Cynefin Centre; Beth Smith, Cynefin Centre; Eleanor Snowden, Cynefin Centre; Vera Winthagen, Joint Research Centre, European Commission.

In the course of producing this guide we benefited from early review of the structure and content from a wide range of people from four continents who had experience in the use of the Cynefin Framework.

We would like to acknowledge their contributions:

Anthony Waddell, Barclay Rae, Barry M O'Reilly, Boudewijn Bertsch, Bruno Baketarić, Carl Davies, Chantal Woltring, Christopher Bramley, David Williams, Derek Masselink, Emma Jones, Henrik Mårtensson, Jacqueline Conway, Jimmy Sjölund, Jules André-Brown, Jules Yim, Mario López de Ávila Muñoz, Mark Williams, Mary E Boone, Matteo Carella, Michael Cheveldave, Oli' Kopp, Patrick Hollingworth, Rolf F. Katzenberger, Simone Jo Moore, Sinan Si Alhir, Sonja Blignaut, Staffan Nöteberg, Stefan Knecht, Zhen Goh

## Authors

Dave Snowden

University of Hull, Stellenbosch University

Professor, complexity practitioner

Creator of the Cynefin framework

The Cynefin framework grew out of my starting to develop the field of naturalising sense-making.

The naturalising element links to the need to use natural science in understanding how humans interact with systems and with each other.

Sense-making is defined as how do I make sense of the world so that I can act in it. For practice to be informed by good science is critical in the growing turbulence of the world we live in and I hope that the framework, and this book make some small contribution to that goal.

Alessandro Rancati

Joint Research Centre, European Commission

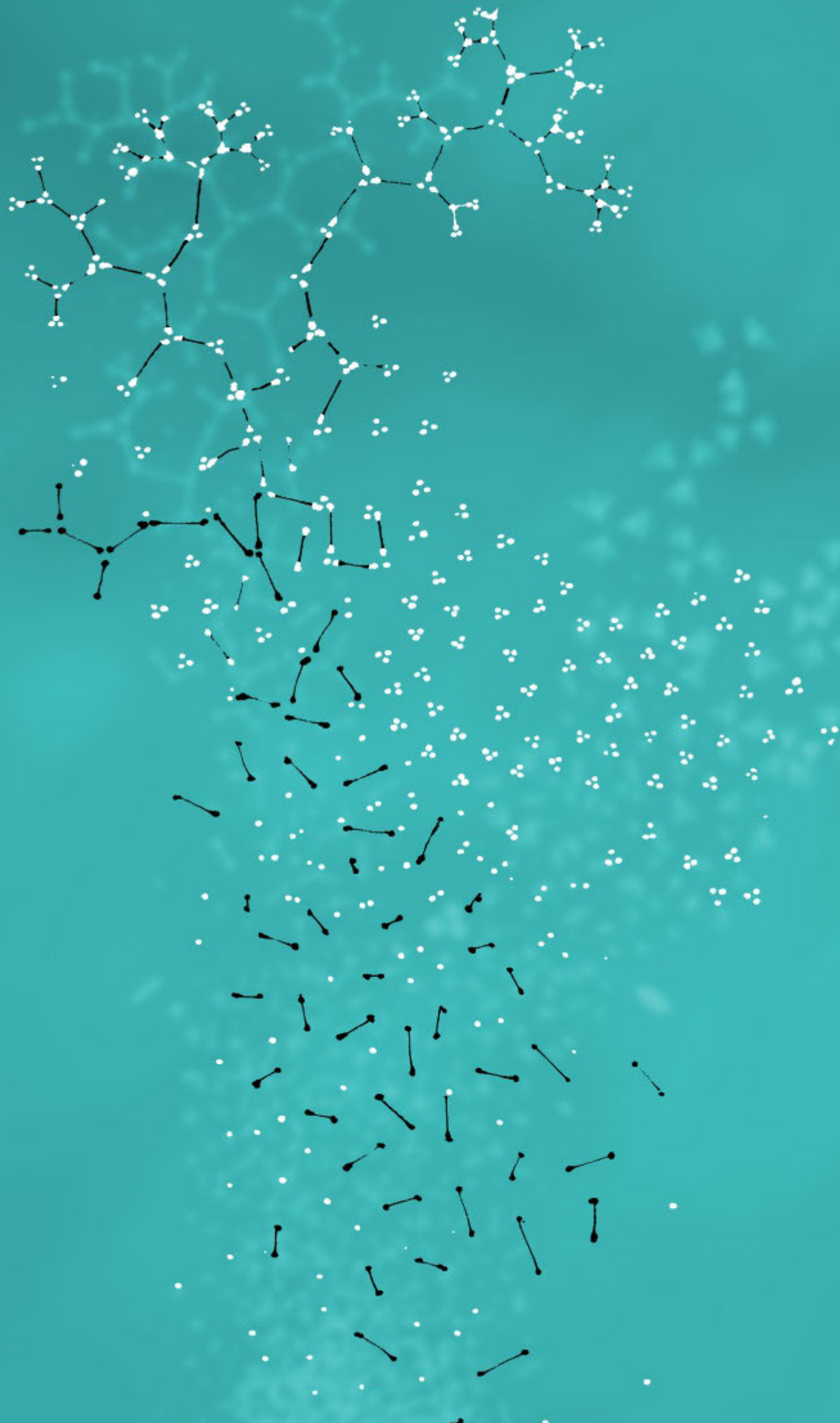
Architect, designer

The Cynefin framework made me realise how design, in what I consider its most valuable expression, ritually creates moments of crisis, tapping into chaos to propose profound paradigmatic changes. In this book we make reference to the role of design and design practices in mapping crisis and in moving out of uncertainty. We suggest how synthesizing our experiences within crisis into visual landscapes is a precondition to start coherent action. In the illustrations, I tried to express how sometimes crisis transforms our most solid structures into beautiful new entities.

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# Foreword

More often than not, what works in normal times won't work in a crisis. We need to think and act differently. This field guide provides a framework to help decision-makers to do this. Inspired by the Cynefin framework, it describes methods and practices that can help decision-makers to navigate complexity and chaos, respond effectively to crisis, and deepen organisational resilience.

I first encountered Dave Snowden and his work on the Cynefin framework at an internal European Commission training event in early 2010. Dave's presentation was both inspiring and challenging. Inspiring because full of fresh ideas and provocations for my established way of seeing things. Challenging, because my initial conclusion was: this sounds great, but how to do it? I had difficulty seeing how I could make use of these ideas and concepts in the "normality" of public administration.

In the subsequent months and years, I spent quite some time listening to Dave's podcasts, reading his blog and trying to feel my way towards making good use of these concepts in my job. It seemed obvious to me that I should, yet I struggled to work out how. I went on an Cynefin training course, to try to get a better understanding of the concepts, and I increasingly found myself using elements of Cynefin language to frame my decision-making. For example, I found that asking whether this was a simple, a complicated or a complex problem helped me to categorise

things and adapt my responses accordingly. But I remained conscious that this was a very superficial use of a far more sophisticated toolkit.

When I was asked to lead the Commission's IT Department in 2013, I reached out to Dave and got one step further forward, running an internal pilot using Cynefin techniques to map customer stories in relation to IT. The stories we captured were relevant and did help us to shape the strategy to improve customer solutions, yet we did not embed this more deeply into our way of doing things. Dave also came to speak at our annual IT conference in 2013 and got very positive responses, but overall my efforts to help "spread the word" remained an interesting side project.

In 2016 I moved again, to run tax and customs, and my personal Cynefin path went a bit cold. I was still using the language to guide my thinking, but not in an integrated way. During this period I did, however, have the opportunity to start working with Alessandro Rancati in the Joint Research Centre's EU Policy Lab, using design methods to map out my vision for the future development of the department. Serendipitously, when I was asked to take on the leadership of the Joint Research Centre in early 2020, this connection created the path to reconnect with Cynefin. I arrived as the pandemic was raging, and one of the very first conversations I had was with Alessandro and Dave, who were already

working together on this field guide.

One of the positive effects of the crisis is that it has forced policy makers to "think anew". It has forced us to understand that we need to adopt more robust responses to managing complexity in times of crisis. And, I hope, it has helped to create the conditions for a broader understanding and uptake of the usefulness of frameworks such as Cynefin in making sense of things. I wish I had had such a guide back in 2010, and I am delighted that it now exists.

In the Joint Research Centre, we will continue to explore how we can best make use of this framework to support policy design and delivery in the European Commission. The COVID pandemic has demonstrated that we need to find new and better ways of acting and reacting. This field guide offers important, powerful and practical tips on how. I believe that if decision-makers are able to embed the practices and methods set out in this field guide in their organisations, it will enhance resilience and the ability to respond effectively to future crises. Not only will the starting point be better next time around – so will the response. I very much hope you find it useful

Stephen Quest  
Director General  
European Commission - Joint Research Centre

crisis level		chaos	chaos
	risks	lack of future preparedness contingency plans are missing old approaches still relevant	normal pace stays in effect weak signals are not spotted or ignored

pivot	emergent stability	stability
over-commitment, too early on	centralised decisions rigid structures long term cycles	late stocktaking biased stocktaking

## Addressing chaos

In chaos, we need to quickly stabilize the situation setting drastic constraints to make time for assessment.

Once a relatively stable situation has been reached, we can start to adapt to the new context.





# Assess

In times of crisis our context changes to the point of creating an emotional or cognitive shock and a state of confusion.

**Set draconian constraints:** The first immediate action is to create hard boundaries that allow us to gain time while observing and mapping what is coming at us, to identify what response strategies need to be adopted.

**Check for contingency plans:** If the situation was foreseen or expected and there are contingency plans, then we address the crisis according to plan.

**Start assessing:** If the situation caught us unprepared, we need to quickly create small, informal groups that will dive into chaos to understand how the crisis changed the landscape.

The first and most fundamental question in crisis is: are we ready for this? In other words:

- was it possible or plausible for us that this event could happen?
- do we have contingency plans in place for this crisis and are we sure we are correctly assessing it?

If the answer to both is YES!

Then we can implement our planned process.

If the response was unknowable in advance but, after an initial assessment, decisions are clear, then our system is resilient, has a degree of redundancy and will allow us to address the crisis.

Still, we need to pay attention to two aspects that can have major consequences.

We need to constantly monitor for outliers that question whether our initial assessment might be wrong. We also need to create clear boundaries around the start and end of the crisis. Avoiding drift is key and ritualising boundary transitions is important.

If the answer to either is NO!

Then we are in a far more serious situation and planned processes and old ways of working have to be treated with care. We urgently need to initiate a radical change in the way we work, we need to adapt very quickly to changed circumstances.

Most organisations have learnt to plan for unexpected threats and surprises, the now notorious black swan events. Contingency and scenario planning, cone of possibilities and many other techniques have emerged over the years. But every now and then something comes along which falls outside the range of our planning and creates a level of shock that we find difficult to manage.

Chaos and catastrophe by their very definition do not repeat but it is important to realise that there are different types and levels of uncertainty that we need to be aware of. It is not always about being rational or having a process in place: being aware of our limits in what we are able to see and comprehend as possibilities is as important as planning. Indeed, in some contexts, planning may make us more vulnerable than improvising, as it exposes us to inattentional bias.

### Inattentional bias

In making a decision it is in human nature to quickly carry out a partial data scan and then filter it through multiple fragmented memories for a 'first fit' (vs. a 'best fit') pattern match. This makes us see first what we remember or what we expect. This limitation is a part of what, as decision

### Inattentional bias and the 17%

24 radiologists were asked to perform a familiar lung nodule detection in a set of radiographies.

A picture of a gorilla, 48 times larger than the average nodule, was inserted in the last case, but 83% of radiologists did not see it. Eye-tracking showed that the majority of the those who missed the gorilla looked directly at it.

The 17% who had seen the gorilla changed their minds after talking to the 83%. In crisis it is important to identify the 17% in our organization and let them share what they see before they are influenced by the 83%.

	unknowable	knowable	known
feasible it will happen	design for resilience & redundancy	rapid response and deployment	planned response
plausible but unlikely	serendipity	rapid repurposing	contingency planning
unimaginable but possible	sacrifice	seize the day	reality strikes back

Figure 1. Comprehension and decision

makers, we need to work with.

Our ability to comprehend ranges from the totally expected, where (like a squirrel) we can marshal and prepare resources for hard times, to a combination of the unexpected black swans with the elephant in the room. The recent COVID-19 crisis and climate change being two good examples of this.

In these cases inattention comes from our feeling of being unable to do something: we ignore the issue in the hope that it might pass.

Our ability to respond is a question for knowledge management. It ranges from known through knowable to unknowable. At one extreme we are fully aware that something can happen and have a more or less automatic process which comes into play when the trigger event occurs. At the other extreme we are faced with something that we simply couldn't comprehend and we have no idea or process able to handle it. We have to accept that some major sacrifice or sacrifices will be needed to survive, if survival is possible. A key part of our planning is to recognise these differences and reflect them in our strategy. The green areas in the diagram are those for which conventional planning is possible, the orange (and in large part the white) require to both think and act in radically different ways. Once we have established that the current situation was either not considered plausible, was unimaginable or we have no plans and little idea of what to do, we need to again double check and really be sure, as from now on our entire focus is going to be on how to rethink our organisational structure in terms of disentanglement.

## Disentanglement

During moments of stability, when bureaucracy and conservative interests tend to grow in importance, organisations evolve

into a deeply entangled complex system, like bramble bushes in a thicket or the root system of a mangrove swamp. In a crisis, much of this entanglement can and should be surrendered to the moment. There is a real chance to sense, see and actuate new forms of simplicity to increase the overall agility and resilience of the organisation.

Chaos places us in a very fluid context: first we have to gain some form of control, then we need to empower informal networks through light organisational structures. Resources need to be radically and, possibly, permanently reallocated. Life is not going to be the same again, even if we escape unscathed from the situation. We can't predict outcomes, so we need to shift and move at speed and be open to new possibilities on the journey; manage the risk as well as the possibilities.

The only thing we know for certain is that there will be unintended consequences: we must be prepared for those too.

## Immediate priorities

We start by setting constraints, and this may need an authoritarian act to keep options open as long as possible. This approach is likely to be accepted in the early days of crisis, but less so as things progress. By creating constraints we gain some control over a chaotic environment and give ourselves time to shift gears for the organisation as a whole.

Constraints must be providing enough structure while staying flexible enough to let people react and adapt to the new context. Too rigid constraints will only resist for a short time and will break catastrophically.

It is then critical to identify any immediate short term action which will hold as many options open for the future as possible.

We might be tempted to seek evidence that points us to "the" right thing to do, however, in a

crisis situations unravel rapidly, and we need to practice the delicate dance between seeking confirmation and taking decisive action. We have to demonstrate action, whilst maintaining space for the emergence for as yet unknowable changes.

After this initial set of decisions, the modus operandi changes. From now on the essence of 'command' is to co-ordinate while delegating decision making. We keep an eye on managing the bigger picture and reserve energy to scan across a wider range of activities.

The sheer volume of decisions demand the need for intimate knowledge of local context. Leadership needs to assume the role of a grand conductor - coordinating and creating space for local experts to make decisions for their contextual needs. The organisation has the opportunity to enter in a co-design mode, with the intent of questioning its scope and re-designing its practices in a collaborative way. A further argument in support of suspending top-down decisions is the cost of un-doing. When we over-commit, we reduce our ability to change course if the situation evolves exposing unexpected threats.

We need to keep options open as long as possible and avoid premature convergence. A human sensor network increases the resilience of decisions and responses. If our employees are part of it, and they should, then the network will serve a double purpose, as our engaging them as a support for decisions will also give reasons for deeper motivation and engagement. This is how we communicate through engagement, pull as well as push.

Assess in chaos

## Set draconian constraints

Without constraints there would be no evolution. They are also a key enabler of creativity. Set unquestionable constraints early to gain time and increase downstream options:

- no exceptions;
- avoid constraints that are too rigid or last for too long;
- keep communication open and extremely frequent.

Limit chaos by immediately setting draconian constraints.

Several forms of constraints are possible: connecting or containing, resilient or robust, rigid or flexible, permeable, changing, "dark", etc. Each has advantages and disadvantages: rigid and flexible break catastrophically, permeable clog, changing and dark may not be perceived or respected.

We set constraints by defining and enforcing governance systems, decision making processes, spaces and methods for interaction, physical infrastructures, and by accepting behaviours, rituals, needs, etc.

Set enabling constraints. Two examples are rituals, which allow the creation of informal networks, and heuristics, very simple principles that reduce noise and create a common ground, a sort of pre-conditions for consensus, to allow for quick decision making. A ritual could be to organise a daily breakfast with all members of a unit to foster the spontaneous exchange of knowledge. It is crucial to seek the exchange of knowledge as an indirect result of rituals. In our example, it would be an error to set "thematic" breakfasts with the explicit purpose of collecting

knowledge. This "rigid thematic boundary" would either fail quickly or require too much energy to be kept alive.

Examples of heuristics are very common in nature. For example, the set of principles that govern the flight of a flock (and unregulated or pedestrian traffic): match speed, avoid collision, move to the centre. They allow individual decision making within shared boundaries.

In organisational terms, heuristics are often recognisable in overarching, informal governance principles.

In more general terms, an enabling constraint has a low level of granularity and fixes either the why or the what or the how, but not the three at the same time. It should also have a certain degree of flexibility to adjust to the changing context.

After setting constraints, we need to assess if the system is stabilising and/or if we can start to detect coherent patterns of response. It is essential to maintain communication with stakeholders and personnel.

### Setting constraints in COVID-19

COVID-19 demonstrated how good we are at



creating boundaries to gain control.

Confinement is the most evident form of rigid constraint introduced as first response.

Limiting personal movement gave relief to overloaded sanitary systems and was the key response to "flatten the curve" or contain transmission. Closing national borders is a further example of a rigid, impermeable boundary being set up. Both constraints cannot be enforced indefinitely without an adverse reaction. Some European states introduced curfew as a more flexible constraint than total confinement.

Social distancing is the name chosen to describe an increase in minimum physical distance between two persons. This is a form of more flexible, permeable, enabling, "dark" or invisible constraint. It allows people to perform all key vital activities while creating and invisible boundary. The boundary became visible in many places as soon as shops started to mark distances on the pavement outside their business, or on walls.

Masks, gloves and to an extent even hand sanitizers can be seen as further physical, (im)permeable boundary introduced to

prevent the transmission of the virus. Most services and commercial activities open to the public adopted transparent partitions as a physical boundary between employees and clients.

COVID-19 also showed us that several organisations had to remove some limiting legal, procedural or cultural boundaries to allow business continuity. This opened up the opportunity for radical innovation.

Remote working removed the very rigid constraint of working from a designated space in a designated time frame.

It also removed the boundary between personal, family life and work life.

Teleworking removed the constraints created by physical distance. Ideally, people were "closer" to each other, they could "meet" more frequently irrespective of their physical location. At the same time, it introduced a very rigid boundary that did not allow personal contact.

Several boundaries and constraints were not considered or changed. For example, no constraints were set or modified to regulate the movement of goods. Trade was impacted

only when limitations to the movement of persons affected a component of the production/distribution system, or when the goods were deemed of strategic importance.

### Communication in COVID-19

During the crisis, several concepts dominated mainstream communication and acted as "catalysts" or attractors to create a particular disposition in the public.

Flatten the curve was a very powerful concept, useful to reinforce legitimacy of confinement and social distancing. Figures of new ill cases and deaths reinforced the urgency of compliance.

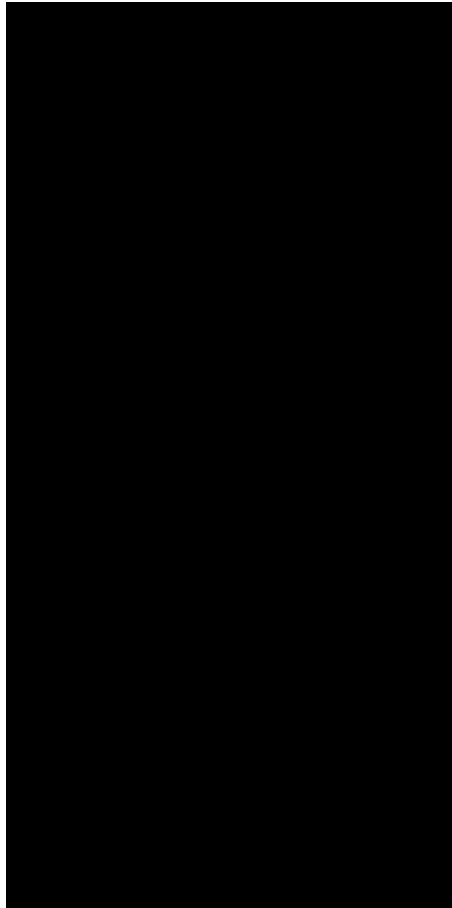
Experts opinions overlapped and supported contrasting positions.

Decision makers adopted distinct strategies and forms of communication with civil society. Some opened formal, direct communication channels for local assessment and ideation of solutions, others opted for a more top-down approach.



Assess

## Types of constraints

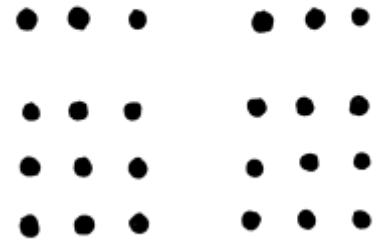
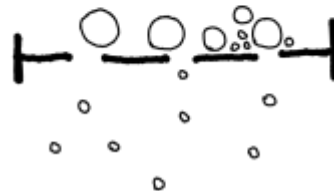
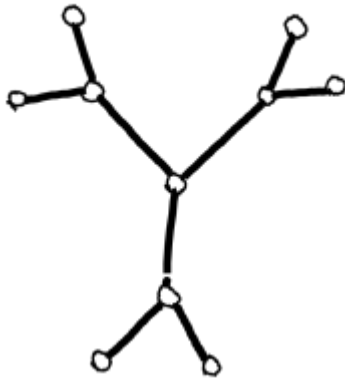
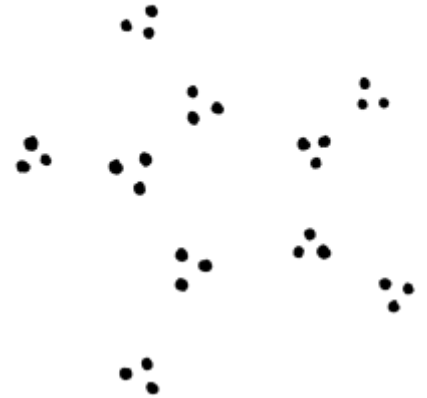
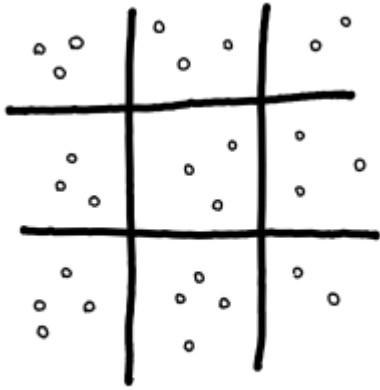


### Governing/enabling

Laws, rules and codes create governing constraints. They give a sense of stability but are sensitive to change. Heuristics and principles, on the other side, provide guidance while allowing for distributed decision making. Mining the organisation's narratives for examples of heuristics that have evolved over time, based on expertise and experience, is a key audit process. They are then consolidated, codified in memorable form and associated with teaching stories for rapid distribution. Measurability of compliance and a focus on concrete are key, abstract platitudes don't work.

### Internal/external

Insects have exo-skeletons which limit the size to which they can grow but provide a clearly visible structure; mammals have an endo-skeleton which makes them all self-similar but with wider variety and fewer limitations on growth. Organisation design tends to focus on creating a skeleton, or scaffolding, and 'points of coherence' around which unities interact with each other and with the scaffolding itself. This is the case of ritualised meetings, performance evaluations, career assessments, etc. As far as external boundaries, think markets, resources, social foundations and environmental ceilings.



### Connecting/connecting

Connections, like hashtags in knowledge management and links in networks, provide a flexible and adaptive structure but at the cost of visibility and control.

Containers, like categories, spreadsheets cells and departments, provide clear, reassuring boundary conditions.

Changing connections between people and organisational units is less costly than trying to restructure or re-organise departments. As new connections start to provide new ways of dealing with issues, then the constraints can be tightened and eventually formalised into new units and departments.

### Rigid/flexible/permeable

Deadlines are an example of constraints that are usually intended to be rigid. Flexi-time is a malleable way to manage attendance at work. Rigid structures resist until their design conditions are exceeded at which point they break catastrophically.

In contrast, flexible structures adapt to stress and conditions of constant change.

Rigid and flexible boundaries increase their resilience with permeability, or special conditions that allow for exceptions, but permeability brings the possibility of clogs, i.e. too many people applying for or expecting exceptions.

### Dark constraints

A reference to dark energy or dark matter: we can see the effect of a constraint but we don't know the cause. Dark constraints are like the several hidden meanings a term can assume for different people. When we mention a term and we see different reactions, we see dark constraints at work. Narratives are a powerful antidotes against dark constraints. We can also get a sense of the risk going forward by modelling how much of the past we can explain by the constraints we are aware of. The more we can't explain the less we can monitor, the more likely unexpected and potentially catastrophic surprise.

## Start journaling

Journaling creates precious learning material across the entire crisis. Start early and sketch as much as possible. Visual journaling provides thick data, synthesises more information in a smaller space and allows for quick scanning and detailed recall:

- start sketching, basic shapes will do;
- if a concept is too complicated, use words. Avoid long paragraphs;
- use the space to cluster and connect. Focus on relationships.

## Gestalt principles

The way our brain processes visual information is the result of an evolutionary process that filters and reduces information to a bandwidth we can assimilate (we covered attentional bias earlier in this guide), while associating automatic response patterns to what we see. The main purpose of all this is to help us navigate reality and react quickly to unforeseen situations.

In the early 1900's a group of psychologists researched these response patterns and formulated a series of principles of human perception, which were further explored by artists, architects and designers at the Bauhaus.

Those basic laws are still used today in communication, branding and advertising to capture our attention, generate emotions and elicit a response. They will help us sketch more effectively.



## Founding principle

All the gestalt principles that we will discover in the next examples stem from a basic one, formulated by Kurt Koffka as:

"The whole is other than the sum of the parts."

Note how he says "other", not "more".

## Past experience & people

If we are taking notes about our organisation, we will inevitably need to draw a human figure. In most cases a circle for head and an additional almost random shape will do. Our brain's past experience will tend to transform the doodle into a person.

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Try yourself!



### Figure/ground

Our brain divides the elements of an image into background and foreground, and sees the foreground first. This allows us to guide the reader's eye by placing in the foreground what we want to emphasize.

Size often matters.



### Focal point

We tend to see first and focus on any element that breaks a pattern or that is clearly distinct from the rest of elements in a uniform distribution. We can use this principle to guide the attention of the reader and influence the reading order.



### Proximity

Elements clustered together are automatically seen as one entity. Clustering is a common exercise in visual reasoning. It allows us to create a synthetic view of several contributions without losing detail. Clustering often helps to create rhythm and harmony.

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Try yourself!



### Similarity

We tend to group together signs that look similar, and to think that they share the same properties.

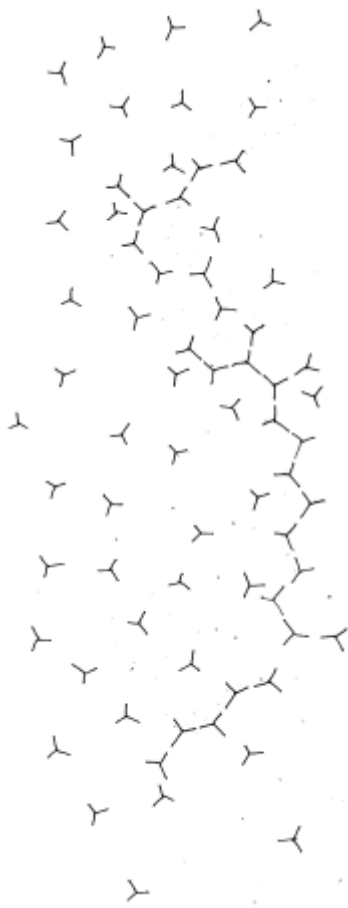
We can use this principle to assign properties to signs. We may need a legend to help the reader identify the properties of each sign.



### Common region

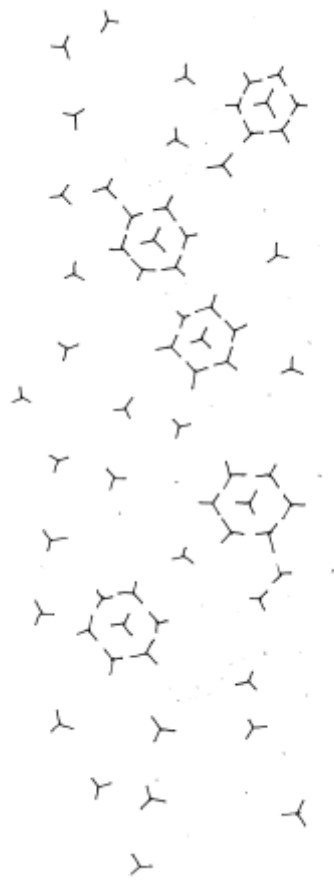
If individual elements are contained into regions, we identify clusters or regions first, then we notice the properties of the individual items. We can use this principle to create relationships among items, even when they look dissimilar.





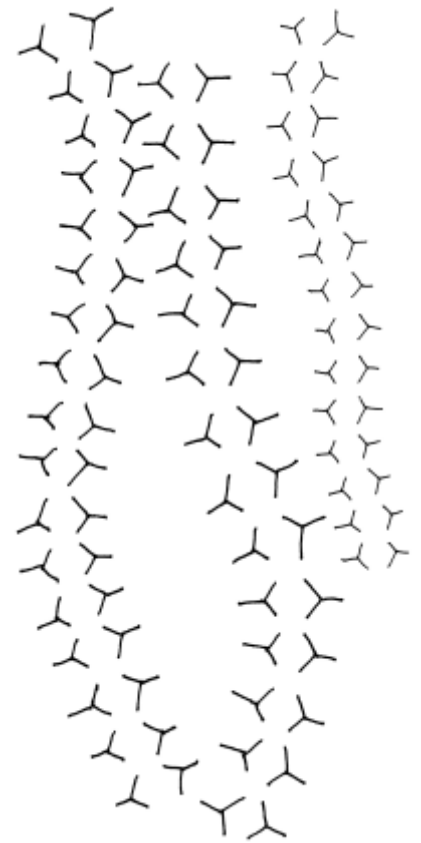
### Continuity

We tend to perceive elements in a continuous flow, coherent with basic shapes or with the natural motion of objects in nature. Even when the flow is interrupted, we often "close the gap", by projecting a trajectory or by privileging simplest forms.



### Closure & past experience

Our brain tends to generate closed shapes by recreating the missing parts of an image. We can work elegantly with empty spaces knowing we will compensate by scanning through the patterns that we have memorized in our previous experiences.



### Symmetry

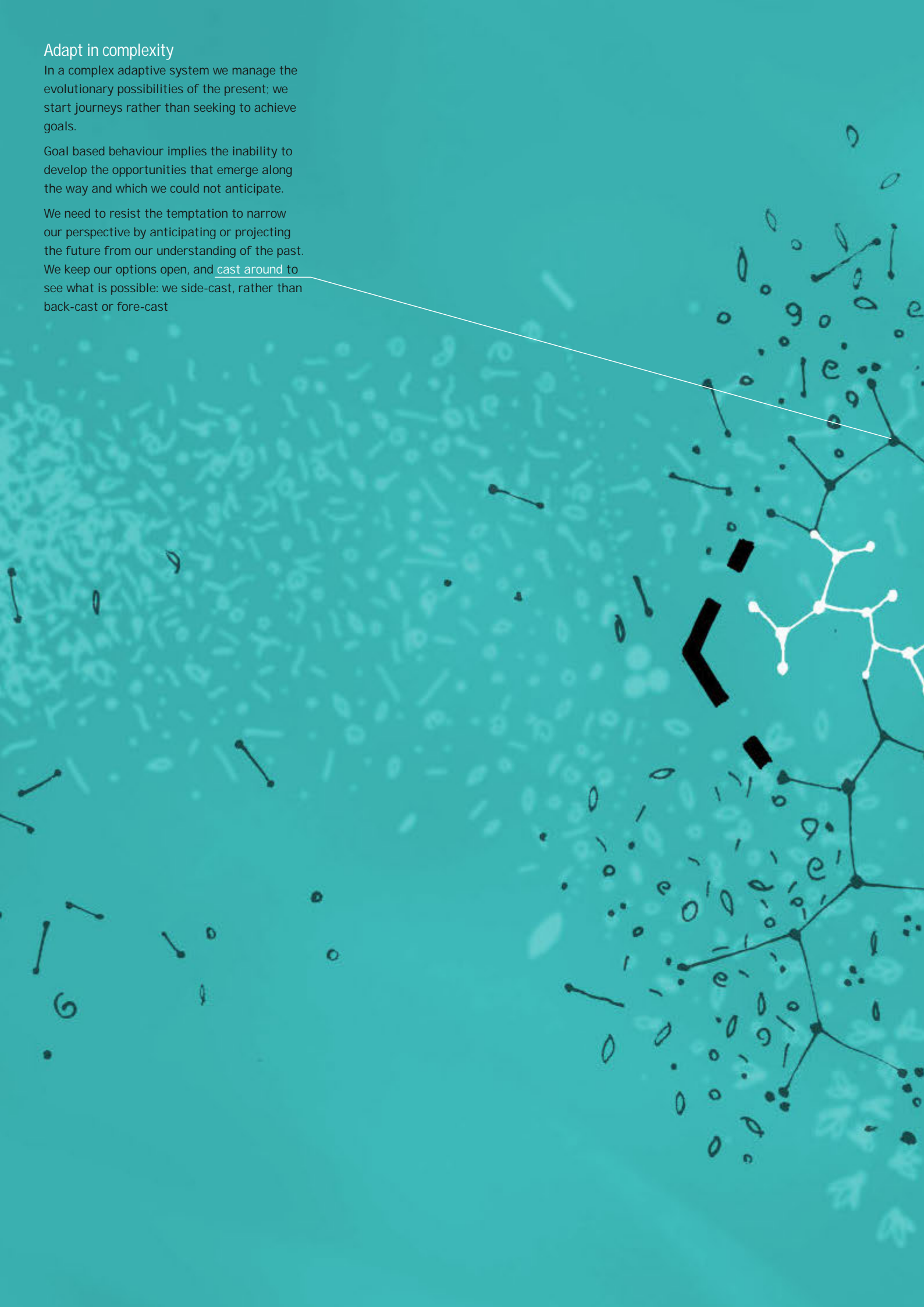
Our mind tends to recognise objects as symmetrical forms around a centre or an axis. Symmetrical lines will then be perceived as boundaries of a shape. Shapes with symmetrical properties will be clustered into a more complex, unified object.

## Adapt in complexity

In a complex adaptive system we manage the evolutionary possibilities of the present; we start journeys rather than seeking to achieve goals.

Goal based behaviour implies the inability to develop the opportunities that emerge along the way and which we could not anticipate.

We need to resist the temptation to narrow our perspective by anticipating or projecting the future from our understanding of the past. We keep our options open, and cast around to see what is possible: we side-cast, rather than back-cast or fore-cast



# Adapt

In lack of a contingency plan, we must reallocate resources and re-design processes to empower the emergence of small, informal teams and networks that will help us make sense of the new, changing landscape.

**Manage constraints:** We reduce hard organisational constraints and introduce flexible boundaries that allow to gain control of chaos and buy time for an organisational shift.

**Coordinate, do not decide:** distribute decisions to informal networks, centralise coordination.

**Communicate by engagement:** create informal employee networks to help assess the situation and to contribute to taking decisions.

**Avoid premature convergence:** keep options open as long as possible.

Adapt in complexity

## Manage (or manege) constraints

Monitor dispositions and manage constraints to detect beneficial behavioural patterns.

Monitor:

- dispositional states;
- propensities;
- identities;
- attractors;
- attitudes;
- weak signals;
- coherence.

Manage:

- constraints;
- connections/linkages;
- roles and rituals;
- catalysts;
- granularity;
- diversity and dissent;
- cadence.

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### Manege

The English verb "to manage" was originally derived from the Italian maneggiare, meaning to handle and train horses. In this earlier meaning the emphasis is on learning with, abiding with, adapting to, respecting, and working with another complex entity: the horse and rider as coevolving brambles in a wider thicket of social traditions surrounding beauty and form.

Around the early 18th century, this original meaning merged with the French term menage, or household, making it easier to adapt the meaning of the combined term manage to the metaphor of the obedient machine, to the corridors of power, and to the actions of controlling and directing.

The naturalistic approach we have advocated, in effect a return to manege rather than manage, is the most effective way to achieve results in organisations made up of real people "

Kurtz & Snowden

"Like Bramble Bushes in a thicket"

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Continuously mapping and updating constraints within a system is key in complexity approaches.

In organisational terms, we set boundaries and constraints every time we assemble a business "unit" or define its roles and prescribe what may, should and must do. "May", "should" and "must" being obviously an example of different degrees of rigidity.

We also set boundaries when we combine several units and decide the protocols for their communication, including frequency, tone and information channels. Formalised processes, timeframes and milestones are boundaries.

Policies that govern the exchange of information and knowledge across the organisation are also forms of boundaries. Beliefs, biases, fixations, subjective and/or collective a-critical assumptions are further types of powerful and sometimes "dark" boundaries among which definitions, categories and classifications as "the" example of the most explicit, rigid (and contextually fragile) form of constraint.

Of equal if not even more importance are those boundaries that may have not been set explicitly but that are equally perceived or

expressed through routines and habits.

Crisis may force us to remove, change or introduce many of such boundaries. It also gives us the opportunity to enter proactively in a deliberate design phase and use the new context as an alternative frame to question the status quo. In the next pages this is identified as a stage of dispositional exaptation, or a state where we willingly re-frame the problem space and prototype several different ideas in order to improve our organisational setting and/or the quality of our outputs. Re-framing is common practice, beyond crisis, in strategic design and in design labs, where ad-hoc methods promote a form of open, critical observation of the present. They represent a "natural science's" approach to understand a context by mapping the landscape of agents and their observable interactions beyond expectations, regulations, guidelines, and norms.

Here, the problem space is rarely given for granted and is allowed to co-evolve when known and unexpected challenges start to emerge.

Assessing the current situation "as is" in terms of existing and changing boundaries provides

ideas for new organisational practices that may be more beneficial from an economical, societal or environmental perspective.

Effective constraint management and redesign is all about trying out several options starting from the current assessment. From here, we seek to enable the emergence of resilient solutions with a low level of risk (high informality) and energy (high spontaneity). If we haven't produced a map during the initial assessment then it's now time to do it; the section on mapping landscapes provides some useful tips.

Once we have a map, we can ask ourselves three key questions:

- What are the issues and the opportunities in the context we just mapped? What can we change of the current situation?
- Out of the things that we can change how can we monitor the impact of that change?
- Out of the things that we can change and monitor how can we rapidly amplify success or mitigate the impact of failure?

To introduce safe to fail changes, we can, for example, add informality to a very rigid process (which is how we transform a fixed

constraint into flexible), change the connections among people, establish rituals, reinforce identities, change (preferably shorten) time horizons. In all cases we monitor what happens, ready to quickly revert the experiments that go wrong. Carrying out safe to fail experiments "playing" with constraints and with motivational attractors (known as catalytic probes), is one way to always seeking out the unseen possibilities. We call side casting this form of "casting around" to see what is possible. The technique, coupled with abductive research, or seeking patterns in the tails of distributions, is also known as weak signal detection. Abductive research opens up the range of experiments and prevents us from jumping too quickly to conclusions, which is very risky in conditions of complete novelty. Finally, opportunities rarely come around again: we need to seize the day.

A good practice to spot such opportunities in crisis is to keep special attention to the odd ones out of the average consensus, especially if they manifest some form of deep criticism.

### Managing constraints in COVID-19

We saw earlier some example of boundaries and constraints set during COVID-19.

Can you spell out which of those constraints was changed in the progression of the crisis in your country? Which were relaxed, made transparent or permeable? Which ones were made more rigid or re-implemented?

If you had to evaluate the management of constraints by your organisation or by the public administration in your region, what would your assessment be?



Adapt in complexity

## Reduce granularity

Fragment information, capture rich data. Increase communication and awareness: embrace repetition, be as transparent as the situation allows with a bias towards overtransparency:

- build crews with the 5/15/150 heuristics in mind;
- keep objectives tight and real. Do not pursue over-aspirational visions. Provide empathy and direction;
- immediately shorten operating cadences:  
years>quarters, quarters>months, months>weeks, weeks>days;
- promote fragmented, self-directed learning vs. directive learning.

Organisations designed for stability rarely survive the transit into unstable, unpredictable times as long term objectives and planning cycles are unable to respond to sustained change. Smaller 'units' can combine and recombine in different ways and are more dynamic and agile in nature.

The readjustment is necessary as soon as we detect a crisis: waiting can be very costly or catastrophic.

### Organisational units (5/15/150)

There are some natural numbers which come into operation here.

Five is a cognitive limit and the deep knowledge to manage a crisis means that command teams or deployed units of less than five are more effective.

Breaking down traditional silos to this level of granularity and adding overlapping members gives us the flexibility we need. Committee of 20+ people need to be reduced to crews of 4/5 mission-oriented players (missions orientate teams across silos).

Five-teen is a natural limit for deep trust and this is naturally present in informal networks and associations but difficult to create in a

formal system in short order.

One hundred and fifty is a natural acquaint limit for humans; in a clan (that is the structure we evolved from) there are rarely more than that number.

This size allows us to know the capabilities of the rest of the clan and to operate more cohesively as a result.

In practice this means breaking down the organisation in coherent groups of less than a hundred, as our employees have also relationships to maintain outside of work.

### Crews

A crew is a diverse group able to focus and act without preparation. It is based on clear roles and identities: we need to secure at least an expert, a naive and an operational role. We can use a Belbin test to detect the primary and secondary traits of each participant.

To turn generic groups into effective crews we must ritualize interactions, to help members of a crew to enter in their role and maintain it or shift it when needed.

We should also run social network stimulation exercises, described later on, at least on an annual basis.

## Goals and missions

We need short(er) term goals distributed over different crews. We may even need to probe for the unexpected using contradictory objectives to ensure resilience in our actions. Activity should be sustained in sprints with those short term, clear objectives in mind. Reporting cycles also need to be short and anyone with a relevant message or key insight should have direct access to the centre.

Mission teams should focus initially on short term stabilisation, then on medium term change. The idea of a mission allows us to bring in tools and techniques to convey what is known as commanders intent which allows for adjustment on the fly.

All and any objectives or missions should focus on the adjacent (short term) possibilities and should be rapidly adjusted and reset as needed.

## Information

Anyone familiar with social media will know that small information units get picked up and amplified more than long documents and papers. Narrative or micro-stories can convey more context and meaning than structured

text. They act as a mediator between highly codified and structured information and deep craft skills.

Rapid communication that can be absorbed quickly requires a different way of thinking. Social media blogs, peer to peer learning journals all provide this type of fragmented learning and knowledge transfer/creation. The time for formal documents is after the crisis is over.

It is worth remembering that text is not the only vehicle for communication: photographs, brief videos and cartoons are also valuable. Techniques using archetypal characters and persona also draw attention and can often convey more complex meaning than a written page.

Diverse perspectives, not only "more stories like mine" but also "stories that contradict mine" and 'surprise me' queries are also useful.

During a crisis people's natural tendency (if they are not personally threatened) is to seek out novelty - we should exploit this.

## Learning

Learning is more effective if it is embedded in real time, critical tasks. Learning by doing is

almost an imperative during crisis.

As much as possible, turn any activity led by an expert practitioner into a learning opportunity for the other members of the crew. Use screen casts or shadowing techniques to show the operational choices.

Periodic, high frequency reporting is a further opportunity for spot learning.

This approach fragments learning into self-contained, practical capsules that are coherent with the flow of priorities.

Adapt in complexity

## Create specialised crews

We can't afford for everyone to be involved in everything (it wasn't a good idea even in normal times). Old forms of consensus are going to have to go out of the window fast:

- assemble specialised units, responsible for local decisions;
- set a reporting method to create awareness across crews;
- weave their findings.

Specialisation does not equal internal uniformity: vary the composition and skills of each crew.

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### Unintended consequences

Rolling the successful use of the Cane Toad to eat beetles threatening the sugarcane plantations of Puerto Rico, 102 Toads were introduced into Australia in 1935.

It not only failed to reduce the grey-backed cane beetles but had a massive negative impact on Australian diversity.

It represents a case study in unintended consequences

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The following are all permanent and focused crews. They need a cadence of reporting, more frequent at the start, then different patterns of reporting will become self-evident.

Reporting will always be a balancing act between providing access to the centre (necessary for coordination and motivation) and preventing the centre's diaries being filled up with time consuming reports.

It is a good idea to train junior staff to record visually what is happening in each group and have periodic summaries with them as a reporting and synthesis exercise. We can meet all crews at the end of the day in an informal setting.

### The probing crew

Members of this crew include lateral thinkers (strategic designers, user experience designers, service designers, artists), business correspondants, software engineers and the organisation's most creative old foxes. This crew has a special talent in creating people-centred scenarios to explore novel concepts with the intention of transforming them into usable, tangible proposals and prototypes. They will need to engage frequently with the

centre to update their thinking with the latest strategic developments.

A probing crew is essential for radical repurposing.

### The wrecking crew

The only predictable aspects of a complex system is that whatever you do will have unintended consequences.

The unit is often comprised of mavericks and trouble makers. It is there to "war game" decisions looking for possible unintended consequences, and then monitor for both the expected and unexpected occurrences. They then create recommendations to mitigate any negative effects, but also to rapidly amplify unexpected positive results that might otherwise be missed.

### The journaling crew

Any retrospective learning is deeply suspect, as hindsight is always mediated by selective memory and by the political needs of the present.

So at the commencement of the crisis if we haven't already got systems in place for real time capture of lessons as they are learnt,

together with ideas for innovation, we need to get them in place fast. If the key actors are too busy to record, then we can appoint apprentices or trainees.

Micro learning is critical and also provides an evidence based protection for key decisions made without time for full evidence to be gathered.

This applies at all levels of the organisation; the central decision makers need to ritualise journal keeping.

It can be very useful to include knowledge asset mapping into this as well as morning and evening reflections.

Making this data available for peer to peer information flows during the crisis is also critical. It is a part of distributed decision making to create such flows.

### The continuity crew

While the crisis is consuming the attention of our key decision makers this is the time for their deputies or for the more experienced members of the crew to take over the day to day business of the organisation in so far as it continues. Rapid transfer of authority coupled

with checks to make sure that key decisions are not inhibited by past practice is the order of the day.

### The data analytics crew

Data informed decisions are key in a crisis but conventional departments need to keep day to day operations running.

We need to cherry pick a mixture of bright young people as well as some experienced people, some academics and some strategic designers and get them working fast.

They can also activate and synthesise weak signal detection using human sensor networks.

### The healing crew

Again not the conventional group here but a crew with organisational development and personal health specialists that include some of the cynics from the organisation to help.

The cynics in any group are the ones who care enough to speak truth unto power and we have never needed them more. Attitudinal pulses and organisational horizon scanning carried out by this crew will allow us to create a powerful decision support capability but will

also allow us to carry our employees with us on what will be a difficult journey.

Adapt in complexity

## Distribute engagement

We need distributed sensor networks and fast feedback loops to detect and manage weak signals:

- collect the experiences of staff and stakeholders as the crisis unfolds;
- visualise the dispositional state of the organisation analysing the experiences;
- detect opportunities to increase the number of stories that get us closer to a beneficial transition.

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### Distributed human sensors networks

Cognitively, culturally and experientially diverse groups of people to whom we have direct access, assessing the situation independently of each other without the chance of cross connection.

Technology can be used to make those networks available in real time to provide both situational assessment, option identification & evaluation together with micro-scenarios planning.

We will see more on this topic in the next chapter.

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The manner and timeliness by which we engage with the organisation and its stakeholders requires substantial change from the periods of more stability. Reporting cycles are usually too slow and formalised to cope with fast paced events.

This means that we need to distribute the perception and accelerate the exchange of information and knowledge, focusing on early detection of weak signals. Then, we will make sense of all the observations using an abductive approach to find patterns of coherence and ideas for intervention.

A contrast is often made between big data (algorithms) and thick data (ethnographic studies). The former working of high volumes with basic but not deep meaning, the latter working with lower volumes but with deeper meaning emerging over longer periods of time. By making employees ethnographers to their own environment we create rich data, quantitative in nature, that can support sophisticated learning and decision making at all levels of the organisation.

Visualising the dispositional state of the experiences of employees through their own

stories, anecdotal observations and perspectives, based on real time data is not only possible but is proven in practice and provides a quantitative approach in what is traditionally a qualitative domain.

### Consultation fatigue

Most members of any modern organisation are subject to consultation fatigue. What is key to ensure a good level of participation is not only the perceived value of surveys but most importantly the ability of the respondents to access the results for their own sense-making.

People are not per se motivated by providing information to other people or to the organisation, they need a return in terms of insights and knowledge. This can be achieved by giving participants the ability to access the pool of experiences.

Using the micro-narrative approach proposed here we can create 'narrative packs' that provide local utility but which de facto add participants (with their consent) into a human sensor network of considerable power. This provides valuable material for decision support and create more objectivity when making decisions under conditions of high



uncertainty. By using the wisdom of a crowd that is already engaged in policy we can increase our ability to identify outliers and bring novelty to the attention of senior decision makers.

We have several options to engage the crowd in distributed exercises.

### MassSense

In this mass situational assessment a network of human agents receives and interprets (signify) a set of infographics, text, video, etc. creating descriptive micro-narratives of their assessment. Optionally respondents can contribute their own micro-scenarios describing their own perspective of potential futures.

### Journalism and journal keeping

Here a designated sample of the population keeps a daily, weekly or similar journal relating to a topic and also act as journalists by interviewing other people they know. Some of the most pioneering applications of this technique have been to engage young people, working through schools, sports clubs, churches and the like as ethnographers to their own communities. Once such a network

of employees journalists have been established, it can be used as a human sensor network to provide fast feedback to questions by responding to MassSense interventions as described above.

### Attitudinal mapping

This is an alternative to the traditional survey and works on the basis of asking respondents a question (ideally without any hypothesis) to generate a micro-narrative which is then self signified by the respondent directly. Material so gathered can also be re-signified by other designated parties. Data results can be presented to decision makers (and to respondents) in real time to show patterns for sense-making along with various analytics.

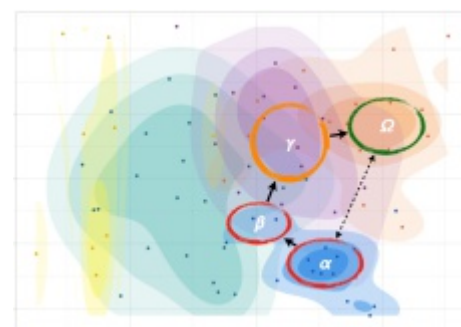
### Navigating complexity

Vector theory of change evolved from complexity theory and measures direction and speed of travel, or intensity of effort from where we are.

Vector measures and fractal engagement pick up the idea of starting journeys with a sense of direction vs having a pre-defined end-point. The visualisation of data from the three capture methods above allows for a simple

question to be asked: "What can we do tomorrow to create more stories like these and fewer like those?" This question can be asked of anyone regardless of educational level and is non-pejorative in nature as well as highly concrete and pragmatic.

In the figure below an attitudinal map, created in SenseMaker, a specialised application, shows how the concentration of dots (each



representing coherent clusters of stories or observations) indicates a need to shift from the alpha state to omega, but the distance of that shift is great and the risk high. An alternative is to shift to an adjacent possible beta state before moving to gamma and then to omega. For each move the decision maker and the supporting group are able to click on the visualisation, see the underlying micro-narratives and then ask the question outlined

above. By continuously updating the database with new stories resulting from the decisions taken, it is possible to immediately visualise the new concentrations and automatically adjust course, or correct without significant cost.

Using these maps we can define vector measures (direction, velocity, energy) which can act as KPIs for complex environments. The addition of explanatory narratives to statistically valid data provides explanations and a more ready means for change.

### Fractal engagement

The previous example shows one layer of engagement. From the same source data we could represent the dispositional landscape of an entire organisation, which would allow senior decision makers and cabinets to ask “What can we do to create ....” and identify options for the generation of new policy. We could also use only a part of that same dataset to enable for example different departments, or different competence groups, to ask the same question to their member. One question, different contexts.

This contextual alignment is key to cultural

change and avoids the homogenising effect of treating the whole system as single homogenous entity.

### Advanced analytics & alerts

The tools used to support these exercises should provide an open API structure so that the results can be embedded in other tools.

We should also be able to export data for combination with big data material to create richer sources of evidence.

The software should contain analytic and reporting tools that can be used at a global and community level. The use of real world narratives can create more effective communication and instant narrative-based responses to negative tropes and “fake news”. These may be emerging risks, or opportunities, but the key value of these alerts are making decisions makers aware of when they need to pay attention; advanced weak signal detection.

## Examples

### City of Malmö

Malmö Municipal Government Executive Office commissioned a city wide horizons scanning inquiry. It administered the approach through collaborating with a youth organization who worked with the Cynefin Centre to design a collection tool (app/website), train and coordinate 40 young people on work placement to collect stories from across the city.

In year one the scanning addressed the biggest challenges and opportunities facing the future of the city, mapping such issues against social, economic and environmental aspects, as well as equality and inclusion. Over a 3 month period a significant volume of micro-narratives were collected from a variety of citizens.

In year two which is currently ongoing the center has further developed the questions and has been sponsored by the municipal government executive department in collaboration with the department for planning. The stories and data collected will be used as a baseline and form part of a longitudinal study of citywide horizons

scanning and planning. Within the first 2 months over 5,000 stories have been collected.

### Future Generations Commissioner for Wales 'The People's Platform'

The people's platform is a participatory initiative from the Future Generations Commissioner of Wales, seeking to engage the people of Wales to better understand and tackle:

- the biggest challenge facing the immediate future of Wales;
- the biggest challenge facing the longer term future (25 years +).

It was designed to understand issues, crowd source potential actions and interventions, as well as acting as a barometer on perceived responsibility of business, communities, governments and public services.

It is used for horizon scanning, planning and citizen involvement in priority setting. Insights and recommendations from the People's Platform have been integrated throughout

### Valleys Stories

Stories of the Valleys is all about bringing to light the everyday, yet important,

conversations that occur in communities, schools, colleges, the workplace, sports clubs and beyond to encourage people to explore and understand key issues in their community, including new ways of addressing these issues together.

Live at <https://valleysstories.com/en>

### The Social Economy Diaries

The diaries are a compilation of stories about the impact of social economy in Europe and beyond. The exercise intends to show, through the voice of practitioners, how a resilient, regenerative form of economy is not only possible, it is actually a reality. Participants are asked to tell a story about their experience and position it in a signification framework that will offer insights on the specific needs of this economic ecosystem. The project is run by the European Commission's Directorate General Joint Research Centre in collaboration with Directorate General for Internal Market, Industry, Entrepreneurship and SMEs.

Live at: <https://europa.eu/!xb89vD>

Adapt in complexity

## Create a human sensor network

Formal and informal networks developed in times of stability can be activated for extraordinary needs:

- equip your organisation with networks of people that have a special interest in observing their context;
- merge their journals with data collected using traditional tools like social media analysis, data analysis, surveys and polls;
- design customised journaling programmes and embed the activity in the organisation's routine.

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### Human perception and risk management

Both risk and opportunity emerge at the edges of human perception and bringing the attention of decision makers to those weak signals is key.

The SEE-ATTEND-ACT framing argues that seeing the data, paying attention to the data acting on it are separate processes. Given that we do not see what we expect to see, this is a problem. Also the myriad of weak signals presented to decision makers daily impacts on their ability to pay attention, and even if they do pay attention, the willingness to act is another matter. To give a real example, authorising military aircraft to intervene against a hijacked civilian aircraft is an easy decision to make after the tragic events of 9/11, but before? The context then is one of tragic accidents, not terrorism thwarted.

Creating a culturally, experientially and educationally diverse sense-network provides confidence in decision making and increases the probability of identifying outliers, or weak signals that will later prove significant.

Critically it also, of its nature, hardbacks advocacy into evidence. The process of citizen engagement in distributed decision making reduces the risk for political decision makers. The corollary also applies in industry and the wider public sector.

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The purpose of a human sensor network is to create an opportunity for leaders and the wider organisation to gain real time situational assessment, to evaluate options and to create, test and monitor micro-scenarios. The SenseMaker approach to human sensors networks, of which we saw an example earlier, was developed for counter terrorism in DARPA projects before and after the tragic events of 9/11. In that context, one of the requirements was to create an objective approach to decision making where only additive logic –the logic of hunches – is appropriate. It drew on ideas popularly known as the wisdom of the crowds, in which a cognitively, culturally and experientially diverse network of respondents looks at a problem in parallel without knowledge of each others choices.

This aids in identifying outlier behaviour, giving voice to the 17% (see page 10).

While such a network can be set up quickly in a crisis, it is preferable to proactively have it in use for ordinary purposes, so that agents in the network become familiar with its function. Familiarity reduces learning and adoption time; continuous use, and patterns in use,

allow decision makers to detect bias and enable anticipatory awareness and triggering

Two other related approaches can be used, yet with some drawbacks.

Social media monitoring, data analysis, sentiment analysis and the like are part and parcel of understanding a market or citizen response. But anything that an algorithm can interpret and an algorithm can create. There are dangers, for example, for social media to become an unbuffered, easily manipulated feedback loop and as such to tend to perversion. However such approaches have a necessary, even if not sufficient part in understanding what is going on.

Polling and surveying a network with direct questions have high utility but capture ostensive or surface response and are subject to gaming. They fail to capture nuances, reducing their ability to detect weak signals.

They are also less good at sentiment analysis and at understanding underlying attitudes where choices are not binary but complex in nature. For these we need the high abstraction signification of a sense-making approach as discussed earlier.

The good news is that all organisations have the capacity, when aided, to work with human sensor networks. This can be done most easily by designing a work programme, for example, with Governments wishing to work collaboratively with their citizens to create asymmetric advantage in the face of threat.

The general approach is to provide people with tools they can use, and find utility in, under day-to-day circumstances. These same tools in turn enable capacity across the organisation to generate insights and take action.

There are many types of programmes to increase the number of human sensors available in a network - either as conscripts or volunteers. To varying degrees they apply to industry and government alike, but only government would realistically have access to some of them.

The list is by no means exhaustive but presents some examples to illustrate how these programmes might work in practice.

Learning journals for new employees during their induction period and ideally for three to six months. In addition, they could perform weekly or monthly interviews to senior staff

and gain insight and experience into the organisations' own history, to look specifically at possible futures. This is also a way of getting access to senior staff who would not participate in a consultancy process. A variation uses programmes such as bring your daughter to work and schools work experience. Here the children are assigned similar interviewing or observation tasks. Finally, executives or managers on leadership development programmes could mix learning journals with interviews for the duration of their programmes.

Replacing and augmenting traditional workbooks with continuous journaling. This approach was experimented with military personnel in Afghanistan where company commanders replaced patrol reports with journals in the field. There was no shortage of volunteers and the distributed human sensor network combined with military sensors (drones, satellite scanning, ground sensors, etc.) was extremely efficient to give real-time feedback - no more waiting for patrol reports to be collected and synthesised. Variations were to employ countries' commercial embassy staff to record details of activities

and meetings in return for not writing reports. The same applies to sales staff.

Many schools have a requirement to teach research techniques and statistical analysis along with community engagement, in fact it is a key part of the baccalauréat. By providing resource packs to teachers for pupils to engage as citizen journalists in their communities as part of a school year project, governments can very quickly gain access to the street stories of local communities. This network can be activated in the event of a crisis for feedback or communication. In a very real sense this also allows to understand the current and future state of a community through the eyes of a future generation. Similar programmes can be run for sports clubs, community centres, church groups, scout groups and the like. All of them have a need to understand why their various members engage, and make them a part of a network. The approach can also be deployed in citizen assemblies, juries and entire workforces or citizen groups for distributed budgeting. It provides a more balanced selection than simple demographics, and produces wider attitudinal maps.







## [<>] or the aporetic turn

Even if we have followed the recommendations in the previous phases, at this stage we still may not know what to do and we may not have committed to hard choices.

We know that we are in a state of voluntary suspension, while the elements for an informed decision are brewing and a sense of somehow optimistic urgency is building up.

We are mapping the context and building evidence to get ready to move out of confusion.

The aporetic turn

## Map landscapes from experiences

Narratives give insights on the disposition of the organisation. They also help identify agents, drivers of change, explicit and hidden boundaries, informal processes, challenges and opportunities:

- use narratives and micro-observations to identify agents, boundaries, roles and processes;
- map the landscape by visualising relations, proximity, size, quantity;
- position challenges and opportunities on the landscape. Take a step back and observe.

Gather information: in crisis we need a map (not a written report!) of the current state (not of the future!). A map of the landscape informs decision making with situational assessments and offers insights on the immediate possible.

Experiences, not just data: in complex systems it's not just about facts and data. It is also (and maybe more importantly) how those facts are interpreted by people and how they become thick experiences. Evidence needs to be read through the filter of several personal interpretations, expectations, projections to give insights of people's dispositions. The stories collected in mass sense exercises are the ideal start.

Engage the organisation: to capture weak signals of human attitudes and dispositions we should start to produce narrative-based journals with the team, to collect day-to-day stories. If not possible, we should organise periodic work sessions to listen to their experience. We can then map this into visual landscapes.

Maintain heterogeneity: we need to entangle narratives as told by executives, technical and

operative staff, stakeholders. Multiple perspectives keep us open minded on the crisis and give insights for action.

Retrospective coherence: when the crisis is over, everyone will create narratives to explain what happened. We need to be ware of retrospective coherence as it is based on faulty, selective memory and creates a false sense of security towards the future.

### How to visualise a system

The first step is to compile a list of key agents and lay them out on paper freely, or following a framework of reference (i.e. see Wardley maps and REA value flows models).

To reduce bias and oversimplification, we should avoid to draw the list of agents from theoretical knowledge or solely from experts' opinions and interpretations: we want to build the system from real life experiences.

Real life experiences place anecdotal facts in a rich context, providing multiple layers of meaning and bringing to life one of the key principles of management in complexity: disintermediation. This approach is common practice in service design, where user experience matters more than ideal, preferred

or prescribed end results.

We should also engage with groups of heterogeneous participants, while a proper balance between abstraction and detail can be achieved by a well designed choreography.

A landscape is a necessary starting point to:

1. map the current state and the key challenges and opportunities, or what we can change;
2. identify ideas for action and decide what impacts we want to produce and how to monitor them;
3. start pilot actions with the intent of amplifying the beneficial ones and suppressing those who are failing.

### Hidden trap: feedback loops

A common practice in systems thinking is to look for positive and negative feedback loops among agents. While the idea in itself makes sense, often feedback loops are inferred from past experience or from theory abstracted from a specific context. We need to avoid the temptation to automatically determine the existence and/or the direction of any feedback loop. The only loops we should include in our landscape are those that we

can observe in the current context and time frame.

### Governance

A non-trivial question with deep implications is: who decides what we can change, how we monitor change and what change we deem beneficial?

If we are managing well a complexity-informed method, the answers emerge from the same group who is researching and acting in the landscape. This implies that leadership is expressed through engagement and empowerment rather than prescription and direction.

In this context, leaders become "strategic observers" and intervene to provide a meta-level of coherence and clarity to facilitate action and the exchange of knowledge.

### Representativeness

A common objection to this method, often raised by scientists and academics, is how representative a low number of experiences may be. How many experiences are enough? How can we base decision on incomplete data?

When addressing complexity, "enough" is "all

is needed to identify emerging coherence".

Crisis management and more in general design activities, when understood as discovery of emerging practices, are necessarily local, ongoing and experimental. They must enable short term parallel, independent design prototypes using available, incomplete knowledge, not provide a long term panacea based on extensive evidence.

### Implications

This suggests that public and private organisations that span several different regions need to establish meaningful processes of stakeholder engagement beyond user research to make sense of local experiences and build whole ecosystems from the bottom-up.

When these practices are in place, the role of organisations naturally shifts from "holder of the solution" to "facilitator of coherent, heterogeneous practices" with obvious beneficial fallbacks in terms of trust, transparency and cooperation.

The aporetic turn

## Demo: map a simple story

A very simple exercise to deconstruct an experience and build a micro landscape.



narratives



constraints



roles



resources



issues



processes

### Materials

- A whiteboard or a large piece of paper.
- Markers and stickers.
- Phone or camera to document the final results with pictures.
- Whiteboard and stickers can be replaced with an online whiteboard.

### How to

Ask your employees to share several personal experiences about the crisis. Extend to beneficiaries and stakeholders when possible.

Use the stories to identify agents and contexts or places; be specific (i.e. better "local supermarket" than "retail", or "faulty data on victims" rather than "fake news"). Do not forget that, in complex systems, narratives are agents: map them.

Place agents inside/outside/across places on the whiteboard. Link agents and stories.

Mark boundaries and constraints: hierarchies, rules, groups, physical obstacles, etc.

Mark flows and relationships. Avoid assuming strict cause and effect, look for potential feedback loops. (i.e. more/less of this will cause more/less of that)

More stories give a better rendering of the situation.

If you plan to collect a lot of stories, you should ask experts for help and use dedicated software, such as Sensemaker.

### What to look for

Look for the essential components of a system: roles, narratives, boundaries, resources and processes.

For sake of simplicity, in this demo, agents are persons in a specific role. In reality any entity that interacts with and changes the state of a system is considered an agent. For example in human systems ideas and narratives are powerful agents.

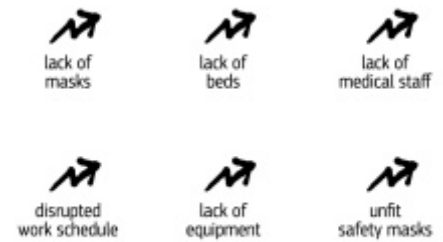
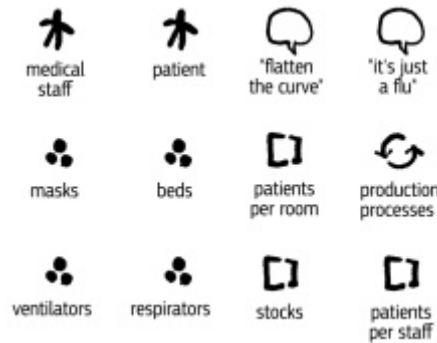
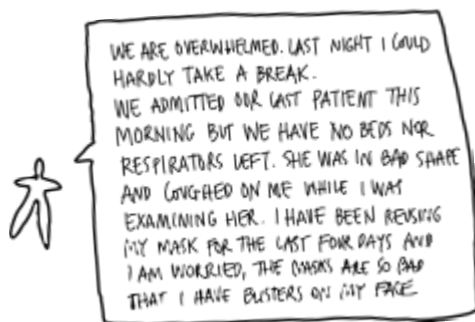
Deconstruct a story looking for all agents, focus on their interaction and identify all the boundaries and relationships that emerge.

Do not simplify stories for fear of "complicating" the picture too much. At this stage we need a high level of detail. Also, avoid the temptation to categorise and to fit everything into matrixes. Categories and matrixes are good to formalise results, not to explore a fuzzy context.

As much as possible, perform a "detached", open observation from several perspectives. We don't want only the picture painted by the 83%.

If you feel uncomfortable in keeping things "messy" at the beginning, ask for help from strategic or service designers.





## Deconstructing the story

The experience above is deconstructed in:

roles - patients, medical staff;

resources - rooms, beds, masks, ventilators, respirators;

boundaries - number of patients per medical staff, minimal distance between staff and patients, minimal distance between patients,

number of patients per bed, number of beds per room, number of masks available,

number of uses per mask, etc.;

processes - work shifts, patient examination, restocking of supplies, purchase of equipment.

Combining several experiences would give depth to the landscape. If we were interested in deepening specific parts of the landscape, we could go back to the author with a draft illustration and further questions or even tap into our own experience.

Once the story has been mapped out, we can then experiment ways to manage or modify boundaries and ask the storytellers for feedback.

They will give insights on the feasibility of the changes we propose and on the dispositions that they may generate.

## The landscape

We can now build a visual landscape starting from the deconstructed experiences.

This helps to anchor any conversation to the whole, no matter how fine the level of detail we are dealing with. Layers will help to break down thick data into manageable overlays.

The first drafts will be very "messy" and hard to read: this is normal. The process of refining the representation by iterating several different solutions is a reflective activity that produces mental clarity, its value goes beyond the visual quality of the final result.

This routine is most useful if performed with senior managers, as it helps to materialise "invisible" patterns. It also provides a holistic opportunity to discover new relationships, flows, insights.

For this exercise, we prioritize abstraction versus figurative approaches. We are more interested in the essence of the context and its challenges than in a detailed but confusing illustration. The final product will inform and coordinate the activity of independent crews and will provide a base to collect the result of their work.

## The challenges

Once the landscape is fixed, we can use it to highlight contextual disruptions, challenges, opportunities.

The challenges can be inferred from the facts presented but also from the tone of the story.

A well defined challenge is an ideal starting point to form mission-based crews. Placing a challenge on the map helps the crews to focus on a problem while considering peripheral elements that could otherwise be ignored and/or go unnoticed.

It is worth remembering that a particular challenge may accept solutions of very different nature, some of which may be clear and apparent, some more complicated and others complex, each requiring a different set of skills, resources and timeframes. The next method helps to identify the nature of distinct potential solutions to the same challenge.

The aporetic turn

## Discover opportunities for change

The response to a challenge varies depending on its nature and on its context. Lack of time, resources or knowledge may turn an otherwise clear decision into a battle against chaos:

- identify the nature of challenges in a given context as a precondition for action;
- use the exercise described below to define potential responses.

### Materials

- A whiteboard or a large piece of paper.
- Markers and stickers.
- Phone or camera to document the final results with pictures.
- Whiteboard and stickers can be replaced with an online whiteboard.
- This exercise can be run retrospectively to understand how a set of challenges was addressed in previous occasions and reflect if the decision was the most appropriate, given the context.

### How to

1. Source a flipchart or a large piece of paper. Copy the four corners of the diagram on the right (Clear, Complicated, Complex and Chaotic) and place "Confused" in the centre.

2. Place the challenge in "Confused".

3. Ask the crew to brainstorm individually on potential decisions/solutions that could address the challenge.

Time this step and assign a maximum of 10 minutes.

4. Bring the crew in a plenary session and ask in turn to each member to list her decisions/solutions. Discuss with the rest of the group where to place the decision/solution. You can assign a maximum time limit to each intervention.

5. Ask the crew to vote on the decisions and solutions that seem most realistic.

6. Commit the resources needed to start action on the most voted solution.

Keep your options open to test other solutions or run solutions in parallel.

### What to look for

We look for alternative ways to address an issue, tapping into novel, emerging and existing practices. If we are in crisis, clear and complicated solutions may not be realistic or possible.

The formalised processes necessary for clear solutions may have been disrupted and we may not have the time to conduct the studies we need to solve complicated issues. But it is still worth a shot to keep these options on the map, in case conditions change.

A solution is complex if we cannot guarantee in advance its beneficial effects. We will need several experiments and monitoring systems to detect the option with the most beneficial impacts.

In chaotic solutions it's not just the impact to be unknown: the response itself is novel and it may fail badly. We will most likely try to use any available resource, creating the conditions for radical repurposing. Solutions that originate in this quadrant have high innovative potential but will be expensive and may fail at any time.

## Complex

Place in this corner all the solutions/decisions for which several options are possible. Set up parallel, independent experiments and monitor responses.

Adjust protocols to assign beds and ventilators  
Repurpose scuba masks using 3D printed parts

## Complicated

Place in this corner all the solutions/decisions that require deeper analysis and the help of experts. Extrapolate from good practices.

Redesign ventilators to increase their capacity

## Confused

Place the challenge here.



lack of  
equipment

Use anything at hand to remedy the lack of equipment

## Chaotic

Place in this corner all the responses that need immediate action but have no clear outcome or look far-fetched. Exapt or re-purpose available resources.

Order more ventilators

## Clear

Place in this corner all self-evident responses to the challenges. Use tried and true methods.

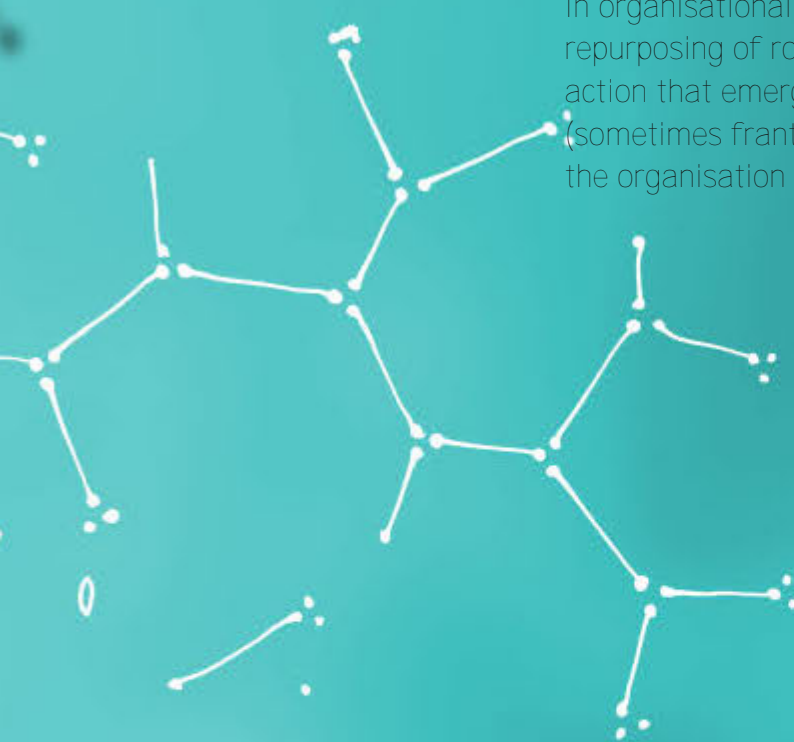




## Exapt

The time for action has come. Yet, we have still too much uncertainty for an elaborate plan, we need to exapt.

Exaptation in evolutionary biology indicates the repurposing of an artifact, a trait or a module developed through natural selection. Feathers, for example, were initially intended as a form of communication before they were used for flight.



In organisational terms, exaptation indicates a process of radical repurposing of roles, processes, paradigms, values. It is a state of action that emerges after critically observing the present while (sometimes frantically) creating the structures and the conditions for the organisation to adapt.



## Exapt Repurpose

The most efficient way to address crisis is through exaptation (radical repurposing) of available assets:

- use the material produced by the sensing networks to inform design briefs and missions;
- complement design briefs with a scan of current assets to spot what can be repurposed.

The repurposing process in itself will generate additional learnings. Integrate them with the knowledge provided by the sensing networks and build a base for transitioning out of crisis.

Exaptation in biology is the suggestion that a trait which has adapted in time for one function can, under different conditions, exapt for a different purpose. The idea itself is not new having been contemplated by Darwin. It has also been known as pre-adaptation but the idea that this implied some teleological process was in part responsible for Gould and Vrba coining the neologism in 1982. They use it to define two types of "cooptation". Quoting them directly:

- a character, previously shaped by natural selection for a particular function (an adaptation), is coopted for a new use;
- a character whose origin cannot be ascribed to the direct action of natural selection (a nonadaptation) is coopted for a current use.

There is an implication that following exaptation the trait will then adapt to changing needs. The trait may not be fully suited to its new use and will therefore adapt as a secondary process.

The development was important in evolutionary biology as it explained how new traits could emerge more quickly than would be possible in a linear way. The often quoted example is the evolution of feathers for

temperature regulation and display, which were then repurposed for flight. Speculation as to how this happened includes fast running ground reptiles, where their feathers provided lift, or gliding between trees.

Once the exaptive shift is made we get sophisticated adaption, for example the "silencers" that evolved in the wings of owls and the use of feathers for trapping insects in other species.

Another example of exaptation is the cerebellum which adapted for fine grained manipulation of muscles linked to feeding, but then exapted to manage the sophistication of grammar in human language; something that would be too big a switch for an adaptive process.

This is not just a biological phenomena, there are many examples of exaptation in industry and technology.

IBM famously re-purposed an 18th century invention, punched cards, to create the 'IBM Card' with rectangular holes for easier patenting and machine readability which was one of the major factors giving it leadership in the early days of data processing.

Another very famous case occurred in 1945 when Percy Spencer, a Raytheon engineer noticed that a chocolate bar in his pocket started to melt in proximity to an active radar set. He realised that the short wave radiation arising from the cavity magnetron in the set, if confined to a metal box, would cook food. From this repurposing we get the micro-wave oven. The 1989 discovery of Viagra by Pfizer came from a programme looking for a treatment for heart-related chest pain. Realising the significance of a curious side effect created a blockbuster drug.

In organisations, radical repurposing is efficient in terms of time, reducing significantly time to market as well as to find solutions in a crisis. The ability to rapidly repurpose existing capability, knowledge and connectivity is also critical in crisis management and post-crisis recovery. It is strongly linked to the idea of entanglement in complexity science.

At the right level of granularity, if we are able to see its potential, combinations of existing knowledge with new or previously unarticulated needs provide a significant opportunity. The growing understanding of this

and its application to social systems as well as physical products is critical to understanding innovation and post-crisis recovery.

The use of exaptation as a means of exploiting new opportunities generated by commoditisation or significant ecological shifts is a developing theory in management. The common saying is that we should interpret crisis as an opportunity to evolve and innovate. In crisis, old patterns are destroyed and spaces for novel practice open up; the ability to exploit those spaces ensures resilience and creates spaces for disruptive innovation.

### Types of exaptation in organisations

In organisations, exaptation is a process that repurposes or redesigns existing resources. If the process is unexpected and forced by crisis and chaos, we call it stress-based exaptation; if it is a voluntary excursion in chaos, we call it stimulated exaptation. Finally, if it is a consolidated practice we call it dispositional exaptation.

We will discover more about these states in the next pages.

Stress-based exaptation

## Extreme repurposing

Unexpected events brought us unintentionally into chaotic processes that can have catastrophic consequences on us and on our context: repurpose whatever at hand to stabilise the situation and, if possible, to limit catastrophic effects.

This corresponds to the area of accidental chaos in the Cynefin framework and it is the most likely to occur in crisis.

This happens naturally in any human system under conditions of stress. In a real crisis humans are very good at simply grabbing something (which can be an idea as well as a material object) and rapidly using it to fix (or throwing it to) an issue or problem.

This human inventiveness is something we can depend on but its results can be haphazardous and are not without casualties.

There is also the danger of the resulting pattern of solutions becoming entrained beyond usefulness. We can reduce the inevitable high failure rate by employing a crew that is very well trained in lateral thinking. This is the ideal job for the probing crew we set up earlier.

### Extreme repurposing in COVID-19

In the first phases of the COVID-19 crisis we had several cases of radical repurposing initiated by informal groups of scientists, doctors, engineers and designers to cope with the shortage of medical items.

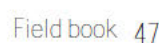
The successful examples of extreme repurposing often made it to national and international news. From the 3D printed

adaptor that repurposed a scuba diving mask to the 3D printed valve that duplicated the capacity of a respirator. Many businesses even stepped up and repurposed their manufacturing lines to produce items that were hard to source. As to be expected, some of the solutions broke existing legislative boundaries and, for example, challenged existing intellectual property and licensing rights.

In most cases, these radically innovative products were ideated and produced by the joint efforts of coordinated, informal networks that emerged spontaneously, supported by online connectivity.

Spontaneous networks also emerged to share practices and knowledge on online platforms.

It is worth noting how no economic instrument or expected income was sponsoring or supporting these purpose-driven movements and is most likely at the root of their success and diffusion.



Stimulated exaptation

## Design radical innovation

Enter deliberately in chaos by removing conceptual boundaries and fixations; push the envelope, explore unreasonable ideas.

Reframe the problem space, challenge the norm. Use conceptual prototypes and boundary objects to understand the dispositions of the organisation and its beneficiaries.

This corresponds to the area of voluntary incursions in chaos, or the liminal area between chaos and complexity in the Cynefin framework.

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### Boundary objects

We create strong emotional bonds with objects that are part of our day to day routine when they connect us to special experiences, memories or people. They become the symbol of that experience, or person.

Other objects have deep impact on our emotions because they were passed on to us through generations and became material symbols of the values of our culture. Think of any religious object, for example.

Boundary objects challenge the symbolic meaning of an object by giving it an unexpected function or by de-contextualising it.

In extreme cases, the new function or the new context becomes an insult to the object and to ourselves. We went "too far".

In other cases, and these are the interesting ones, the object is placed within acceptable boundaries. It becomes a provocation but also and an opportunity to reconsider normality.

Often, artists and designers use these boundary objects as statements. An example is one of the works of Curro Claret, a spanish product designer, who proposed a church bench that can be easily disassembled and transformed into a bed for the homeless.

Other times, designers use boundary objects to understand people's dispositions towards certain scenarios and to inform their ideation porocesses.

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This is a design approach that deeply questions fundamental paradigms: needs and knowledge are independently mapped and then entangled to create novel combinations. We need to think in concepts and metaphors, move the reflection from the material immediate to a level of abstract signification which opens us to more disruptive insights. In this sense, this is more a competence to be nurtured, discovered or imported in the organisation, rather than a set of methods and tools to adopt or apply.

Concrete experiences and anecdotes about the unfolding crisis are the raw material that feeds this design approach. They facilitate the generation of insights by enriching with thick data the design and decision making process, while keeping the reflection grounded on the present.

Experiences can be collected directly from our organisation and/or its beneficiaries and analysed with specialised software. Here, the level of abstraction is achieved by the signification framework which which taps into the symbolic side of the stories.

In speculative design approaches, conceptual prototypes materialise in a tangible object or

organisational structure a potential but concrete experience that challenges our preconceptions, paradigms and assumptions. Their role is not to serve as functional prototypes of a concrete solution, they are a tool for exploring the invisible adjacent possible. They generate a "feedback experience" that is realistic enough to detect dispositions and to inspire further decisions. The results of this exercises of voluntary exaptation open the door to radical, unbounded innovation which can find fertile ground when crisis itself pushes us to questions our fundamental paradigms.

### Stimulated exaptation in COVID-19

The COVID-19 crisis challenged our "normal" ways to understand work, entertainment, tourism, personal and social responsibility, etc. Some organisations and institutions transformed this unexpected incursion into chaos into a deliberate opportunity to (re)design their practices, for example embracing and experimenting with radical forms of teleworking.



## Speculative design at the EU Policy Lab

In the picture, a group of students from the École Supérieure d'Art et Design de Saint-Étienne present boundary objects to Policy Officer at the European Commission to reflect on the future of farmers.

The prototypes were used to broaden the understanding of policy implications of potential technological, social and environmental weak signals.

The exercise was tutored by Rodolphe Dogniaux, design professor at the École Supérieure d'Art et Design de Saint-Étienne in cooperation with Jennifer Rudkin, Anne-Katrin Bock and Maciej Krzysztofowicz from the European Commission's EU Policy Lab.

More information on this project at:  
<https://europa.eu/!jw69nk>



Dispositional exaptation

## Design strategic interventions

Challenge the interactions between agents to inform strategic decisions. It is more effective than pre-determining an objective:

- use the material produced by the sensing networks to craft conceptual scaffoldings;
- use the scaffoldings to challenge roles, question the problem space while maintaining coherence;
- design harvesting methods and templates to collect knowledge and to inform strategic decisions.

This corresponds to the area of complexity in the Cynefin framework.

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### Conceptual scaffoldings

The most popular example of conceptual scaffoldings used in business are the so-called canvases. They are a combination of pre-defined empty spaces that function as enabling boundaries.

These templates help to collect the essential elements of a business and to think systematically to all its key contributors, beneficiaries, assets and liabilities. They are mostly used to inform abstract strategic thinking and concrete business plans.

A new generation of conceptual scaffoldings is part of the ongoing design research at the EU Policy Lab.

These are visual frameworks that position dimensions, agents, resources in a relational framework.

They are highly contextual and the position of each component encapsulates dense, specific knowledge captured in action research.

Like traditional canvases, they function as support for systematic and strategic thinking, but the emphasis on a visual approach unlocks possibilities to use them as dashboards or as synthetic snapshots of the status of complex entities.

They are mostly used in contexts where it is impossible to categorise or define agents according to one key dimension because of their organic, ecosystemic nature.

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Here we create organisational structures and processes that naturally create novel associations. This is a key feature of strategic design, beyond the linear and de-contextualised application of "thinking" methods and tools to create spaces for co-generation and shared sense-making. In this spaces, the exaptive role of design is to orchestrate multiple contributions in a coherent conversation, facilitate lateral thinking, harvest challenges, propose new actionable ideas and test them with proofs of concepts and prototypes.

In this process it is key to reduce blare, bluster and brawl. Conceptual scaffoldings, crafted choreographies and harvesting templates are of primary importance for this.

Choreographies ritualise the exchange of information and modulate the rhythm of the interventions giving space to individual contributions, group work and plenary sense making and alignment. Harvesting templates anchor conversations in actionable outputs, while scaffoldings help to maintain focus but keep the door open to weaving several perspectives.

Tree methods and approaches create the pre-

conditions for strategic design:

Social network stimulation allows a generative use of informal networks. It ensures that everyone in an organisation (and ideally its proximate networks) is within two/three degrees of separation based on a trusted common set of experiences. With a densely created network and proper design facilitation, ideas and associations will emerge organically.

Triads are groups of three people from radically different backgrounds with no prior interaction. They are kept together by purpose and by well crafted choreographies which ritualise the exchange of knowledge and create trans-disciplinary possibilities. Harvesting templates catalyse the creation of actionable knowledge.

Staged, highly structured events allow experts from many different backgrounds to interact with people who experience first hand the various current issues and problems. A series of action-based research experiments take problems and knowledge assets into easily understood 'grains' which are then associated to create novel ideas.

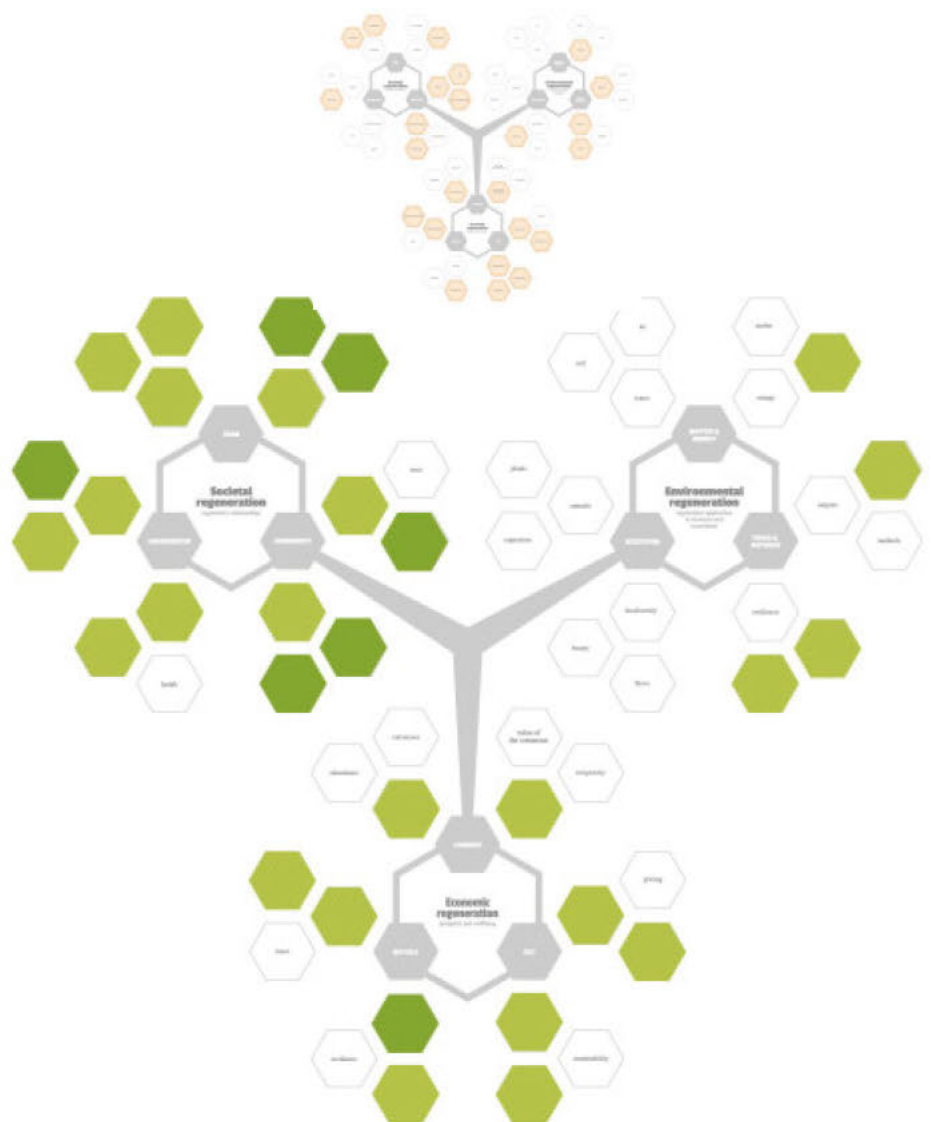
### Scaffolding at the EU Policy Lab

In the picture, a "next generation" canvas is used as scaffolding to identify and visually represent the identity of a social economy activity.

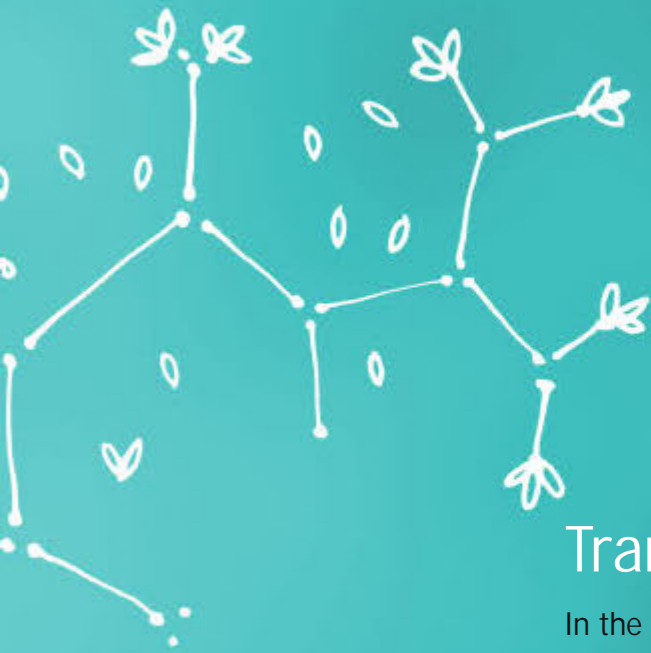
Social economy in Europe lacks a comprehensive definition and the intention here is to maintain a broad perspective to facilitate the development of inclusive policies. The team, composed by practitioners, designers and policy makers, opted to use a visual scaffolding structured in triads that provides an integrated view of 54 key dimensions.

This approach allows to immediately identify a company's priorities across the triple bottom line of social, environmental and economic regeneration (green triad) and compare it, for example, with local and regional priorities (red triad).

More information on this project at:  
<https://europa.eu/ljc88ph>







## Transcend

In the path toward transcending the crisis, most of our initial structure may have dramatically changed or disappeared altogether.

It is time to ritualise and consolidate change, avoiding the temptation to return to practices that are now clearly obsolete.

But is it the end?





# Manage cadence and control

At this point we should have several units operating in ways that are novel for the organisation:

- maintain cadence and control. If we lose coherence, we may quickly spiral back into chaos;
- identify what novel activity should be part of the new normal and what should be reverted to previous practices;
- ritualise the learnings, especially those that originate from failures, to ensure that we are ready for the next crisis.

## Cadence

Cadence matters more than velocity if we seek stability and endurance.

In management, review cycles are what create cadence. During conditions of high stability, cadence can be slow and the subjects reviewed are usually quite repetitive. In a crisis the pace will be fast, but there needs to be a rhythm to it, commonly understood between all actors. Priorities can be selected ad-hoc within small, tightly focused teams who can expect or enforce compliance.

Daily or quasi-daily cycles in small teams serve the purpose of addressing urgency and uncertainty, when a changing context generates constant shifts in priorities. A small number of participants allows more effective decision making, and all need to be present. Weekly feedback cycles help to align several functions and will replace various forms of written reporting. Representatives of all functions should participate with a fairly relaxed approach to who turns up. Absent members will need to be kept up to speed so we need to evaluate how costly that is.

The ability to shift to bi-weekly cycles

indicates that we have reached a certain level of stability. We are reducing the pace while activities keep moving fast. The ideal is to increase velocity while reducing cadence of review, which reduces the energy cost of management.

Regardless of its frequency, the critical thing is to find a rhythm which allows for stability. It is also crucial not to overlap uncoordinated sessions, as the punctuated information flows could add unmanageable noise or generate lack of awareness. If we consider this in terms of flow we are creating a cadence that prevents the flow from becoming turbulent. In a crisis, and recovery of a crisis, all key actors need to be aware of decisions and the reasons for those decisions, there isn't time to read emails, check a project management Kanban board or similar: we just need to know. Information management is key and can't be left to chance or mediated reports.

At Cognitive Edge, the management of cadence is helping to advance a major software release, while at the EU Policy Lab it is helping to provide fast response to very sensitive, high profile projects.

The size of a unit (a short hand that includes

teams, crews, hierarchies and networks) has some natural limits; the Cynefin diagram at page 60 shows team size, membership criteria and temporality.

We need to be aware that crisis management teams tend to get very close to each other during the crisis itself. Peer support and extended walk-the-floor breaks are among the techniques we can use to avoid that they get completely isolated from reality. More importantly when the crisis is over the team needs to disband and that change has to be ritualised. Knowing when we have crossed the boundary from adaptation to recovery is important and it requires a rite of passage.

## Control

Crisis control should be relaxed. Most likely, there will be no loss of quality as the overall perception of risk changes. At the start of COVID in the UK authorisation for critical public projects were granted in days or hours where before it would have taken months.

The fundamental steps of the control processes were still there but their use was accelerated and unnecessary steps removed. As the crisis receded, two things happened: a grass roots romanticism wanted to continue

with the freedom provided, while those who would carry the can for the risk started to realise the potential implications of post-crisis audit and reverted to business as usual. Now both of these responses are wrong but the pendulum swing between crisis-induced freedom and the reimposition of bureaucratic controls is inevitable unless we address it.

Three devices come to help.

Key actors performing continuous journaling: realtime feedback loops and human sensor networks in which observers journal changes in process and carry out micro risk assessments. This is useful for operational management, weak signal detection and the like. Post-crisis, journaling gives an evidence base to work out what can be changed permanently and what should be returned to normal. We build expertise in this during the crisis with peer to peer narrative learning, for example.

Teams using the evidence from the journaling and other information sources to look at reform before we get too far away from the crisis. For example five or six crews each formed by an auditor, a frontline worker and a

manager work on the problem in parallel to spot reform possibilities or to experiment with safe-to fail changes.

Identify the human elements involved in quality decision making. Some people are better at it than others, but it can also be a professional issue. For example there is a significant difference between hospitals run by professional managers and those run by former doctors trained in management. The latter have a broader knowledge of the implications of decisions and understand that it is a context specific matter.

A part of our change may be to define the boundary conditions within which autonomy can be permitted. That includes rules about expectations and heuristics to come into operation when rules are broken.

Transcend

## Ritualise learning

We learn more from failures than success, and the learnings are more reliable if lessons are recorded and formalised when they are still fresh:

- simulate failures as a method to increase resilience;
- de-personalise failure and avoid blame;
- start a mass engagement process to ritualise learning.

Games have always had an adult purpose, from political simulation to war games. They provide a safe learning environment to test strategies and tactics with immediate feedback. Two examples will show how games can prepare us for crisis and train us to learn from our failures.

### Anthro-simulation

Anthro-simulation involves human game masters controlling an eco-system where whatever we do, we fail. We create parallel teams in an open space who are presented with a (crisis) situation for which they have to complete a situational assessment and come up with a next steps action plan.

Each work area has microphones so the game masters can hear the conversation, for two reasons: to monitor how the decisions are being made and to allow them to feed disruptive data in real-time.

After some time, which depends on the urgency that we want to give to the exercise, the teams are given a one hour break. When they come back they discover that whatever they did turns out to be a disaster. This is easily done by picking up a weak signal that they missed and extrapolating it. The cycle is

repeated three times and after the second time everyone starts to realise that they are doomed.

Because it is happening in parallel to other teams this is not personal and by the end of the process, the amount of data being scanned before a decision increases significantly. Failure engenders more learning than success. Through out the process all team members and observers journal their experience into a sense-making database. That creates a narrative learning environment of simulation failures that can be used as a knowledge repository.

### Archetypes

Linked to the idea of games is the displacement of confession into fictional story forms including the use of archetypes.

Archetypal story forms historically have been used to distribute learning of failure without the need to admit personal. An example are the stories of the Mullah Nasrudin, the wise fool. In societies familiar with such stories, if we do something foolish we create a story about how the Mullah did it, and it then spreads without attribution of blame. In a lessons learned environment it is a powerful

and easy-to-use technique, and more ethical than exhorting people to be open about failure. Hindsight often point to something we could have done differently. By displacing failures onto archetypal characters we effectively allow people to use an actual experience, a synthesis of experiences, or a just-so story to convey learning to the current and following generations. Lessons learned is not a drains up search for the truth, it is about creating learning, which can come from fiction as much as from fact.

### Learning from crisis

So how does all of this link to our theme of post-crisis recovery? Well first and foremost is that the trauma of the crisis will have generated multiple learning opportunities and we need to formalise them before they fade over time. So in our four-stage Assess-Adapt-Exapt-Transcend we need at the end to focus on learning, prepare for the next crisis, and ritualise that learning as a means of understanding that we have moved on. The initiation of a highly visible and mass engagement learning process is a way of signaling the end of a crisis and the need to move on.

Seven key possible uses of narratives here:

We save the simulation stories with the real-time journaling. Narrative databases disclose complex patterns of meaning over time and allow serendipitous encounters with material we didn't expect to find.

We give our workforce access to the stories and use narrative clusters to stimulate new stories about how we could have done better. We also save those new stories and we link them to their originating material. The material can be used to review the rules we had put in place and to stimulate planning based on micro scenarios.

We create scenarios from the anthro-simulation games for key players (or ideally all the workforce) allowing the learning to be embedded while the need to learn is still front and centre. We don't wait until everyone has forgotten what happened!

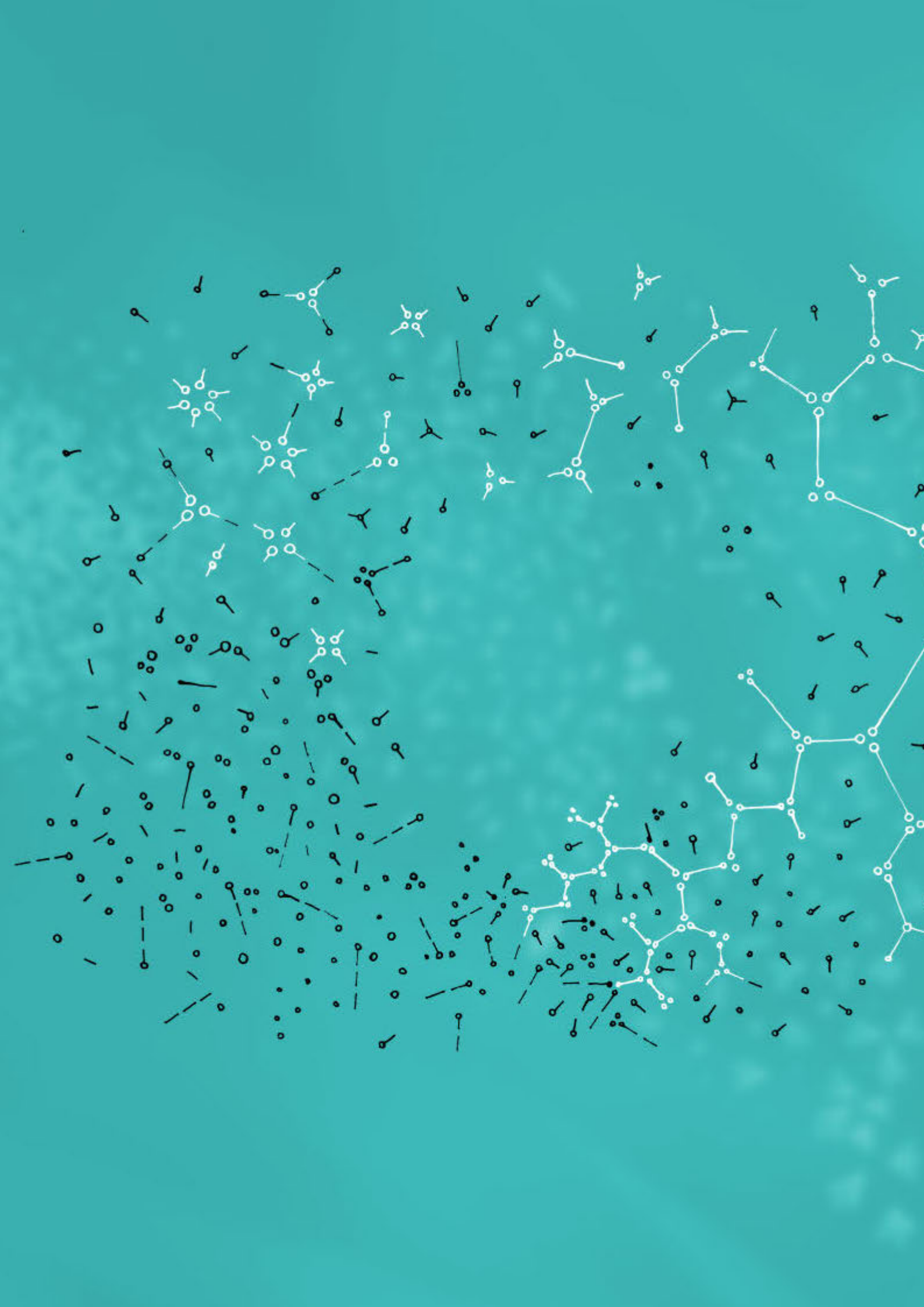
We combine the situational stories with a narrative audit of existing capabilities and assets to suggest ways in which we can radically repurpose things we are already competent in, for novel purpose. This will also provide opportunities to gain a competitive advantage of the novel situation that a post-

crisis always brings. The artifacts of the crisis management process become a part of the strategic and tactical process thereafter.

The widest possible engagement is important and that can extend to customers, citizens, retired employees as well as potential recruits still in college. The more perspectives we get, the better.

The material thus gathered creates training datasets that will allow anticipatory triggers for early signs of a future crisis; this is also known as weak signal detection and includes warning of excessive constraints which could bring our organisation to collapse into chaos. Micro-narratives and mass participation provide a more effective source of material for effective internal and external communication than carefully formulated statements. Similar control, but a lot more effective.

The process of managing and exiting from a crisis becomes now a process of creating a sense-making infra-structure that will sustain the organisation into the future.







# Cynefin

The practices and competences contained in this booklet are inspired by and reinforce a conceptual framework designed to manage anthro-complexity, or complexity in human systems.

# The Cynefin framework

Cynefin is a decision support framework. It is a way of determining what method or approach we should adopt while critically assessing when we should change it.

It is based on the principle of bounded applicability: there are few if any context-free solutions but many valid context-specific ones.

In crisis, the framework helps to generate a transitional path from a state of puzzlement, or aporia, to a state of adaptive reaction and finally to transcend, innovate and learn.

Cynefin is a key framework in what is known as naturalising sensemaking. The term naturalising relates to the use of natural science. Sense-making (with a hyphen) is defined as “how do we make sense of the world so we can act in it”. Cynefin is also part of a body of work looking at the correct balance between deductive, inductive and abductive sensemaking.

In summary the essence of the framework can be summarised as follows;

At its heart there are three primary domains: order, complexity and chaos defined by the type of constraint, or absence thereof. Order is constrained to the point where future outcomes are predictable as long as the constraints can be sustained, Chaos is the absence of effective constraint while complex is uncertain but has enabling constraints, many levels of entanglement that make it dispositional in nature with no linear material causality.

Most organisations are by nature complex adaptive systems where needs and requirements entangle with identities, cultural practices, personal preferences and values,

challenging and interpreting even the most strict rules and procedures to give result to unpredictable outcomes.

The shifts between the primary domains are all phase shifts and need energy to happen. The best metaphor in science is latent heat: energy is required to achieve the phase shift from liquid to gas even though the temperature does not change.

In organisations, phase shifts translate to culture change: they need energy which is not used to expand or perform but to dramatically change the nature of internal relationships.

To accommodate the disconnect between reality, perception and knowledge in human systems, order in Cynefin is divided into clear and complicated. In clear the relationship between cause and effect is self-evident and clear to any reasonable person; constraints are rigid or fixed. In complicated cause and effect exist but it requires expertise or analysis to discover it; constraints are governing, giving confidence in the boundary of expertise.

Further we have the confused domain, which is the state of not knowing which domain we are in and is frequently, but wrongly (sic)

confused with chaos. This is the where we start from in most crisis: a confused state where the lines of action are not certain. Confused is appreciated as A/C (aporetic/confused) of which more in the next section.

The "transitional" or liminal line in Cynefin indicates possible paths of transition among domains. It is open at the top, closed at the bottom and intersects all domains, except clear. The boundary between clear and chaotic is a catastrophic fold, or cliff; a collapse where the liminality in clear is not visible and it is all too easy to walk blindly off the cliff. In organisational terms, this relates to an excessive confidence in the applicability of existing rigid procedures and constraints which can easily bring to chaos when crisis occur.

The line creates liminal states in complex (still uncertain but transiting to complicated), chaos (the deliberate removal of effective constraints for decision support and/or innovation), complicated (where the analysis method or type of expertise is in question) and confusion itself which is the area of aporia. To be unknowingly in the confused domain is not

advisable and it is adjacent to the catastrophic fold for a reason. To be in a state of confusion authentically, with knowledge of the state means that aporia can be created to exit into any domain other than clear.

There are different types of practice in each of the Cynefin domains and liminal areas. In the complex domain practice is exaptive, or focused on radical re-purposing of existing capability. In the complicated domain we apply good practice, in clear we have the only legitimate application of best practice.

In the liminal area between complex and complicated practice is iterative in nature, seeking to establish good practice through a phase shift and this will require energy.

In chaos practice is generally novel, either by accident, or in the liminal area by design. In the liminal area of confused, practice is aporetic, the deliberate creation of paradox and puzzlement to get people to think differently. No type of practice is universal, the summary here is the main focus for action.

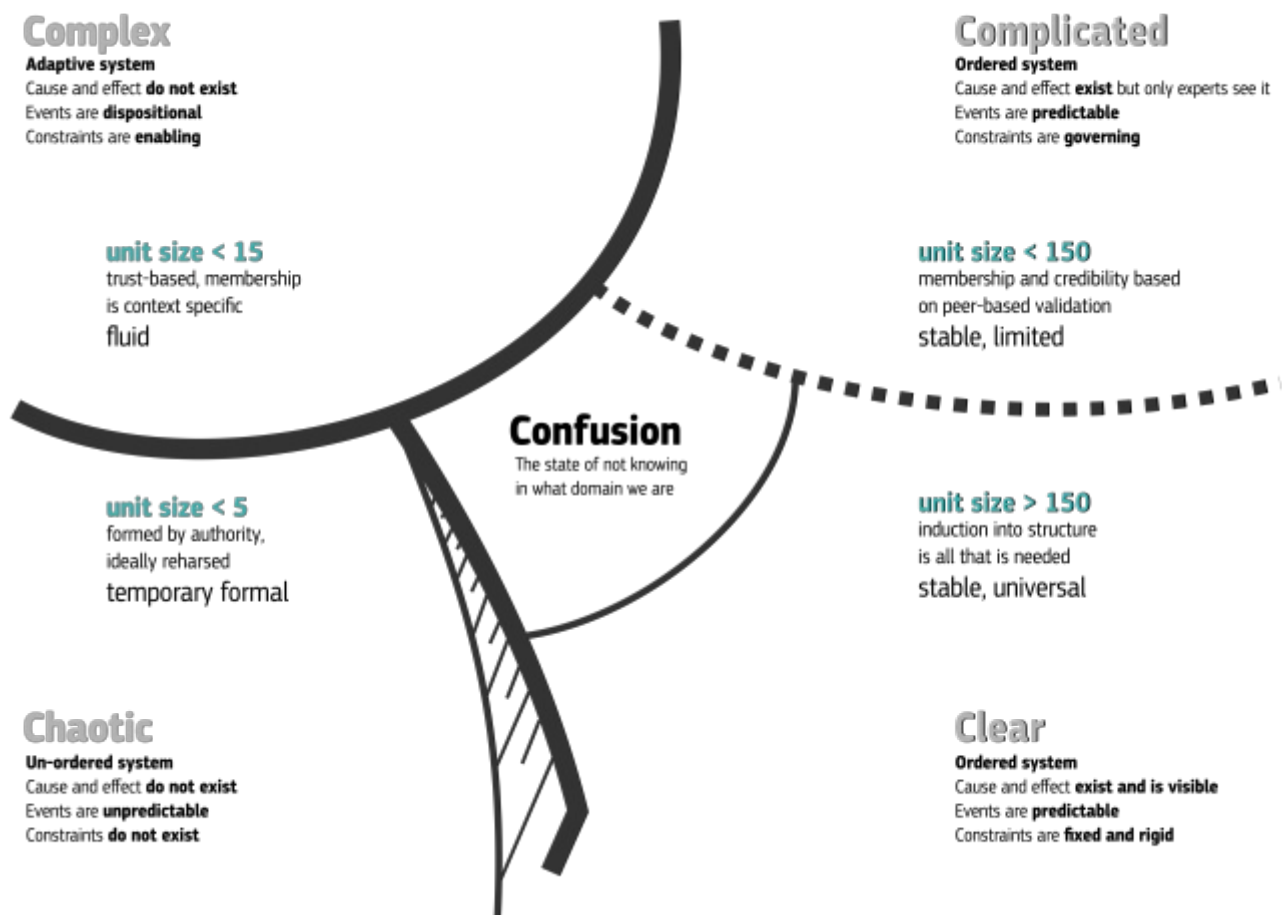
Cynefin is at its heart a decision support framework that is based on the principle of bounded applicability: there are few if any

context free solutions but many valid context specific ones. As such Cynefin is a framework not a method, it is a way of determining what method or approach we should adopt and critically when we should change it.

Movement between domains can take many forms. The most stable is a constant iteration between complex and complicated with some material being consigned to clear when there is sufficient stability to warrant it and the shift is low risk. Occasionally there is a need to dip into the aporetic liminal area from complicated if pattern entrainment has set in. The aporetic liminal area is the normal target for an exit from involuntary chaos. There is also a dynamic which constantly moves from complexity through all liminal domains and then back again.

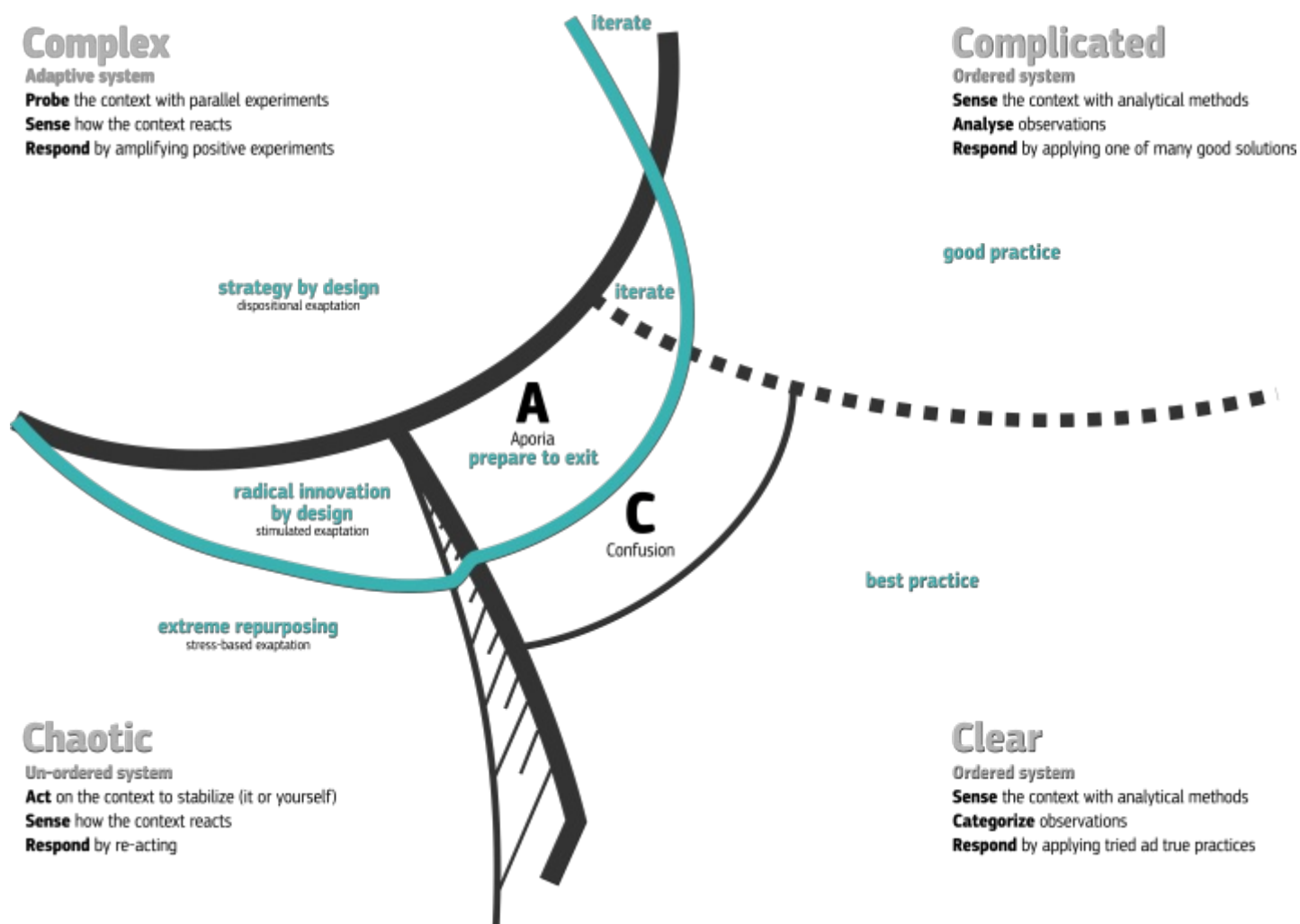
More on the Cynefin framework at:  
[youtube.com/watch?v=N7oz366X0-8](https://www.youtube.com/watch?v=N7oz366X0-8)





## Four domains

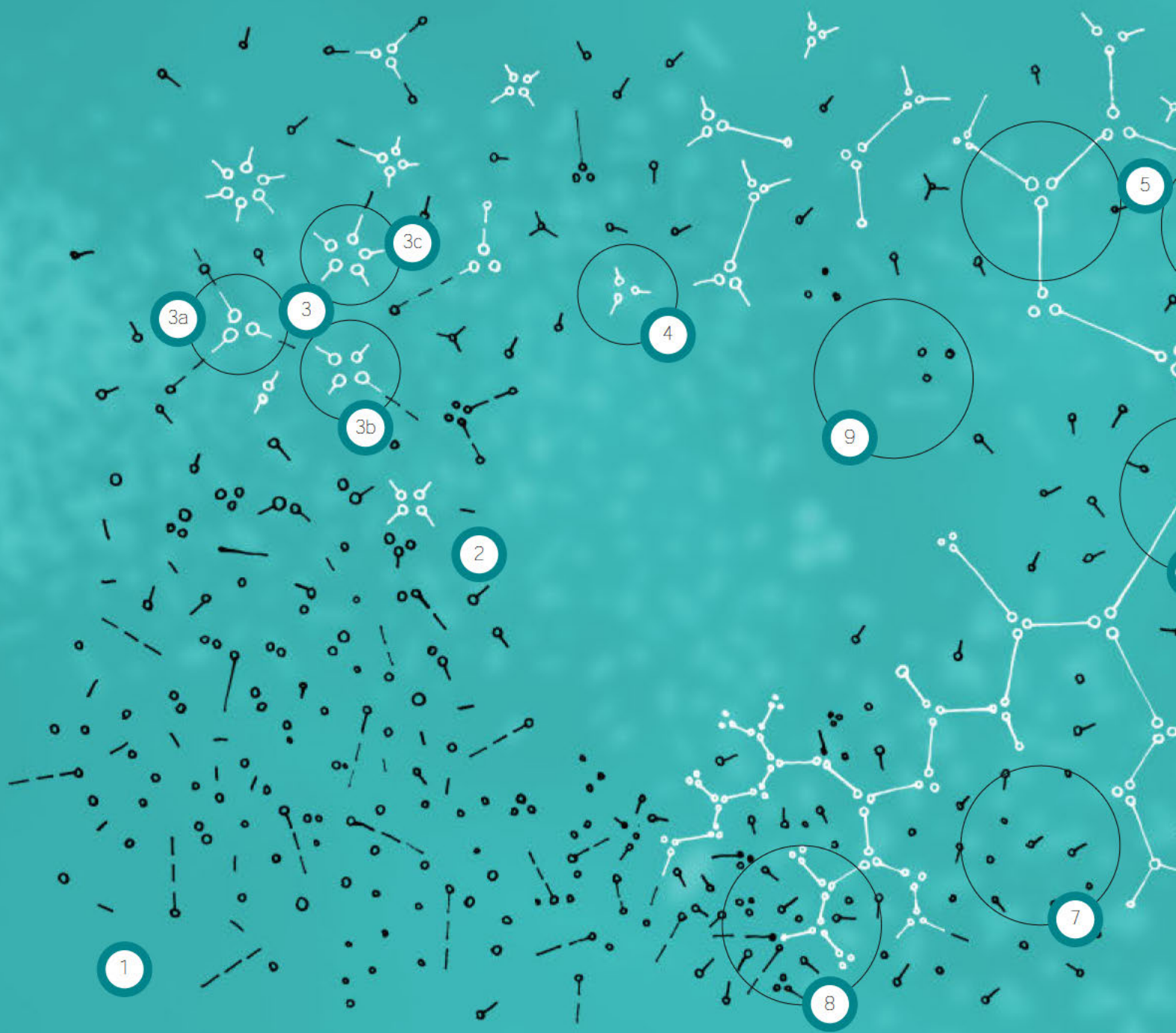
This field book suggests that there are four key domains to consider when addressing challenges in times of crisis, each requiring different types of analysis, response and resource development.



## Four stages

In crisis, we inevitably start in a state of confusion but the responses to the events that are unfolding will have to consider all four systems. Even during a crisis not everything is chaos and many responses may be self-evident.





# The Cynefin framework in a flow

A free-flow, organic interpretation of the Cynefin framework



1. Chaos as the place with no constraints nor boundaries
2. Serendipitous encounters and dark constraints give light to the first stable ideas.
3. Complexity as the place where several ideas interact in conversations that generate scaffoldings. We can observe agents interacting according to three paradigms: the triad (3a), the square (3b), the pentagon (3c).
4. A paradigm (the triad in this case) becomes successful and creates a filter that, from now on, will condition and influence the creation of new structures.
5. Complication as the place where the paradigm is interpreted into several possible outputs, all respecting and reinforcing the triad.
6. Clarity, where a set of rules starts to dominate and becomes the only allowed structure.
7. Any living system has agents that still permeate the space but don't fit in the mainstream narrative and structures.
8. The more the structure self-replicate, the more it acts as a rigid, impermeable boundary. The increasing pressure on the structure will end up breaking it catastrophically. The system will fall back into chaos.
9. Keeping the structure flexible and consciously removing some of the more fixed and rigid boundaries allows us to drift back into complexity and rediscuss the paradigm.

# Endnote

We can succeed only by concert. It is not "can any of us imagine better?" but, "can we all do better?" The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty and we must rise with the occasion. As our case is new, we must think anew and act anew.

Abraham Lincoln  
Annual Message to Congress  
December 1st 1862

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## Cynefin

Cynefin (pronounced cun-ev-in) is a Welsh word with no direct equivalent in English. As a noun it is translated as habitat, as an adjective acquainted or familiar, but dictionary definitions fail to do it justice. A better, and more poetic, definition comes from the introduction to a collection of paintings by Kyffin Williams, an artist whose use of oils creates a new awareness of the mountains of his native land and their relationship to the spirituality of its people: "It describes that relationship: the place of your birth and of your upbringing, the environment in which you live and to which you are naturally acclimatised." (Sinclair 1998). It differs from the Japanese concept of Ba, which is a "shared space for emerging relationships" (Nonaka & Konno 1998) in that it links a community into its shared history – or histories – in a way that paradoxically both limits the perception of that community while enabling an instinctive and intuitive ability to adapt to conditions of profound uncertainty. In general, if a community is not physically, temporally and spiritually rooted, then it is alienated from its environment and will focus on survival rather than creativity and collaboration.

Dave Snowden  
Cynefin a Sense of Time and Place  
Knowledge Horizons

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The quote from Lincoln used above is one of his most famous and featured in Composer Copeland's American Portrait. The speech was made one month before signing the Emancipation Proclamation.

It contains some key messages for anyone seeking to recover from a crisis at any level: phia (wisdom) and prognosis (foresight), contrasting theoretical knowledge with that obtained through practice, not to privilege one or the other but to require both.

The call is to both think and to act anew. Any crisis involves a considerable focus on action, but reflection is also needed and that needs to be distributed into the wider community. In the Transcend section of this handbook we identified a series of short and long term actions that create a process of reflection within those involved in the crisis.

The need to act in concert, to work together, is key but that working together recognises what, from a complexity science perspective, we would call requisite diversity. We don't want to homogenise but to create coherent heterogeneity, or the ability to come together in common need for common purpose without the loss of what made us distinctive

in the first place. At a very prosaic level think how fierce rivalry between local sports clubs can be forgotten in the context of a national team.

It is not about imagining a better future, although there is nothing wrong in that per se, but it is about doing better. Far too many change initiatives in organisations and in governments end up with idealistic statements about a desired future state which inevitably end up in disappointment.

A vision of a future state should provide a sense of direction but not a deterministic goal. Once we understand complexity we know that starting journeys with a sense of direction leaves us more open to discovering novelty on those journeys, opportunities and threats that we could not have imagined in advance.

Key is that we create an organisation that has high levels of resilience, defined here as the ability to survive with continuity of identity over time. This is a quality of systems that come through failure stronger (called anti-fragile systems). However failure is not the only way in which resilience can be built. One way to understand this is to think



about the difference between a sea wall and a salt marsh.

The sea wall is robust, it is a clear, rigid boundary that holds back the tides. It drains the landward side and allows us to use it productively. All is well and good until the design conditions are exceeded and the wall breaks catastrophically. A salt marsh in contrast is less efficient in its use of land but absorbs multiple indications flexing and changing over time. The landscape may change but the identity is the same. When the salt-marsh is saturated critically, it does not create a catastrophic release as is the case when the sea wall breaks.

During conditions of uncertainty we need more salt-marshes and fewer sea walls; the idea of surviving with continuity of identity over time is key. We are changed by context but we are not constantly starting afresh. The sea wall is highly efficient, the salt-marsh is however more effective in extreme conditions. A focus on efficiency has high utility to the expense of variety and redundancy in the system and in consequence reduced adaptive capacity. A balance is a key part of leadership. Of course we may not be dealing with a single

crisis, but a cascade or overlapping series of crises each of which can damage resilience. But we may increase resilience if people can accept the often radical sacrifices needed by the current situation as a mean to also reduce the impact of a crisis yet to come. The COVID crisis for example comes as the awareness of global warming is growing, albeit later than any scientists wanted. The sacrifices made for containing COVID demonstrate what is possible - it is the responsibility of leadership to make the links and not allow a return to what was considered normal.

While a crisis offers a real opportunity to make radical change, such a desire needs to be treated with a healthy dose of pragmatic realism. Behaviour in a crisis cannot sustain itself for long after the crisis, or even within it if it goes on for too long.

Sudden novelty means that humans will change behaviour in unexpected ways, but only for a period.

To take an example, in the COVID crisis governments world wide radically reduced or removed bureaucracy to allow rapid decision making. That reduction is not sustainable, but

neither should we return to prior practice. Operational people have learnt that things can be done more effectively and faster but we should not seek to remove bureaucracy, rather to modify it and adapt. Instead of radical swings of the pendulum we need to allow a new stable position to emerge.

The realisation that rules cannot cover all possible future states is a common aspect of emerging from a crisis but few put it into action. One approach is to define rules and when rules can be broken, but have a control process when this is necessary. The US Marines have a simple policy. When the battlefield plan breaks down, soldiers follow three simple, easily memorable heuristics or rules of thumb: capture the high ground; stay in touch; keep moving. Such heuristics are measurable and provide a control framework while allowing flexibility of response in rapidly changing circumstances.

It mimics what we know about animal behaviour; the flocking behaviour of birds can also be simulated using three simple rules: follow the next bird, match speed, avoid collision. Add a further rule about leadership swapping on a time interval and we get the V-

shape of geese flying. Simple rules give rise to complex behaviour which can be managed and monitored in consequence. Napoleon's famous order march to the sound of the guns provided a self organising principle, but also one in which multiple commanders could predict the behaviour of others without the need for direct orders or communication lags. If all the other active agents are using a common set of heuristics then the system as a whole can align around a common purpose much faster.

It is also important to emphasise the importance of boundaries and boundary crossing for human decision. As a species we are not good at gradients, we tend to settle where we are most comfortable. The boundary transition between rules and heuristics is a boundary between complicated and complex in Cynefin terms and the move across it needs to be ritualised to ensure the behaviour change.

Boundary rituals are important not just for the local decision maker, but for the wider community in which their action will be seen and judged.

Capturing, codifying and linking the

propagation of heuristics to teaching stories is a key way in which organisations can create resilience post crisis.

This also links into another aspect of military learning that is insufficiently used in government and commercial organisations alike, namely the role of practice. Military units practice more than they fight. In the context of non-military organisations, while practice is possible, it is not viable at military levels. So instead we have to create operational capability and embedded networks that embody aspects of day to day organisation whose nature and use can rapidly be triggered as is into crisis management. This is a design issue and one that is not difficult to do, certainly easier to put in place in the immediate aftermath of a crisis when people can see the need.

So for decision support we talk about creating networks for ordinary purposes that can be activated for extraordinary needs. The section on how to create a human sensor network outlines some principles of how to do this. Having multiple perspectives available in real time to decision makers is key to decision making in a crisis but also has



utility on a day to day basis.

Finally one key aspect of understanding complexity is that it is path dependent, we cannot forget our history even if we wish to transcend it. The basic framing of the word Cynefin in Welsh is a sense of living in a flow of meaning. It has been compared to the German Heimat and the Maori turangawaewae, meaning a place to stand. But the Welsh equivalent of those words, which have a sense of looking to a place is hiaeth, a feeling of longing for a home that ever was and a bond which persists over time. Cynefin as a concept recognises the nature of the past, but does not seek to return to it, but to continue changed.

Recognising that we are formed by our multiple pasts, but also by our imagined futures contains the idea of transcending through learning and education. In the aftermath of a crisis we have, almost uniquely a shared immediate past that can trigger change but we need to seize the day and avoid the danger of just falling back to the practices which allowed the crisis to emerge in the first place. Here we have to be very careful to, in the words of Lincoln combine words with

actions. A final quote from T S Eliot summaries this well:

"Nothing pleases people more than to go on thinking what they have always thought, and at the same time imagine that they are thinking something new and daring: it combines the advantage of security and the delight of adventure."



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**From:** [Cover, Leanne](#)  
**To:** [Cover, Leanne](#)  
**Subject:** Fwd: Procurement document  
**Date:** Wednesday, 24 November 2021 10:49:55 PM  
**Attachments:** [image001.png](#)  
[CIT17 41293 Attachment A - Patrick Hollingworth proposal.pdf](#)  
[CIT2018-593 SOR.docx](#)  
[RFT - 31001 SOR.doc](#)  
[CIT20 10104 Attachment 1 - Statement of Requirements.pdf](#)  
[GS2706153 - Attachment A - Statement of Requirements.docx](#)

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**From:** Steff, Cheryl <Cheryl.Steff@cit.edu.au>  
**Sent:** Monday, October 11, 2021 3:49:00 PM  
**To:** Cover, Leanne <Leanne.Cover@cit.edu.au>  
**Subject:** FW: Procurement document

Hi Leanne

This is interesting to remind ourselves particularly of the original purpose of our relationship with a guide, how it has evolved over the time and what lessons we have learnt that we would take into the future.

Cheryl

Cheryl Steff  
A/g Executive Director  
Corporate Services

**Canberra Institute of Technology**  
**Tel:** +(61) 02 6205 0647 | [REDACTED]  
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---

**From:** Kemp, Ilze <ilze.Kemp@cit.edu.au>  
**Sent:** Monday, 11 October 2021 3:35 PM  
**To:** Steff, Cheryl <Cheryl.Steff@cit.edu.au>  
**Subject:** RE: Procurement document



OFFICIAL

Hi Cheryl

Do you mean the Statement of Requirements?

CIT2017/1614 – Was a simple contract, using Patrick's proposal as the statement of requirements.

CIT2018/1593 – Another simple contract, only a little detail in the SOR.

2018-31001 – Was an open tender through Tenders ACT.

2020-2147 – Was an open tender through Tenders ACT.

2021-2706153 – Was an open tender through Tenders ACT.

Let me know if this wasn't what you wanted, or you need any further information.

Ilze

---

**From:** Steff, Cheryl <[Cheryl.Steff@cit.edu.au](mailto:Cheryl.Steff@cit.edu.au)>

**Sent:** Monday, 11 October 2021 12:52 PM

**To:** Kemp, Ilze <[ilze.Kemp@cit.edu.au](mailto:ilze.Kemp@cit.edu.au)>

**Subject:** Procurement document

Hi Ilze

Do you have a copy of the previous Required Services documents for all procurement process relating to Evolving Together?

Thanks

Cheryl

Cheryl Steff

A/g Executive Director

Corporate Services

Canberra Institute of Technology

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**Procurement ACT**

**GS0002147.110 - RFX**  
**Attachment A – Statement of Requirements**

**Provision of Organisational Transformation Strategy Guidance and Mentoring Services to CIT 2020 to 2021.**

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# 1. Introduction

## 1.1. Definitions

Agreement	The form of contract proposed to engage the preferred Tenderer as set out in the RFT
CEO	Chief Executive Officer
CIT	Canberra Institute of Technology
Consultant	Experienced professional practitioner engaged to provide strategic guidance and mentoring Services to CIT.
SC2020	<a href="#"><i>Strategic Compass 2020- Evolving Together.</i></a>
VET	Vocational Education and Training

## 1.2. Purpose

- 1.2.1. As part of the Evolving Together Project and the transformation of the Canberra Institute of Technology's (CIT) business over 2018-2019, CIT has engaged a highly skilled and experienced professional practitioner (the Consultant) to provide strategic guidance and mentoring to CIT staff and increase their knowledge of contemporary organisational transformation theory, concepts and its practical application as they relate to dynamic organisational systems and the broader industry and community ecosystems to which they belong (the Services).
- 1.2.2. To continue to position CIT for a sustainable future where it is able to respond effectively to customer needs and the competitive and rapidly changing circumstances that exist in the Vocational Education and Training (VET) and higher education market, CIT is continuing its focus on the delivery of the [\*CIT Strategic Compass 2020 Evolving Together\*](#) (SC2020) commitments and on the development of its next strategic iteration. This requires ongoing investment in staff to adapt to meet the needs of our fast-paced future and to attract and retain talented people for an energetic, innovative workplace so that CIT's capacity to meet its Strategic Compass commitments is enhanced significantly.
- 1.2.3. Key to this investment is a deeper knowledge and understanding of contemporary organisational transformation within CIT and how this is linked to the broader ecosystems in which CIT operates. This investment will assist CIT staff to take greater control of how CIT evolves and role model adaptability and greater responsiveness to meet student, community, industry and government needs in the new world of work.
- 1.2.4. This investment is primarily through the delivery of the Evolving Together project under SC2020 and in 2020 the project work is intended to simultaneously build on the current CIT staff knowledge and understanding of how systems such as CIT work successfully in a volatile, uncertain, complex and ambiguous environment and also provide opportunities for all staff to develop increased knowledge and experience in new ways of working through a greater understanding of contemporary transformation theory, learning and practice.



## 1.3. Background

- 1.3.1. CIT is the largest registered training organisation in the Territory and has a major role in shaping Canberra as the knowledge capital and driving the economic outcomes of the Territory.
- 1.3.2. SC2020 establishes new directions and commitments to position CIT for a sustainable future where it is able to respond effectively to the competitive and rapidly changing circumstances that exist in the VET and higher education market. These directions align to four pillars:
  1. **Vision** (shaping change) - *raising our ambitions to meet new expectations;*
  2. **Learning** (growing our region's economy) - *adapting our offerings to provide skills for the future;*
  3. **Workforce** (advancing Canberra's workforce) - *contributing to the new economy and positioning for prosperity; and*
  4. **Business** (transforming our business) - *investing in our business for viability and value for CIT's future.*
- 1.3.3. The environment in which all large public institutions operate continues to change at a rapid pace. A variety of factors including economic, social, environmental and technological, are impacting CIT simultaneously. These factors are reshaping expectations, changing the nature of how work is conducted and posing challenges and opportunities for not only CIT but for its students, industry, employers, government and the broader community.
- 1.3.4. To position CIT for a viable and sustainable future it must shift its employee culture towards a direction that enables CIT staff to meet the emerging training needs of its customers. This direction is one that values increased staff responsiveness and flexibility, and less reliance upon external stakeholder support. This direction recognises that CIT is not an isolated entity, but rather a vital member of the broader Canberra ecosystem. CIT's Board and CEO strongly support this direction.
- 1.3.5. To deliver on the Boards desired directional shift in CITs ability to adapt and evolve with the ACT ecosystem CIT recognises the need for a contemporary approach to organisational transformation.
- 1.3.6. The most important aspect of CIT's evolution is CIT's ability to fully realise all of the potential benefits through investing in our people as part of a learning and growth organisation and building on the platform for evolution that has commenced through the elements of the Strategic Compass.

## 2. Services

### 2.1. Summary of the Requirements

- 2.1.1. CIT and the Consultant will work in partnership over the term of this Agreement to drive system-level change and therefore achieve organisational transformation.
- 2.1.2. CIT is seeking strategic advice and guidance in the:
  - a) ongoing education, development and implementation of contemporary organisational transformation theory and practices relevant to CIT and the broader VET ecosystem in which CIT operates. In order to shift CIT's culture so that CIT staff are better educated and able to respond in the rapidly changing world of work and have increased capacity to respond to the new economy; and
  - b) identification and visibility of the CIT system and the broader ecosystem in which CIT operates that can assist to accelerate CIT's transformation journey in line with SC2020.

### 2.2. Requirements

- 2.2.1. The Consultant will be required to deliver a range of Services, including:
  - a) regular strategic guidance, coaching and mentoring of relevant staff through teleconference, face to face meetings, or other communication platforms;
  - b) design and facilitate bespoke activities on contemporary organisational transformation theory and practises relevant to CIT and SC2020;
  - c) provide CIT staff with resource materials to support the range of Services including learning materials, research articles, and relevant reading texts;
  - d) provide strategic advice and guidance on the implementation of emerging industry practice and trends relating to digital and collaborative networking, ensuring organisational alignment across CIT including as it relates to SC2020; and
  - e) design, facilitate and provide guidance in the use of tools and practices to increase CIT's understanding of its organisational systems and the means to influence cultural shifts within systems.
- 2.2.2. The number of staff that the Consultant will work with will vary as will the mix of guidance, mentoring and coaching of individuals, small teams (up to 10 staff per team) to very large groups (up to 500 staff). The names of relevant staff will be provided to the Consultant within 14 days of agreement execution and updated as required. The Consultant and CIT will work together to determine the relevant CIT staff to be engaged with the Consultant.
- 2.2.3. CIT staff will be advised of any changes to their engagement with the Consultant by CIT.
- 2.2.4. Coordination of the facilitated activity venues, catering and attendance lists will be completed by CIT with the dates to be confirmed with the Consultant at least one month in advance.

- 2.2.5. Facilitated activity arrangements, participants and length will vary through the term. The type of facilitated activities will include, but are not limited to:

Length	Site	No. of Participants
2 days	Off Site	Approximately 4-35
1-2 days	On or off site	100
1 day	On site	All CIT staff

Table 1 – Facilitated Activities

- 2.2.6. As a guide it is expected that the Consultant will spend on average 10 days on preparation/ development for each bespoke facilitated activity.
- 2.2.7. While the Consultant will develop the facilitated activities, CIT must be offered the opportunity to review the content and have input in the process to ensure they fit the CIT context.
- 2.2.8. CIT will provide hosting and facilities for all face-to-face engagements with the Consultant.
- 2.2.9. As a guide it is expected that as the knowledge passes from the Consultant to CIT staff and the capability of CIT staff grows the utilisation of the Consultant should naturally diminish.

### 3. Timeframes

- 3.1.1. The following timeframes will apply to the Services:

Services	Type	Frequency
Guidance, coaching and mentoring of CIT key staff as required	Unplanned advice	As required, with any phone call returned within 24 hours if the Consultant is unavailable.
	Scheduled teleconference	Approximately once a week.
	Scheduled face-to-face meeting	Approximately once a month for half a day.
Facilitated activities e.g. workshops	1-2 day facilitated activities	At least 10 per year.

Table 2 – Timeframes

- 3.1.2. The frequency of Services detailed above in Table 2 may be pro-rated for the term of the Agreement.
- 3.1.3. The Services detailed through the course of this SOR may evolve as the needs of CIT are further recognised and with guidance from the Consultant additional requirements are identified. Any additional Services will be discussed and negotiated with the CIT CEO at bimonthly meetings detailed in Section 5.

## 4. Methodology

The Consultant must collaborate with CIT using its contemporary approach to organisational transformation, based on four themes which include acquiring knowledge to understand the theory behind the process of the contemporary transformation approach, increasing visibility of the CIT system through experimentation and designing scaffolding that supports organisational transformation.

## 5. Progress Reports

- 5.1.1. In addition to the guidance, coaching and mentoring of CIT staff the Consultant must to meet face to face or via teleconference with CIT's CEO bimonthly or more frequently if required:
- a) to discuss/finalise delivery options for the Services for the following three months as listed in the description of Services at Section 2; and
  - b) to provide verbal updates on progress with specific deliverables agreed at previous meetings and any other ongoing deliverables.
- 5.1.2. CIT will document the deliverables agreed to at the meeting. The documented deliverables are to be agreed electronically by the Consultant within a week.
- 5.1.3. Any delays or changes to the Services must be communicated in writing by the Consultant as soon as the delay/changes are known.
- 5.1.4. Every six months during the term of the contract the Consultant must provide CIT with a written progress update containing details of activities carried out, planned activities, and any issues, risks or problems encountered and how they were managed.

## 6. Performance

The Consultant's performance against the progress reports detailed at **Section 5** and the Key Performance Indicators (KPIs) detailed at **Section 6.1** will inform CIT's decision on whether the extension option will be utilised.

### 6.1. Key Performance Indicators

- 6.1.1. CIT will monitor and track the Consultant's performance in the delivery of the Services in the form of the Key Performance Indicators (KPIs) detailed at Table 3.
- 6.1.2. The KPIs included in Table 3 may change through the term of this Agreement with agreement between CIT and the Consultant.

6.1.3. The KPI's are as follows:

Key Performance Indicators			Calculation		
Performance Indicator	Performance Measure	Minimum standard	Calculation	Data Source	Frequency
Deliverables	Deliverables developed at the meetings detailed in clause 5.1.2 are met.	80% of the deliverables are completed.	Percentage of deliverables completed /deliverables.	Consultant reports	Yearly
Reporting	The reporting detailed in clause 5.1.4 is provided to CIT within the timeframes specified.	80% of reports provided within specified timeframes.	Percentage of reports delivered on time/reports delivered.	Consultant reports	Yearly
Safe to Fail Experiments	The number of Safe to Fail Experiments conducted within CIT increase.	Number increases.	Number of Safe to Fail Experiments commenced every six months, compared to the previous six months.	Consultant reports	Every six months
Surveys and Tools	Consultant will work with CIT to measure changes in the system.	80% of the surveys and tools related to this Service are developed with the Consultant.	Percentage of surveys and tools developed with the Consultant/number of surveys and tools developed.	Pulse surveys/tools conducted by CIT	Every three months

Table 3 – KPIs



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Government

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## **GS2706153 - RFT Attachment A – Statement of Requirements**

**Development of Structures  
for the Analysis of CIT  
Service Offerings**

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# 1. Introduction

## 1.1. Definitions

<b>Agreement</b>	The form of contract proposed to engage the preferred Tenderer as set out in the RFT
<b>CEO</b>	Chief Executive Officer
<b>CIT</b>	Canberra Institute of Technology
<b>CIT Contract Manager</b>	The CIT contract manager is responsible for the management and administration of any ensuing contract.
<b>Consultant</b>	Experienced professional practitioner engaged to provide strategic guidance and advisory Services to CIT.
<b>Specified Personnel</b>	The staff/resources that the Consultant has nominated to undertake the consultancy services for this procurement/contract.
<b>VET</b>	Vocational Education and Training

## 1.2. Context

- 1.2.1. The Canberra Institute of Technology (CIT) is a dynamic, connected and diverse education and training institution and is a Territory Authority established under the *Canberra Institute of Technology Act 1987*.
- 1.2.2. CIT is the largest registered training organisation in the Territory and has a major role in shaping the health of the ACT economy, CIT fosters Canberra as the knowledge capital and drives economic outcomes through the development of the ACT's future workforce and in building the skill base of the economy. Its core business is the design and facilitation of high-quality vocational programs, training and education and services to meet the needs of a diverse customer base – locally, nationally and internationally
- 1.2.3. CIT offers quality education and training through the development of learning experiences that meet training package requirements and provide students with meaningful and job ready qualifications. As a major contributor to the economic growth of the ACT, CIT plays a significant role in ensuring a qualified and skilled workforce, increasing skill levels for those self-employed, attracting international students, contributing to the ACT innovation ecosystem and driving life-long learning for the economic and social benefit of the ACT.
- 1.2.4. The CIT Strategic Compass - CIT Futures 2025 is being developed at a time of major economic transitions. These include significant structural reforms occurring in the national and local vocational education and training (VET) sector and an increasingly competitive education and training market. In addition, the COVID-19 pandemic has significantly accelerated shifts already signalled within the VET environment impacting business and funding models and products and services of large education and training institutions such as CIT.
- 1.2.5. The nature, scale and range of strategies needed at CIT are evolving as CIT is part of the broader education, training, and economic ecosystem. As a result of these forces CIT must respond quickly and be able to adjust its strategies and actions to meet the evolving needs

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of students, industry, government and the community to ensure CIT's immediate and longer-term success, relevance and sustainability.

1.2.6. CIT's vision and aspirations are articulated in four overarching strategic directions of the CIT Strategic Compass:

- **Leading change** – Raising the Institute's ambitions to meet new expectations
- **Advancing Canberra's workforce** – Adapting the Institute's courses and means of delivery to provide skills for the future.
- **Growing the region's economy** – Supporting jobs, economic resilience, and future prosperity.
- **Transforming CIT's business** – Investing in the Institute's viability and value.

1.2.7. CIT is accelerating key actions to address the objectives of:

- 1) Ensuring CIT is a provider of choice for students and industry and continues to support those who study with the Institute to achieve positive outcomes.
- 2) Better aligning CIT's offerings with student and industry needs today and in the future.
- 3) Strengthening capability and alignment of CIT's workforce with the Institute's future including in relation to digital and online service delivery.
- 4) Setting CIT on a positive financial footing to achieve ongoing sustainability.

## 2. Services

### 2.1. Overview of the Requirements

- 2.1.1. CIT intends to engage a Consultant to work in partnership over the term of any ensuing Agreement to design structures and elements that enable greater coordination of analysis and decision making in relation to products offerings and services.
- 2.1.2. These structures are required to increase awareness of the environment and the importance of analysis, and tighter feedback structures and mechanisms to enable a coherent approach to the implementation of strategic actions for the whole of the organisation.

### 2.2. Requirements

- 2.2.1. The Consultant will be required to deliver a range of Services, including:
  - a) regular strategic guidance of nominated staff through teleconference, video, face to face meetings, or other communication platforms;
  - b) work with nominated CIT staff to design processes, systems and structures that enable greater coordination of analysis and strategic decision making in relation to products, offerings and services and tighter feedback structures and mechanisms to enable a coherent approach to the implementation of strategic actions for the whole of the organisation; and
  - c) The number of staff that the Consultant will work with will vary. The Consultant and CIT will work together to identify CIT staff that will be involved.
- 2.2.2. The outcomes to be achieved include the development of organising structures that will enable CIT to develop future responses to address the objectives of:
  - a) ensuring CIT is a provider of choice for students and industry and continues to support those who study with the Institute to achieve positive outcomes;
  - b) better aligning CIT's offerings with student and industry needs today and in the future;
  - c) strengthening capability and alignment of CIT's workforce with the Institute's future, including digital and online service delivery; and
  - d) setting CIT on a positive financial footing to achieve ongoing sustainability.
- 2.2.3. These organising structures will enable to CIT to:
  - a) collect and identify data, context and information;
  - b) apply coherence and connections across CIT and with key stakeholders; and
  - c) develop context appropriate options.
- 2.2.4. The Consultant will have in-depth knowledge of complexity theory and experience in working with complex adaptive organisations including in the use of related tools and modelling.
- 2.2.5. CIT staff will be advised of any changes to their engagement with the Consultant by CIT.
- 2.2.6. Coordination of facilitated activity venues, catering and attendance will be completed by CIT with the dates to be confirmed with the Consultant.

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- 2.2.7. While the Consultant will develop any facilitated activities, CIT must be offered the opportunity to review the content and have input in the process to ensure they fit the CIT context.
- 2.2.8. CIT will provide hosting and facilities for all face-to-face engagements with the Consultant.

### 3. Timeframes

- 3.1.1. The following timeframes will apply to the Services:

Services	Type	Frequency
All Services	N/A	To commence within one week of contract being signed.  Project to commence on or before 20 September 2021.
Project completion.	N/A	To be completed within six months of contract being signed.  Project to complete on or before 18 March 2022.
Guidance of CIT key staff as required	Unplanned advice	As required, with any phone call returned within 24 hours if the Consultant is unavailable.
	Scheduled teleconference, video, face to face meetings, or other communication platforms with identified CIT staff	Approximately once a week.
	Scheduled face-to-face meetings	As required (noting this may be impacted at any time if COVID related restrictions are in place).
Progress Reports	Meetings	Monthly

Table 1 – Timeframes

- 3.1.2. The frequency of Services detailed in Table 1 above may be pro-rated for the term of the Agreement.
- 3.1.3. All other Services will be provided through the term of this Agreement, as discussed with the Nominated CIT Contract Manager.



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## 4. Methodology

- 4.1.1. Upon the initiation of Services, the Consultant must provide CIT with a finalised outline of their methodology detailing how they will:
- a) undertake the Overview of the Requirements at section 2.1 & 2.2.
  - b) collaborate and communicate with CIT;
  - c) design the work; and
  - d) identify appropriate project timelines.

## 5. Specified Personnel

- 5.1.1. As a minimum, Specified Personnel proposed to perform the Services should be courteous, punctual, and possess sufficient skills, qualifications and experience to enable the effective delivery of the Services.
- 5.1.2. The Consultant will appoint a Contract Manager that will be the principal point of contact for its organisation in relation to the management of any ensuing Agreement.
- 5.1.3. The Consultant must not engage any Specified Personnel to provide Services to CIT that:
- a) have been found guilty of an indictable offence (within the meaning of the *Legislation Act 2001*); and
  - b) CIT have previously notified Contractor's not to engage for the Services.
- 5.1.4. If a Consultants appointed Specified Personnel change throughout the term of any ensuing Agreement, they must seek written approval from the CIT Contract Manager to add and/or amend their appointed Specified Personnel.

## 5.2. Subcontracting Arrangements

- 5.2.1. All sub-contractors engaged by a Consultant are subject to the same terms, conditions, and reporting requirements as the Consultant.
- 5.2.2. Approval for the engagement of sub-contractors will be at the sole discretion of CIT.

## 6. Reports

### 6.1. Progress Reports

- 6.1.1. The Consultant must meet face to face or via teleconference with the Contract Manager each month to:
- a) discuss/finalise delivery options for the Services for the following month as listed in the description of Services at Section 2.2; and
  - b) provide verbal updates on progress with specific deliverables agreed at previous meetings and any other ongoing deliverables.
- 6.1.2. CIT will document the deliverables agreed to at the meeting. The documented deliverables are to be agreed electronically by the Consultant within a week.
- 6.1.3. Any delays or changes to the Services must be communicated in writing by the Consultant as soon as the delay/changes are known.

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## 6.2. Summation Reports

- 6.2.1. The Consultant must provide a summation report in the final two weeks of any ensuing agreement that details the work completed during the Term.
- 6.2.2. CIT will document the deliverables during the contract negotiations, taking into account the agreed methodology.

## 7. Governance and Contract Management

- 7.1.1. CIT requires regular discussion with the Consultant to ensure that services being undertaken are to the satisfaction of CIT.
- 7.1.2. The Contract will be managed in accordance with the CIT contract management plan and any variations to the Contract will not be accepted without prior CIT written approval.
- 7.1.3. The Consultant must nominate a Contract Manager as the authorised representative under the Agreement and the key contact for notices under the Agreement. The Contract Manager/Team Leader will have delegation to represent the Consultant in all respects, including ensuring Consultant alignment with the CIT's strategic priorities.
- 7.1.4. A CIT Contract Manager with appropriate delegations will engage and work with the Consultant Contract Manager/Team Leader.

## 8. Performance

### 8.1. Key Performance Indicators

- 8.1.1. CIT will monitor and track the Consultant's performance in the delivery of the Services in the form of the Key Performance Indicators (KPIs) detailed at Table 2.
- 8.1.2. The KPIs included in Table 2 may change through the term of this Agreement with agreement between CIT and the Consultant.

8.1.3. The KPI's are as follows:

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Key Performance Indicators			Calculation		
Performance Indicator	Performance Measure	Minimum standard	Calculation	Data Source	Frequency
Progress against Requirements	Contract meetings held monthly in which progress against the Requirements outlined in 2.2. will be reviewed and documented.	80% of the requirements are delivered (noting this is a joint KPI for the Consultant and CIT).	Percentage of deliverables completed /deliverables.	Documented contract meetings	Monthly
Deliverables	Deliverables developed at the contract negotiations as outlined in clause 6 are met.	80% of the deliverables are completed.	Percentage of deliverables completed /deliverables.	Consultant reports	Once
Reporting	The reporting detailed in clause 6 is provided to CIT within the timeframes specified.	80% of reports provided within specified timeframes.	Percentage of reports delivered on time/reports delivered.	Consultant reports	Once

Table 2 – KPIs



Procurement ACT

Address: GPO Box 158 Canberra ACT 2601

Phone: +61 2 6207 9000

Email: [tendersACT@act.gov.au](mailto:tendersACT@act.gov.au)

**From:** [Leanne Cover](#)  
**To:** [Cover, Leanne](#)  
**Subject:** Someone is waiting for the Webex meeting: Think Garden and Leanne  
**Date:** Friday, 24 September 2021 2:39:03 PM  
**Importance:** High

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**Patrick Hollingworth is waiting in the lobby for the scheduled Webex meeting.**

Do you want to start this meeting now?

**Start meeting**

**More ways to join:**

**Join from the meeting link**

[https://actgov.webex.com/actgov/j.php?](https://actgov.webex.com/actgov/j.php?MTID=mb106a37cc8a28d233bb5f33badf272c4)  
[MTID=mb106a37cc8a28d233bb5f33badf272c4](https://actgov.webex.com/actgov/j.php?MTID=mb106a37cc8a28d233bb5f33badf272c4)

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**Global call-in numbers**

**Join from a video system or application**

Dial [26533348100@actgov.webex.com](tel:26533348100)  
You can also dial 210.4.202.4 and enter your meeting number.

Need help? Go to <https://help.webex.com>

**From:** [Jane Madden](#)  
**To:** [Craig Sloan](#); [Cover, Leanne](#)  
**Subject:** CIT queries  
**Date:** Saturday, 11 June 2022 10:08:41 AM

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**Caution:** This email originated from outside of the ACT Government. Do not click links or open attachments unless you recognise the sender and know the content is safe. [Learn why this is important](#)

Dear Craig and Leanne

Further to emails, just seeking a reply on this one please. Would call but am travelling so phone line is dodgy!

Also, several contacts have asked me if there is a relationship (financial, personal or otherwise) between anyone at CIT and Patrick Hollingworth. Grateful advice.

Thanks, trust you are both bearing up ok. Jane

On 8 Jun 2022, at 11:32 am, Jane Madden  
[REDACTED] wrote:

Dear Craig and Leanne

Thanks for the useful discussion after the Woden presentation. Just one further follow-up from me on working with the Minister. When did CIT brief the Minister and his office on this new contract with Think Garden and how did they react?

Thanks, all the best in this difficult time. Look forward to seeing you both and others tomorrow night. Jane

---

**From:** Jane Madden <[REDACTED]>  
**Date:** Wednesday, 8 June 2022 at 9:11 am  
**To:** Craig Sloan [REDACTED], Leanne Cover  
<Leanne.Cover@cit.edu.au>  
**Subject:** This am

Dear Craig and Leanne

Sorry not be with you in person.

Would it be valuable to have 5 minutes in camera with Directors after this session on the Think Garden matter?

Thanks, Jane



**Jane Madden**

Principal

[REDACTED]

[REDACTED]



**From:** Cover, Leanne

**Sent:** Thursday, 4 March 2021 6:22 PM

**To:** [REDACTED]

**Subject:** Draft Letter and Report to the Minister

**Importance:** High

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Craig

Further to our discussion yesterday please find attached the updated draft letter and report for your consideration.

Regards

Mr Chris Steel  
Minister for Skills  
ACT Legislative Assembly  
London Circuit  
GPO Box 1020  
CANBERRA ACT 2600

Dear Minister

Thank you for your letter, received 19 February, seeking information relating to contracts engaged by CIT in recent years regarding the Institute's transformation underpinned by the Strategic Compass 2020.

The contracts relate to a service provider that has been working closely with the CIT since the Institute's Strategic Compass 2020 was endorsed. The Strategic Compass is CIT's guiding strategic approach to a whole of system transformation of CIT. As you are aware, the vocational education and training sector is in a period of enormous change. The CIT Board (the Board) has acknowledged for CIT to remain a key contributor to the ACT economy and community it must evolve into a contemporary Institute, able to respond to the uncertainty and complexity in the sector. These challenges are not new. The Board has also engaged with previous Minister's responsible for the VET portfolio about these challenges. The need for transformation and reconfiguration of CIT remains the priority work of the Board.

Cultural change is the most significant endeavour for the CIT and has been a priority of the Board since its inception in 2015. CIT's transformation is a long journey and this current intense period of investment, aimed at significant transformation of the Institute's ability to adapt and respond, not just now, but in the long term is crucial to CIT's future. As a result of the work underpinning the Strategic Compass, we are seeing genuine change across the Institute, including a new culture of innovation, the breakdown of operational silos, increased connections across the organisation, increased visibility of duplication, a positive change in disposition and a deeper connection with student and industry needs.

The Board was keen to see the development and implementation of a new Strategic Compass in 2020 and called on the Institute to increase its momentum towards transformation. This has been delayed in most part due to COVID-19 and as you are aware the new version is now drafted ready for the Government's consideration.

In terms of the specifics of your questions, I am confident that the procurement processes to engage the service provider were consistent with all procurement policy and practices and that given the enormity of the transformation work, the investments in CIT via these contracts represent value for money. The attached report provides more detail about the inputs, outputs and outcomes of each contract.

I would be pleased to meet with you and discuss any further questions you have once you have had the opportunity to review the report.

Yours sincerely

Craig Sloan  
CIT Board Chair  
5 March 2021

# CIT's Contemporary Organisational Transformation Report

## Introduction

The environment in which all large public institutions operate continues to change at a rapid pace. A variety of factors including economic, social, environmental and technological, are impacting CIT simultaneously. These factors are reshaping expectations, changing the nature of how work is conducted and posing challenges and opportunities for not only CIT but for its students, industry, employers, government and the broader community.

To position CIT for a viable and sustainable future CIT must build greater adaptive capacity within its staff. CIT must shift its employee culture towards a direction that enables CIT staff to meet the emerging training needs of students and industry. This direction is one that values increased staff responsiveness and flexibility, and greater self-reliance at the whole of organisation level. This direction recognises that CIT is no longer an isolated entity, but rather a vital member of the broader Canberra ecosystem. CIT's Board and the Chief Executive Officer strongly support this direction.

To deliver on the Board's desired directional shift in CIT's ability to adapt and evolve with the ACT ecosystem CIT recognises the need for a contemporary approach to organisational transformation. The most important aspect of CIT's evolution is its ability to fully realise all of the potential benefits through investing in its people as part of a learning organisation and building on the platform for evolution that has commenced through the elements of the Strategic Compass. This transformation requires ongoing investment in staff to adapt to meet the needs of the fast-paced future and to attract and retain talented people for an energetic, innovative workplace.

In April 2019, the CIT Board engaged Nous Group, an external consultant to conduct a mid-term review of the Strategic Compass 2020 including progress made against the nine projects. While the focus of the review was on determining the effectiveness and efficiency of the delivery of projects and the program overall, a number of overarching strengths emerged through consultation. Four factors in particular were mentioned as key strengths quoted below:

### 1. There is strong commitment to CIT among staff

Multiple stakeholders noted that staff show a strong commitment and a desire to see CIT improve. There are low attrition rates at CIT with many staff committing to the organisation for a significant portion of their careers. While this may generate some negatives, for instance it may be difficult to create fresh energy and easily develop new ways of thinking, many staff noted this in a positive light – staff stay because they enjoy the organisation.

### 2. Culture has shifted noticeably at CIT

While cultural change is a specific element of the Strategic Compass (the focus of the Evolving Together work), it was often drawn out as a broader strength of the organisation, as distinct from the effectiveness of the specific project. Staff feel that the Strategic Compass has helped shift the way CIT works, and has



contributed to a more positive and innovative culture. This is demonstrated by staff's willingness to embrace new ideas, new skill development (particularly around large project management skills), and CIT's more external focus. While it is of course difficult to change culture across the entirety of the organisation, and indeed there is some way to go, many stakeholders (consulted with) noted that the ways in which people work together has significantly improved.

### **3. The focus of CIT has become more outward facing**

CIT's focus prior to the Strategic Compass was seen as being too internally focused. CIT was seen as not being able to respond effectively to changing market dynamics. Development of new courses was noted as one example of the lack of proactive responsiveness. This however has begun to change. Staff feel that CIT has begun to effectively balance the internal needs of the organisation with being more market orientated and noted that this will enable CIT to be more user-centred and competitive.

### **4. There has been significant progress in a number of projects**

A number of the projects have progressed very well and staff have built new capabilities and increased capacity through this process. This is a significant positive, especially considering a number of staff noted that delivery of projects of this size and scale has not occurred frequently at CIT.

Nous Group used a traffic light methodology and it should be noted that the Evolving Together project was one of three (out of nine) that was ranked as 'green' and stated *staff have noted that culture has significantly changed and improved which illustrates the project is on track.*

In 2021, the work is intended to build on the current CIT staff knowledge and understanding of how systems such as CIT operate successfully in a volatile, uncertain, complex and ambiguous environment (VUCA). The work will also simultaneously provide opportunities for staff to develop increased knowledge and explore new ways of working underpinned by contemporary transformation theory, learning and practice. Included in this report are inputs, outputs and outcomes associated with the four contracts associated with this work.



**Contract One Name and Term:**

Patrick Hollingworth for the transformation of CIT Strategic compass 2020 - CIT2017/1614  
Executed on 26 July 2017 for the value of \$198,000 (26 July - 23 April 2018)

**Procurement Process Undertaken:** In 2017 CIT engaged Mr Patrick Hollingworth (Trading as Patrick Hollingworth). Mr Hollingworth is the author of the book *The Light and Fast Organisation – A New Way of Dealing with Uncertainty* to assist CIT staff to evolve together as envisaged in the CIT Board's SC2020 document. His business services and approach to organisational transformation involves guiding, coaching and mentoring organisations in contemporary approaches to transformation and co designing practices to shift organisational culture via a focus of system level adaptive capacity.

Services procured through a Single Select Process: To assist with transformation and change and dealing with volatility, uncertainty, complexity and ambiguity (VUCA) in the VET marketplace. The ACT Government Procurement Framework was used, and CITs Procurement Policy is consistent with this Framework.

Contract management: CIT ED - Transformation and Change. The service provider met all deliverables of the contract.

**Reason for Variation:** Given the Board's priority for 2018 of focussing on Transforming our Business and the Evolving Together Project, the deliverables for the contract were brought forward from the original end date of 31 October 2019 and as a result many more staff were involved in intensive workshops during the first quarter of 2018 and some of the milestones to reflect the activities were varied accordingly.

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Co-design with the CEO a high-level conceptual transformation roadmap for the next two years addressing CIT's ecosystem and development of key messages.</li> <li>Coaching and Mentoring CEO, the new Executive Team and Leadership Group.</li> <li>Design and deliver Executive strategic planning session 5-7 November 2017</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of the high-level conceptual transformation roadmap.</li> <li>Guided and assisted the CEO in preparation for the Empower Development sessions for all staff 12/13 October 2017.</li> <li>Engagement and guidance for the Cultural Traits Working Group across 6 sessions.</li> <li>Coaching and mentoring sessions with the CEO and additional mentoring/coaching of the Executive and other key leaders. There were 10 'Executive Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>The VUCA work increased visibility for CIT staff that CIT could no longer operate as an isolated education institution but needed to consider the broader contexts of both the local ACT and national VET and relevant ecosystems.</li> <li>Key leaders learnt about VUCA and how global digital disruption, and increased connectivity, was resulting in greater interdependencies in the world of work and that CIT in the VET marketplace was operating in an increasingly VUCA environment. In particular CIT leaders gained an increased</li> </ul>

Inputs	Outputs	Outcomes
	<p>Sessions' including specific workshops for the new Executive team and others for key CIT leaders including new staff who were being onboarded as SC2020 Project Managers.</p> <ul style="list-style-type: none"> <li>Workshop participant numbers ranged from small group (1-5 CEO and Executive Directors) to larger groups of 90 staff consisting of Heads of Teaching Departments, Senior Managers, College Directors, Divisional Directors, Strategic Compass project managers and the CIT Culture Working and Senior Officer Grade C roles (groups of 10, 40 and 90 staff).</li> <li>Co-design of CEO forums for all staff.</li> <li>Coaching and mentoring of the CIT cultural working group.</li> <li>Development of a high-level conceptual roadmap and key messages and the design and presentation of all staff professional development event.</li> </ul>	<p>awareness of how VUCA is impacting CIT and our ecosystems.</p> <ul style="list-style-type: none"> <li>This contract operated within a broader context. It ran concurrent to other culture work including the launch of the CIT cultural traits and the development of a draft workforce planning strategy.</li> </ul>
<ul style="list-style-type: none"> <li>Coaching and Mentoring CEO, the new Executive Team and Leadership Group.</li> <li>Update the roadmap and key messages for Semester 1 2018.</li> <li>Co-design with CEO and co-deliver (where required) CEO Forums during 2017</li> <li>Assist with preparation of Evolving Together end of year event 2017.</li> </ul>	<ul style="list-style-type: none"> <li>CEO leadership forum guidance and assistance with preparation over 6 sessions.</li> <li>4 CEO Leadership Forums including the learnings and themes associated with VUCA.</li> <li>Workshop and forum participant numbers ranged from small group (1-5 CEO and Executive Directors) to larger groups of 90 staff consisting of Heads of Teaching Departments, Senior Managers, College Directors, Divisional Directors, Strategic</li> </ul>	<ul style="list-style-type: none"> <li>A common language around project constraints started to develop (concepts of obvious/complicated, complex and chaotic from the Cynefin framework).</li> <li>CIT adopted a project governance structure to reflect a less top down/control of the projects and encourage greater connectivity between the project leads.</li> </ul>





Inputs	Outputs	Outcomes
	Compass project managers and the CIT Culture Working and Senior Officer Grade C (groups of 10, 40 and 90 staff).	
<ul style="list-style-type: none"> <li>Assist with preparation of Evolving Together beginning of year event 2018.</li> <li>Coaching and mentoring CEO, the new Executive Team and Leadership Group.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement and guidance for CEO and new Executive in relation to Strategic Workforce Planning.</li> <li>2 day Offsite Executive workshop (6-7/11/2017).</li> <li>Assistance, preparation and delivery of keynote address at the Evolving Together all staff (500 +) development day on 1/2/2018.</li> </ul>	<ul style="list-style-type: none"> <li>The CIT workforce planning group pivoted their approach to the utilisation of the workforce planning tool - appreciating its limitations if CIT workforce needs are considered in isolation.</li> </ul>
<ul style="list-style-type: none"> <li>Coaching and Mentoring CEO, the new Executive Team and Leadership Group.</li> <li>Deliver two day offsite Executive Team Professional Development Workshop in February 2018.</li> <li>Deliver two day offsite Directors Professional Development Workshop in March 2018.</li> <li>Deliver one day offsite with Heads of Departments/Managers Professional Development Workshop in March 2018.</li> <li>Deliver two offsite CEO Professional Development sessions by 23 April 2018.</li> </ul>	<ul style="list-style-type: none"> <li>2 day Offsite Executive Workshop (12-14/02/2018).</li> <li>Directors Professional Development two day workshop in Bungendore (19-20/3/2018).</li> <li>HOD, Senior Manager and Project Manager one day Workshop (26/3/18).</li> <li>Evolving Together Roadshows for all staff across three campuses (26/9 - 29/09/18).</li> <li>Delivered two offsite CEO Professional Development sessions (17/8/2017 and 3-4/10/2017).</li> </ul>	<ul style="list-style-type: none"> <li>The learnings and knowledge acquired by those who participated in mentoring coaching and workshops was relevant across multiple contexts as we sort to better understand and act in our environment as a system to meet the new directions for CIT.</li> </ul>

**Contract Two Name and Term:**

Redrouge Nominees Pty Ltd for provision of Transformational Consultancy Services – CIT2018/1593  
Executed on 1 July 2018 for the value of \$151,250 (1 July – 30 September 2018)

**Procurement Process Undertaken:** Single select procurement Short Form contract (3 months) as part of procuring highly contextualised services as part of the Evolving Together project. This procurement approach was undertaken on advice of executives from Procurement ACT to ensure the momentum of the work could continue while CIT submitted a proposal to the ACT Government Procurement Board for the long term engagement of professional services to guide CIT in contemporary organisation transformation through an open tender process.

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Coaching and mentoring the CEO, the Executive Team (Including three new Executives) and Leadership Group.</li> <li>Additional coaching and familiarisation of organisational transformational theory and practices for new Executives <ul style="list-style-type: none"> <li>Director, HR and Organisational Development</li> <li>Director, Finance</li> <li>Executive Director, Corporate Services.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>2 meetings with the CEO.</li> <li>2 x 2 days Executive Workshops.</li> <li>3 meetings with the Executive Team.</li> <li>Meeting with Launch Factory to advice on design of the Travel Hack.</li> </ul>	<ul style="list-style-type: none"> <li>CIT Executive gained a greater awareness of the benefits of the connectivity between all nine SC2020 Evolving Together projects.</li> <li>Influenced by the executive and guidance received the SC2020 project advisory group broadened its membership to increase connectivity across the CIT to understand the shared contexts and change in projects.</li> <li>The approach to the work of the 9 SC projects was more in integrated as a result of taking a broader CIT context and systems approach.</li> </ul>
<ul style="list-style-type: none"> <li>Deliver workshops to cohorts of the Leadership Group.</li> </ul>	<ul style="list-style-type: none"> <li>11 full days workshops with 35 leaders from across the organisation primarily in Bungendore between July and September 2018.</li> </ul>	<ul style="list-style-type: none"> <li>The leadership group including the SC2020 Project Mangers gained an appreciation of the limitations in CITs traditional approaches to organisational transformation. We realised that a traditional reductionist approach to transformation views CIT as a system that is predictable, mechanistic and can be managed, controlled and transformed via best practice and top down rigid constraints. Whilst this traditional approach, remains relevant for parts of</li> </ul>



Inputs	Outputs	Outcomes
		<p>CIT's business transformation a more contextualised approach that accounts for the complexity and diversity within CIT (as a system of people) and the VET sector is also required to meet the SC2020 intent and ensure CITs long term relevance and value.</p> <ul style="list-style-type: none"> <li>• Whilst the traditional approach to organisational transformation was suitable when CIT was operating and seeking to change in relatively stable environments, this approach can potentially limit CIT's ability to change in unstable and unpredictable environments (e.g. CITs ability to respond to COVID).</li> <li>• Guided by the understanding from the work CIT allocated a dedicated resource to develop new relationship capacity with industry, creating CIT Cyber Security training and industry application of new knowledge gained through this contract.</li> <li>• We began to understand the utility of a range of contemporary frameworks and tools that provide visibility to the connections and constraints in system connectivity and the flow of data, information and knowledge in organisations.</li> </ul>
<ul style="list-style-type: none"> <li>• Assist the CEO and co-deliver (where required) CEO Forums.</li> </ul>	<ul style="list-style-type: none"> <li>• Assisted and guided CEO on approach to the ACT Training Awards and Australian Training Awards nomination and subsequent interviews.</li> <li>• Assisted the CEO with preparation for the 'CIT Innovation Bootcamp' held on 10 August in collaboration with CBRIN.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalist (top 3) Australian Training Awards. Evolving Together work/learnings guided CEO's responses to the national judging panel.</li> </ul>

**Contract Three Name and Term:**

Redrouge Nominees Pty Ltd for provision of Organisational Transformation Strategic Guidance and Mentoring Services – CIT2018/2544

Executed on 9 November 2018 for the value of \$825,000 and varied on 18 October 2019 to include the option for the extension valued at \$395,000 (\$1,220,000 in total) stipulated in the original contract while compressing the end date by approximately 6 Months to 30 April 2020.

**Procurement Process Undertaken:** CIT submitted a Procurement Plan Minute to the ACT Government Procurement Board proposing a public tender process be undertaken with Procurement ACT's assistance for the long term engagement of professional services to guide CIT inline with their earlier advice.

**Reason for Variation:** During the first year of the 2018-20 contract, substantial progress had been made with increased learning, awareness and exploration of tools, such as networking mapping, sense-making, and Wardley mapping. What was becoming apparent however, was that the engagement by CIT staff was not at the level it was required to be. Systems and staff within CIT were still acting in isolation. The change was difficult and despite all the work and learnings, managers were still waiting to be in dedicated spaces to focus on the directional shift in thinking, understanding and acting. They were not deploying the new thinking into their day to day work.

Some of the work undertaken by the Design Team had demonstrated the value in engaging with staff from different levels of the organisation and aligning the development of strategy and understanding of using the tools more broadly we were able to create catalysts across the organisation to help drive change. The tools were also aiding increased visibility of constraints and data within the system.

This became a breakthrough in the culture change strategy in the transition to activity that better understood the complex relationships and systems that impact CIT, both from within and externally.

The decision to bring forward the work that had been planned in the final 6 months of the contract extension was based on a number of factors. It enabled CIT to work with staff at various levels of the organisation to become catalysts for change and to build on the momentum and address the risk of disconnect in the organisation between the understanding they had gained over the past years of the Evolving Together transformation and the ability to see and experience ways they could act differently.

The variation enabled an increase in the intensity of the work and resulted in a deeper and broader understanding of the tools and greater exposure and scaffolding of guidance and support. The service provider was able to pivot and build on the opportunities that had emerged over the past 12 months. The Variation did not change the cost. Twelve months of deliverables were bought forward into the six months and the end date of the contract was changed.



Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Regular strategic guidance, coaching and mentoring of the CIT CEO through teleconference, face to face meetings, or other communication platforms (teleconference once a week, face to face once a month and unplanned advice return telephone calls within 24 hours).</li> </ul>	<ul style="list-style-type: none"> <li>10 sessions with CEO, CIT Board Chair and at times other members of the Board.</li> <li>Guidance for the CEO in ensuring the full possibilities for the new CIT Woden Campus and cross-government collaboration within the shifting landscape could be realised.</li> <li>Extensive engagement through an online collaboration tool which facilitated the sharing of ideas, documents and resources.</li> </ul>	<ul style="list-style-type: none"> <li>The CEO has a better understanding of the need to work at and hold multiple spacial and temporal scales at the same time.</li> <li>The CEO and Executive team understanding the connectedness between the ecosystems in which CIT operates and the opportunities associated with leveraging these relationships (e.g. cyber, CBRIN).</li> <li>The work undertaken in the contract enabled us to recognise the true value of the Strategic Compass projects was not in their isolation as nine discrete unrelated projects which when added together amount to CIT's transformation but rather in their connectivity. We better understood that greater outcomes were realised when projects were synergised rather than isolated, over articulating with a pre-determined end state missed the opportunity to pivot and for new value to emerge that resulted in improved outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>Regular coaching and mentoring of the Executive Team, CIT leaders and other key staff through teleconference (once a month), face to face meetings, or other communication platforms.</li> </ul>	<ul style="list-style-type: none"> <li>(19 in total) Executive &amp; Directors Evolving Together Meeting – 21 November 2018.</li> <li>Evolving Together (Executive Session) – 21 November 2018.</li> <li>Executive Teleconference – 12 December 2018.</li> <li>Evolving Together (Executive Sessions) – 31 January, 10 April, 12 June and 18 July 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Faced with a significant budget challenge, CIT exceeded savings targets by taking a contemporary systems approach to breaking down the patterns of isolated Director colleges/divisions to the system-wide approach which was enabled by the organisational transformation work the team undertook during the leadership workshops.</li> </ul>

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Workshops (10 -15) Design and facilitate bespoke workshops on contemporary organisational transformation theory and practises relevant to CIT and SC2020.</li> <li>Design, facilitate and provide guidance in the use of tools and practices to increase CIT's understanding of its organisational systems and the means to influence cultural shifts within systems.</li> </ul>	<ul style="list-style-type: none"> <li>Small group of key staff including 3 Executive - 10 session between October 2019-Feb 2020. 2 x1-day board planning sessions.</li> </ul> <p>31 Workshops in total including:</p> <ul style="list-style-type: none"> <li>Executive &amp; Directors Workshop – 5 December 2018.</li> <li>Evolving Together Day - 30 January 2019.</li> <li>Evolving Together Update (CEO Leadership Forum) – 10 April 2019.</li> <li>CIT Transforming Our Business sessions (11 and 14 June).</li> <li>23 full day workshops with the Design Team and other key staff from across the organisations between Jan-Oct 2019.</li> <li>3 full days and all staff (approx. 500) workshops 'The Learning Series' between Sep-Nov 2019.</li> </ul>	<ul style="list-style-type: none"> <li>A deep dive into network mapping and its utility in making visible to CIT the way we view and use data at various scales limits our ability to make well-informed decision based on evidence.</li> <li>Guided deep-dive with the Design Team into relevant research focusing on Complexity, Network theory, Assemblage theory, Leadership in Complexity, Narrative and Applied Complexity Tools.</li> <li>Workshops with an expanded Design Team on Sense Making, Network Mapping, Wardley Mapping and Story Telling.</li> <li>Series of detailed Network Mapping exercises were undertaken that demonstrated the need for greater situational awareness and the propensity for our bias and pattern entrainment to influence our thinking when making decisions.</li> <li>Further codification of the Evolving Together Framework (CIT's overarching strategy for its approach to transformation).</li> <li>Development of a Guidebook that will assist emerging guides who will be active in leading and embedding the transformation work in future years.</li> <li>The Learning Series provided all staff with the opportunity to deepen their learning from earlier touch points through CEO forums and Evolving</li> </ul>



Inputs	Outputs	Outcomes
		Together sessions. Staff who engaged with these opportunities reported positive experiences and assisted CIT to identify focus areas for follow up with more local level exploration work.
<ul style="list-style-type: none"> <li>Provide CIT staff with resource materials to support the range of Services including learning materials, research articles, and relevant reading texts.</li> </ul>	<ul style="list-style-type: none"> <li>Establishment and maintenance of Trello for the Executive and Design Teams.</li> <li>Individualised a learning journey of relevant resources for each design team member reflecting their personal interest in specific theories that underpinned contemporary organisation transformation.</li> <li>Facilitated opportunities for staff to share their learnings to date recognising the importance of the diversity within the group.</li> </ul>	<ul style="list-style-type: none"> <li>Key CIT staff in the design phase worked together to break down silos and understand the interdependencies within the CIT system. This began to make visible that traditional leadership and management approaches and isolated domains of expertise would alone not be sufficient to bring about the changes required to meet that ambitions of the Strategic Compass 2020.</li> </ul>
<ul style="list-style-type: none"> <li>Provide strategic advice and guidance on the implementation of emerging industry practice and trends relating to digital and collaborative networking, ensuring organisational alignment across CIT including as it relates to SC2020.</li> </ul>	<ul style="list-style-type: none"> <li>Provided strategic advice and guidance to the Executive and CEO about the full potential for campus renewal and reconfiguring the temporal scale of the organisation's strategic directions.</li> <li>Informed approach to ACT Government about what had become visible about the constraints within the CIT system and the associated challenges.</li> </ul>	<ul style="list-style-type: none"> <li>A contemporary approach to building adaptive capacity and organisational transformational has been embedded into the relationship with Major Projects Canberra and all external consultants working together on delivering this once in a generation government investment into VET.</li> </ul>

**Contract Four Name and Term:**

Patrick Hollingworth for provision of Organisational Transformation Strategy Guidance and Mentoring Services for CIT 2020-2021  
Executed on 9 April 2020 for the value of \$1,705,001 for the of 20 months (until 9 December 2021).

**Procurement Process Undertaken:** A public tender process was undertaken with Procurement ACT's assistance. As required because of the potential value of the Request for Tender CIT submitted a proposal to the ACT Government Procurement Board.

Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Regular strategic guidance, coaching and mentoring of the CIT CEO through teleconference, face to face meetings, or other communication platforms.</li> </ul>	<ul style="list-style-type: none"> <li>14 planned sessions with CEO and at least weekly adhoc teleconferences and communications across a range of platforms.</li> <li>Presentations to the CIT Board to support the next iteration of the Strategic Compass.</li> <li>Development of written thought pieces to the CIT Board (including a number of new board members) the opportunity to consider the application of complexity frameworks/tools in shaping the strategic directions for the next five years.</li> </ul>	<ul style="list-style-type: none"> <li>The positioning of the next Strategic Compass that is ambitious and considers CIT's value in delivering economic and social benefits to the ACT and region.</li> <li>The maturity of the Institute's leadership and advocacy is more about leveraging and supporting existing ecosystems. The opportunity that this creates will result in CIT being able to meet industry needs including small business and generate new jobs.</li> <li>Whilst viewing organisations like CIT through the lens of contemporary concepts such as ecosystems, sense making, complexity, and networks were new to the CIT system/ leaders these type of tools have been gaining utility in across the Australian Public Service including ANSOG and the Australian Defence Force. Internationally the European Union (EU) has recently released <i>Managing complexity (and chaos) in times of crisis A field guide for decision makers inspired by the Cynefin Framework</i> (Dave Snowden and Alessandro Rancati 2021)</li> </ul>



Inputs	Outputs	Outcomes
<ul style="list-style-type: none"> <li>Design and facilitate bespoke activities on contemporary organisational transformation theory and practises relevant to CIT and SC2020.</li> </ul>	<ul style="list-style-type: none"> <li>18 sessions developing and trialling narrative capture tool and facilitating 'Evolving Together Stories that Matter' with approximately 40 staff.</li> <li>I-Space Framework Deep Dive for approximately 30 staff.</li> <li>Assisted with creating and articulating broader context associated with a Leadership Development program for 18 leaders undertaken between (Aug-Nov 2019).</li> </ul>	<ul style="list-style-type: none"> <li>CIT now has the opportunity to address the constraints and inertia that are in the system.</li> <li>This emerging understanding will underpin the work ahead in adapting our offerings to provide skills for the future and transforming our business for value and viability.</li> </ul>
<ul style="list-style-type: none"> <li>Provide CIT staff with resource materials to support the range of Services including learning materials, research articles, and relevant reading texts.</li> </ul>	<ul style="list-style-type: none"> <li>Resource materials to support the range of Services including learning materials, research articles, and relevant reading texts have been made available through a variety of online platforms.</li> </ul>	<ul style="list-style-type: none"> <li>Artefacts and resources made available to staff through online collaboration tools.</li> <li>Self-guided sessions by the leadership team to further embed learning associated with the I-space framework.</li> </ul>
<ul style="list-style-type: none"> <li>Design, facilitate and provide guidance in the use of tools and practices to increase CIT's understanding of its organisational systems and the means to influence cultural shifts within systems.</li> </ul>	<ul style="list-style-type: none"> <li>31 facilitated sessions of Wardley Mapping for 15 staff.</li> <li>Guidance and support for the Wardley Mappers to engage with other parts of the organisation.</li> <li>Sessions to support the embedding of the CIT Evolving Together Framework with more junior staff across CIT.</li> <li>As an example of the adaptive capacity gained a third Wardley Mappers group is due to commence in March guided by the CEO and the current Wardley Mappers.</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of 4 probes (experiments) demonstrating Wardley Mappers application of the tool and associated learnings to the Executive Team highlighting areas of focus for further exploration related to JobTrainer, CIT enrolment processes, My Profiling (an online platform that supports capturing workplace activity and encourages employer engagement) and teacher capability.</li> <li>Increased capacity in a number of key staff that operate across CIT to meet the future training needs of the ACT workforce and the associated national VET Reform agenda.</li> <li>Identified key area of duplication and inefficiencies that can be addressed.</li> </ul>



**From:** [Cover, Leanne](#)  
**To:** [Cover, Leanne](#)  
**Subject:** Fwd: notes from I - space workshop  
**Date:** Friday, 21 January 2022 8:26:11 AM  
**Attachments:** [logoemail-01.png](#)  
[Exploration of the I-Space.pdf](#)

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OFFICIAL

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**From:** Patrick Hollingworth [REDACTED]  
**Sent:** Wednesday, November 11, 2020 1:09:41 PM  
**To:** Miller, Jayne <[Jayne.Miller@cit.edu.au](mailto:Jayne.Miller@cit.edu.au)>  
**Cc:** Cover, Leanne <[Leanne.Cover@cit.edu.au](mailto:Leanne.Cover@cit.edu.au)>  
**Subject:** Re: notes from I - space workshop

Sure thing Jayne, please see attached.

Kind regards,

Patrick

**PATRICK HOLLINGWORTH** | CEO

---

[REDACTED]



On 11 Nov 2020, at 10:33 am, Miller, Jayne <[Jayne.Miller@cit.edu.au](mailto:Jayne.Miller@cit.edu.au)> wrote:

OFFICIAL

Hi [REDACTED],

Can I get a copy of the notes from the ispace workshop? I tried taking photos but they appear quite blurred. We have been referring to these in our pod meetings

Jayne Miller  
Director Strategic Growth, Industry Engagement and Strategic Relations

[REDACTED] | E: [Jayne.miller@cit.edu.au](mailto:Jayne.miller@cit.edu.au)

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<winmail.dat>

**From:** [Young, Lequita](#) on behalf of [Cover, Leanne](#)  
**To:** [Cover, Leanne](#)  
**Subject:** Notes from Monthly Think Garden Contract meeting TO BE AGREED BY 9 MAY  
**Date:** Monday, 13 June 2022 1:29:27 PM  
**Attachments:** [Notes - Think Garden Monthly Contract 2May2022.docx](#)  
[Agenda - Think Garden Monthly Contract meeting DRAFT.docx](#)  
[image001.jpg](#)  
[Service Agreement final signed March 28 2022.pdf](#)  
[image002.png](#)

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OFFICIAL

Regards  
Lequita

**Lequita Young**

Executive Assistant to the Chief Executive  
CIT Board Secretariat

Canberra Institute of Technology

Tel: 02 6207 3103 | Mobile: [REDACTED] | Email: [lequita.young@cit.edu.au](mailto:lequita.young@cit.edu.au)

Address: CIT Reid, Room E108, 37 Constitution Avenue, Reid, Canberra | GPO 826, Canberra 2601  
CRICOS No. 00001K

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In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.  
Please consider the environment before printing this email.

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**From:** Chavasse, Tamara <[Tamara.Chavasse@cit.edu.au](mailto:Tamara.Chavasse@cit.edu.au)>  
**Sent:** Tuesday, 24 May 2022 1:15 PM  
**To:** Cover, Leanne <[Leanne.Cover@cit.edu.au](mailto:Leanne.Cover@cit.edu.au)>; Clements, Alice <[Alice.Clements@cit.edu.au](mailto:Alice.Clements@cit.edu.au)>  
**Subject:** FW: Review Please: Notes from Monthly Think Garden Contract meeting TO BE AGREED BY 9 MAY

OFFICIAL

Good afternoon

Moving this to the top of your inbox for our meeting at 1.30pm today.

Thanks  
Tamara

---

**From:** Duncan, Tamara <[Tamara.Duncan@cit.edu.au](mailto:Tamara.Duncan@cit.edu.au)>  
**Sent:** Monday, 9 May 2022 7:32 AM  
**To:** Steff, Cheryl <[Cheryl.Steff@cit.edu.au](mailto:Cheryl.Steff@cit.edu.au)>; Cover, Leanne <[Leanne.Cover@cit.edu.au](mailto:Leanne.Cover@cit.edu.au)>; Clements, Alice <[Alice.Clements@cit.edu.au](mailto:Alice.Clements@cit.edu.au)>

**Subject:** Review Please: Notes from Monthly Think Garden Contract meeting TO BE AGREED BY 9 MAY

OFFICIAL

Good morning

Attached are the notes and draft agenda for the monthly contract meetings with Think Garden. Also attached is the Services Agreement for quick reference should you need to refer to it.

Please advise your changes and confirm if the notes are to be shared with James. Noting: 6.2.2. *CIT will document the deliverables agreed to at the contract meeting/s. The documented deliverables are to be agreed electronically by the Service Provider within a week.*

I will be in the office a bit later this morning after a dr. appointment.

Happy to discuss any aspect of this.

Regards

**Tamara Duncan**

Project Officer

Office of the Chief Executive

Canberra Institute of Technology

Tel: +(61) 02 6207 6381 | Mobile: +(61) [REDACTED] | Email: [tamara.duncan@cit.edu.au](mailto:tamara.duncan@cit.edu.au)

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## Notes

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### CIT/Think Garden Monthly Contract meeting

Meeting No.1 of 2022

Microsoft Teams

Monday 2 May 2022

11:00am – 11:30am

Attendees: Leanne Cover (CIT), Cheryl Steff (CIT), Alice Clements (CIT), [REDACTED]  
[REDACTED] Tamara Duncan (CIT).

#### Introduction

Leanne Cover introduced the meeting by confirming [REDACTED] on behalf of Think Garden, Cheryl Steff is the Contract Manager on behalf of CIT and Alice Clements is the **Coordination Function/Container Operational Lead**.

#### Purpose of meetings

Leanne advised requirements of Services Agreement in particular, section 6.2 *Contract Management Meetings* and 7. *Reports*. It was understood meetings would occur monthly and change from 30 minutes to one hour in duration to allow adequate time to cover required activity within the Services Agreement. Leanne advised Cheryl will chair future meetings.

#### Travel

Travel arrangements were discussed with the need to clarify an official process for travel and approval by Cheryl. It was agreed that required travel arrangements will be discussed in monthly contract meetings and formalised through email.

#### Reporting

Consideration was given to reporting functions, how and where information is stored to provide sufficient information within specific temporal scales for planning. Reports could provide high-level progress in a non-traditional format and codify progress efficiently for possibilities.

#### Outputs

Leanne identified the following outputs from April:

- starting well;
- commenced the development of high-level doctrine within the coordination function and the Executive team collectively;
- capturing of outputs;
- exploration and standardising of digital platforms – [REDACTED], Sheree Billingham (CIT) and Tamara Duncan;
- deepened connections individually with [REDACTED] within the coordination function;
- [REDACTED] supporting Executive team; and
- application of CIT Futures Framework i.e. four modules for reporting



### Learnings

████ suggested a discussion topic for meetings to include lessons learned, gaps and possible improvements. Leanne suggested discussing risks and areas for improvement from both parties. █████ had identified an area of improvement for core group members to fully extract themselves from business-as-usual activity. Leanne advised tighter coupling and closing off with Patrick Hollingworth to build coherence and setting tighter constraints and feedback loops for the broader group. This would involve Patrick, Leanne, Alice, and █████.

Leanne advised the core group are not yet completely offline and are still transitioning how they extract from business-as-usual. Currently, there is not adequate structure in place for the core group to fully enter the work.

### 2.3 Deliverables

2.3.2. Each month contract meetings (as described at clause 6.1) will be held to review and assess the deliverables for the proceeding period and set activities and outputs to be delivered and relevant measures for the proceeding period.

#### Deliverables Month Ahead

- setting up a Framework for contract meetings and approvals;
- agreeing to standard digital platforms;
- progressing work on doctrine within the coordination and Executive function, codify as soon as possible;
- Dark Matter Governance Framework (and how does this apply within doctrine);
  - focus on heuristics
- Survey?;
- there will be a need to monitor tension committing to coherence around doctrine i.e. making explicit to others the use of the CIT Futures Framework; and
- █████ will work face to face with core group in early May. Leanne and Patrick will continue to work online

#### **ACTIONS:**

- Tamara to provide attendees with DRAFT agenda for input
- Tamara to change contract meetings from 30 minutes to one hour

#### Travel Requirements May 2022

- █████ will require travel
- █████'s travel requirements include flights PER-CBR Monday 9 May, four nights accommodation, flights CBR-PER Friday 13 May 2022
- █████' travel requirements include flights PER-CBR Tuesday 10 May, three nights accommodation, flights CBR-PER Friday 13 May 2022

#### **ACTIONS:**

- █████ and █████ to make space in diaries for week beginning Monday 9 May
- █████ to look at next week beginning Monday 9 May with core group being completely offline with more face to face contact with Think Garden
- █████ to advise CIT of travel requests for █████

### Digital Platforms

Leanne advised CIT would take ownership of the coordination function workspace in Notion and become the account holder through a transfer of account by Think Garden. Leanne advised we will move towards a decision and activate these with the core group and Executive team.

Next steps include:

- determine doctrine;
- standard operating processes/procedures
- best practise
- determine roles/responsibilities
- consideration of external stakeholders coming into coordinating space
- executive involvement in digital platforms

DRAFT

**From:** Jane Madden  
**To:** [REDACTED]; Cover, Leanne  
**Cc:** [REDACTED]; Ray Garrard; Kate Lundy; Craig Sloan; Frances Shannon; Paul McGlone; Mills, Sam; Louise Starr  
**Subject:** Re: Ministerial Response from Board  
**Date:** Monday, 13 June 2022 1:45:51 PM  
**Attachments:** [image003.jpg](#)  
[image004.png](#)  
[image005.png](#)

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Dear all

I am travelling but will try to join the 4pm teleconference by phone. Also think it should be Board only in-camera, at least in part.

I had not previously copied all Board members on two emails sent last week to Craig and Leanne but provide excerpt copies below for transparency.

Thanks and regards, Jane

Copy of 10 June email from Jane to Craig and Leanne; 8 June email also below. No replies as at 12 June.

Dear Craig and Leanne

Further to emails, just seeking a reply on this one please. Would call but am travelling so phone line is dodgy!

Also, several contacts have asked me if there is a relationship (financial, personal or otherwise) between anyone at CIT and Patrick Hollingworth. Grateful advice.

Thanks, trust you are both bearing up ok. Jane

On 8 Jun 2022, at 11:32 am, Jane Madden [REDACTED] > wrote:

Dear Craig and Leanne

Thanks for the useful discussion after the Woden presentation. Just one further follow-up from me on working with the Minister. When did CIT brief the Minister and his office on this new contract with Think Garden and how did they react?

Thanks, all the best in this difficult time. Look forward to seeing you both and others tomorrow night. Jane

Ends

**Jane Madden**

Principal  
[REDACTED]  
[REDACTED]

On 13 Jun 2022, at 10:12 am, [ros.jackson@capitaltraining.com.au](mailto:ros.jackson@capitaltraining.com.au) wrote:

Hi All

I will also be available for our meeting this afternoon. I note the meeting request included a number of staff.

As the Board needs to have an open, honest and frank discussion, I would recommend the meeting should be held in-camera, i.e. only Board members present

I also note Leanne has dropped off the email chain at some point, not sure when, so she will not have seen some of the responses.

The CIT Act states that the CEO is a member of the Board.

Kind Regards  
Ros

[REDACTED]

[REDACTED]

image003.jpg



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**From:** tahlia-rose.vanissum [REDACTED]  
**Sent:** Monday, 13 June 2022 12:31 AM  
**To:** Ray Garrard [REDACTED]; Kate Lundy [REDACTED]; Craig Sloan [REDACTED]  
**Cc:** Frances Shannon <m[REDACTED]>; Jane Madden [REDACTED]; Paul McGlone <[REDACTED]>; Ros Jackson <[REDACTED]>; Mills, Sam <Sam.Mills@cit.edu.au>; Louise Starr [REDACTED]  
**Subject:** RE: Ministerial Response from Board

Thanks everyone. It would be good to have a copy of those letters prior to tomorrow's meeting. See you all then.

---

**From:** Ray Garrard [REDACTED]  
**Sent:** Sunday, 12 June 2022 7:07 PM  
**To:** Kate Lundy [REDACTED]; Craig Sloan [REDACTED]  
**Cc:** Frances Shannon [REDACTED]; Jane Madden [REDACTED]; Paul McGlone [REDACTED]; Ros Jackson [REDACTED]; Mills, Sam <Sam.Mills@cit.edu.au>; Louise Starr [REDACTED]  
**Subject:** RE: Ministerial Response from Board

Craig

Thanks, I will make myself available anytime tomorrow to meet and go through draft letter.

Following on from Ros and Kate's email I note the Minister's letter of March ( I think it may have been Feb) was listed as incoming correspondence, when providing a copy to the Board can you also provide a copy of the response that was provided to the Minister at the time.

Ray Garrard

[REDACTED]

[REDACTED]

[REDACTED]

image005.png



I acknowledge and respect the traditional owners past, present and emerging across the country where I work, rest and live.

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**From:** Kate Lundy [REDACTED]  
**Sent:** Sunday, 12 June 2022 1:03 PM  
**To:** Craig Sloan [REDACTED]  
**Cc:** Ray Garrard [REDACTED]; Frances Shannon [REDACTED]; Jane Madden [REDACTED]; Paul McGlone [REDACTED]; Ros Jackson [REDACTED]; Mills, Sam [REDACTED]; <Sam.Mills@cit.edu.au>; Louise Starr [REDACTED]; Leanne Cover <Leanne.Cover@cit.edu.au>  
**Subject:** Re: Ministerial Response from Board

Please Note: I've also removed the CIT Board group email as I don't have line of sight of who is included in this group email and I believe this should be a Board only discussion.

Hi Craig and all board members.

When drafting the response, I think it is important to advise the Minister that the rest of the Board (excluding Leanne and Craig) were not formally advised or consulted on the intention to a) extend the contract for the amount or term that has occurred therefore were not able to assure themselves that the expenditure represented value for money, and b) that Board members who joined in July last year were not aware of the Minister's concerns, as contained in the letter from the Minister dated March 2021 and c) that, in my opinion, had the Board been consulted on the contract and advised of that correspondence, the Board would have raised concerns, or at least had the opportunity to consider the merits and risks. For context, the substantial increase in the amount combined with the Minister's letter (March 21) should have been enough to ensure the proposal was brought to the full Board's attention and consideration prior to signing. The questions Ros has asked below are relevant to this point, as I believe that regardless of technical compliance to procurement rules, there were known risks and value for money obligations that the Board has the responsibility to manage. I am also keen to see the Minister's letter dated the March 21, and it would be very helpful if you could tell the Board when it was distributed in the board papers and if it is minuted that the Board's attention was called to it specifically from the correspondence list. I don't recall the letter, but that may be my memory.

As current Deputy Chair and incoming Chair, given the contract would extend into the future, I also believe it is a reasonable proposition to have been briefed on this proposal, and I was not. I look forward to seeing the draft response and would like the opportunity to consider it before subscribing to it.

I am happy to discuss these matters with board members. Don't hesitate to call me [REDACTED]

Kate Lundy

On 12 Jun 2022, at 12:10 pm, [REDACTED] wrote:

Please Note: I've removed the CIT Board group email as I don't have line of sight of who is included in this group email and I believe this should be a Board only discussion.

Hi Craig

Thanks for sending through the Minister's recent letter. That letter refers to a letter previously sent to the Board in March 2021 where clarification was sought about earlier contracts with Think Garden and it also mentions that concerns were flagged that those contracts did not represent efficient use of public funds.

Given a number of current directors were not on the Board in March 2021, for transparency reasons and so we're all informed, could I please request the Ministers letter of March 2021 be sent out to all Directors.

I am also concerned about the procurement amount of this recent contract of \$4,999,990. Unfortunately the *Government Procurement Regulation 2007* Section 11, which states when Territory entities are required to get the ACT Government Procurement Board to review and give advice on procurement proposals, mentions two different procurement thresholds one being \$1m and the other being \$5m unless the procurement proposal is covered by an endorsed strategic procurement plan. It is not clear which threshold would apply to CIT.

Given I'm not sure of the requirements, could you please clarify my following questions:

- Was the recent procurement proposal covered by an endorsed strategic procurement plan?
- Did the procurement proposal go to the ACT Government Procurement Board to be reviewed?

Thanks for any clarity you can provide



Kind Regards  
Ros

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

---

**From:** Sloan, Craig J <[REDACTED]>  
**Sent:** Friday, 10 June 2022 5:09 PM  
**To:** Ray Garrard <[REDACTED]> CIT Board <[CITBoard@cit.edu.au](mailto:CITBoard@cit.edu.au)>; [REDACTED]  
Frances Shannon <[REDACTED]>  
[REDACTED] Paul McGlone  
[REDACTED] Mills, Sam  
<[Sam.Mills@cit.edu.au](mailto:Sam.Mills@cit.edu.au)>; Louise Starr <[REDACTED]>  
**Cc:** Cover, Leanne <[Leanne.Cover@cit.edu.au](mailto:Leanne.Cover@cit.edu.au)>  
**Subject:** RE: Ministerial Response from Board

Hi Ray and copy of Minister's letter attached. As discussed with you this morning the Board was briefed on Wednesday on where this matter is up to and I have subsequently discussed this with the Chair of our Audit Committee requesting an internal audit process be undertaken, just to provide assurance we are taking this seriously and to support the process we undertook. Locally it appears the ABC has gone silent on this today and the Canberra Times and 2CC are doing there best to keep it alive. We are responding to a number of the questions asked by the Canberra Times yesterday (this will go out today) and yesterday's and today's articles have been written by the journo's having had no contact or input from CIT.

All effort at the moment is going into responding to the Minister's letter and ensuring the Minister is comfortable with our position. We are doing this with a very thin resource team given so many are off sick this week. Following this we will put in place an appropriate strategy to debunk so many myths and inaccuracies that are currently being reported and report on the benefits and changes we are getting from this reform program.

As mentioned to the Board, I would suggest that if you are getting questions or approaches from media that you please fer them to Leanne and myself where possible so we can ensure consistency of messaging.

If anyone has any concerns with the matter, how it has been handled or our immediate approach to managing please just give me a call.

Cheers  
Craig

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**From:** Ray Garrard <[REDACTED]>  
**Sent:** Friday, 10 June 2022 4:47 PM  
**To:** CIT Board <[CITBoard@cit.edu.au](mailto:CITBoard@cit.edu.au)>; [REDACTED] Frances Shannon  
<[REDACTED]>  
[REDACTED] Paul McGlone  
[REDACTED] Mills, Sam  
<[Sam.Mills@cit.edu.au](mailto:Sam.Mills@cit.edu.au)>; Louise Starr <[REDACTED]>  
**Cc:** Sloan, Craig J <[REDACTED]> Cover, Leanne <[Leanne.Cover@cit.edu.au](mailto:Leanne.Cover@cit.edu.au)>  
**Subject:** [EXTERNAL] RE: Ministerial Response from Board

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Craig

I may have missed it but is it possible to see the Minister's request for more info.?

Unfortunately this seems to be getting broader coverage through the ABC and other public sector media sites, if there was any briefing available to Board Members based on anything provided to the Minister that would be useful to ensure we are fully briefed. Not sure about others but I have already been approached by a few colleagues who monitor these sort of issues!

Ray Garrard



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**From:** CIT Board <[CITBoard@cit.edu.au](mailto:CITBoard@cit.edu.au)>

**Sent:** Friday, 10 June 2022 11:26 AM

**To:** [redacted] Ray Garrard [redacted] Frances Shannon

[redacted]

[redacted] Paul McGlone

[redacted] Mills, Sam

<[Sam.Mills@cit.edu.au](mailto:Sam.Mills@cit.edu.au)>; Louise Starr [redacted]

**Cc:** Sloan, Craig <[cjsloan@kpmg.com.au](mailto:cjsloan@kpmg.com.au)>; Cover, Leanne <[Leanne.Cover@cit.edu.au](mailto:Leanne.Cover@cit.edu.au)>

**Subject:** Ministerial Response from Board

**Importance:** High

OFFICIAL

Good morning

As you will be aware, we are preparing a response on behalf of the Board to the Minister's request for information regarding CIT contracts. The response to the Minister's letter is due Tuesday, 14 June.

The executive have been working on this response and will continue to do so over the weekend. We would expect that a draft will be circulated to Board members on Sunday 12 June, seeking feedback and/or endorsement of this letter by lunchtime Monday 13 June. This will allow the executive time to incorporate feedback and finalise the letter for my signature and sending to the Minister on 14 June.

We apologise for the incredibly tight timeline, and the disruption this will cause for people over the weekend, but unfortunately this is unavoidable.

If there are any queries in regard to this email please don't hesitate to make contact.

Regards

Craig

**Lequita Young on behalf of Craig Sloan, CIT Board Chair**

Executive Assistant to the Chief Executive

CIT Board Secretariat

Canberra Institute of Technology

**Tel:** 02 6207 3103 | **Mobile:** [redacted] | **Email:** [lequita.young@cit.edu.au](mailto:lequita.young@cit.edu.au)

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CRICOS No. 00001K

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<image005.png>

In the spirit of reconciliation, we acknowledge that we are on Ngunnawal land.  
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