

Creativity, Strategy, Design Sensemaking

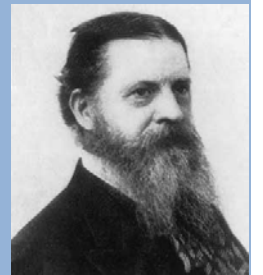
Jon Kolko



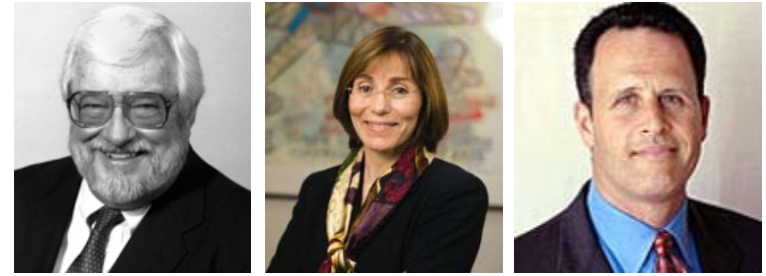
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Sensemaking



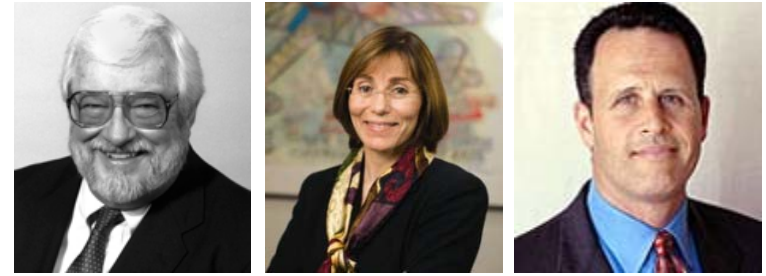
Karl Weick, Kathleen Sutcliffe, David Obstfeld
Organizing and the Process of Sensemaking



“Sensemaking involves the ongoing retrospective development of plausible images that rationalize what people are doing.”

Explain further.

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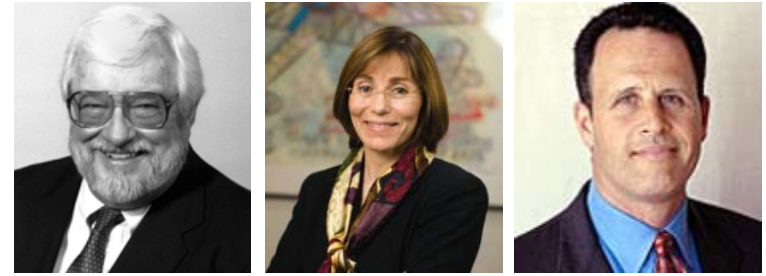


“Explicit efforts at sensemaking tend to occur when the current state of the world is perceived to be different from the expected state of the world, or when there is no obvious way to engage the world. In such circumstances there is a shift from the experience of immersion in projects to a sense that the flow of action has become unintelligible in some way. To make sense of the disruption, people look first for reasons that will enable them to resume the interrupted activity and stay in action. These “reasons” are pulled from frameworks such as institutional constraints, organizational premises, plans, expectations, acceptable justifications, and traditions inherited from predecessors. If resumption of the project is problematic, sensemaking is biased either toward identifying substitute action or toward further deliberation.”

What’s the relationship between explicit and implicit sensemaking?
How does design fit in?

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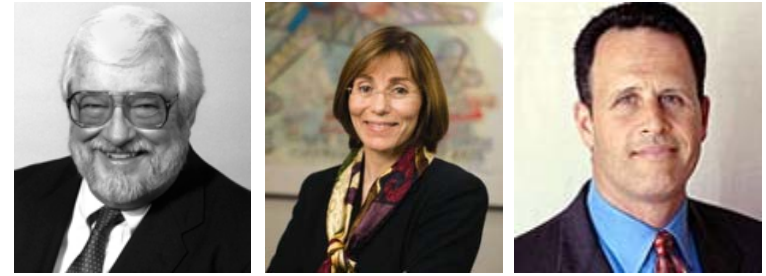


“This noticing and bracketing is an incipient state of sensemaking. In this context sensemaking means basically “inventing a new meaning (interpretation) for something that has already occurred during the organizing process, *but does not yet have a name* (italics in original), has never been recognized as a separate autonomous process, object, event” (Magala 1997, p. 324).

... Notice that once bracketing occurs, the world is simplified.”

Sensemaking is part of everyone’s everyday life. What bracketing occurs in design?

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“By radial structure we mean that there a few central instances of the category that have all the features associated with the category, but mostly the category contains peripheral instances that have only a few of these features. This difference is potentially crucial because if people act on the basis of central prototypic cases within a category, then their action is stable; but if they act on the basis of peripheral cases that are more equivocal in meaning, their action is more variable, more indeterminate, more likely to alter organizing, and more consequential for adapting (Tsoukas and Chia 2002, p. 574).”

What's the implication
of this in the context
of *innovation*?

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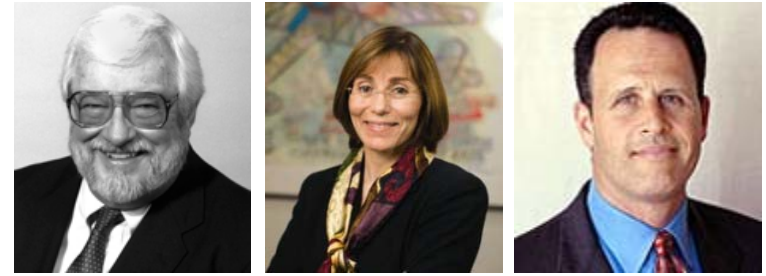
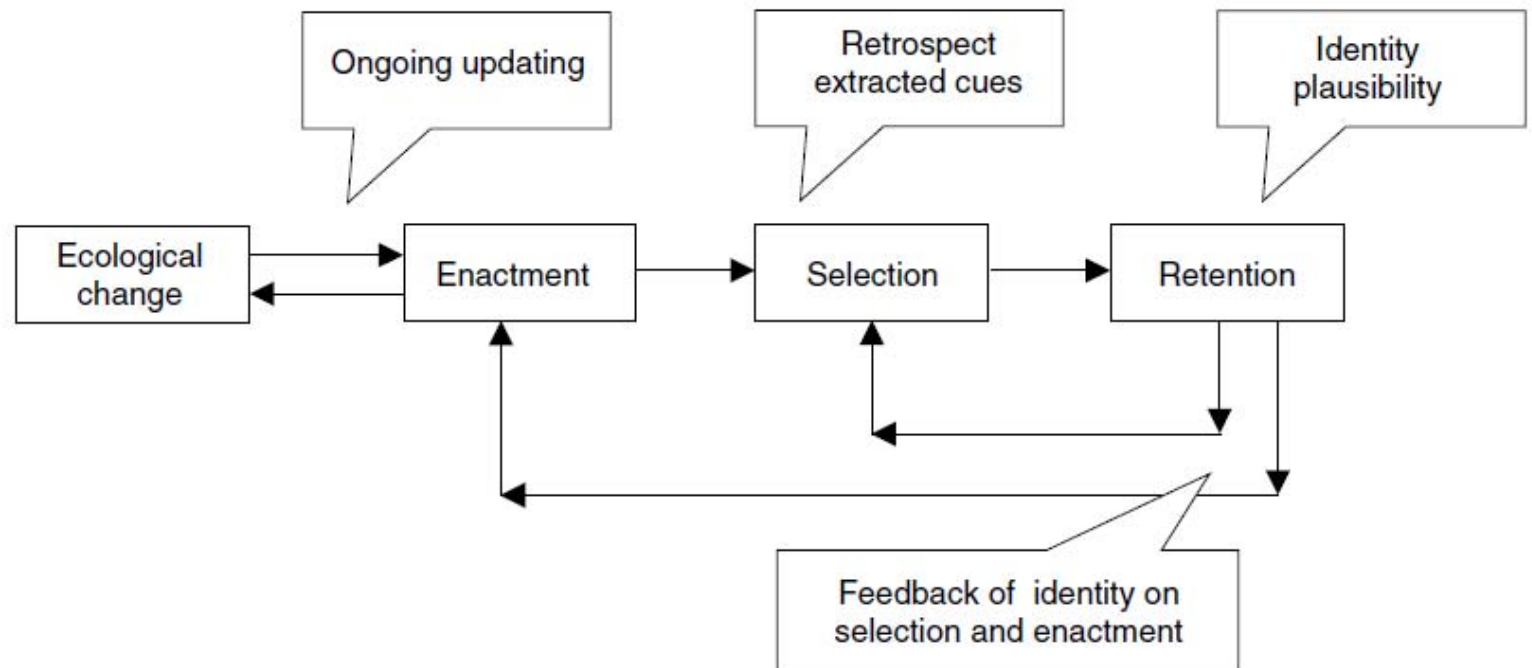


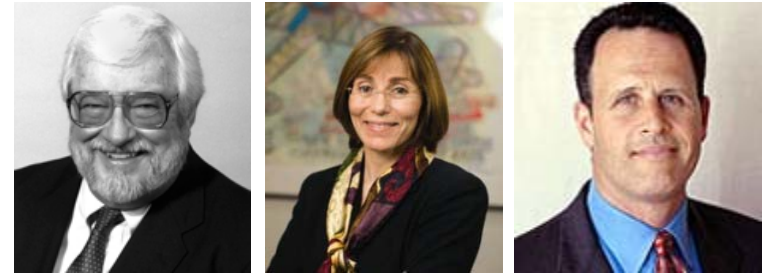
Figure 1 The Relationship Among Enactment, Organizing, and Sensemaking



Source. Jennings and Greenwood (2003; adapted from Weick 1979, p. 132).

Explain this diagram.

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“Sensemaking is not about truth and getting it right. Instead, it is about continued redrafting of an emerging story so that it becomes more comprehensive, incorporates more of the observed data, and is more resilient in the face of criticism.”

React to this in the context of entrepreneurship.

Charles Peirce

Lectures on Pragmatism



“... abductive inference shades into perceptual judgment without any sharp line of demarcation between them; or, in other words, our first premisses, the perceptual judgments, are to be regarded as an extreme case of abductive inferences, from which they differ in being absolutely beyond criticism. The abductive suggestion comes to us like a flash. It is an act of insight, although of extremely fallible insight. It is true that the different elements of the hypothesis were in our minds before; but it is the idea of putting together what we had never before dreamed of putting together which flashes the new suggestion before our contemplation.”

How can an insight be fallible? Explain, based on your experience from last quarter.

Charles Peirce

Lectures on Pragmatism



“We thus come to the test of inconceivability as the only means of distinguishing between an abduction and a perceptual judgment. Now I fully assent to all that Stuart Mill so forcibly said in his Examination of Hamilton as to the utter untrustworthiness of the test of inconceivability. That which is inconceivable to us today, may prove tomorrow to be conceivable and even probable; so that we never can be absolutely sure that a judgment is perceptual and not abductive; and this may seem to constitute a difficulty in the way of satisfying ourselves that the first cotary proposition is true.”

Who was John Stuart Mill?

What is Peirce saying about inconceivable statements?

Charles Peirce

Lectures on Pragmatism



“Where do the conceptions of deductive necessity, of inductive probability, of abductive expectability come from? Where does the conception of inference itself come from? ... it cannot be in the act of adoption of an inference, in the pronouncing of it to be reasonable, that the formal conceptions in question can first emerge. It must be in the first perceiving that so one might conceivably reason. ... Now when an inference is thought of as an inference, the conception of inference becomes a part of the matter of thought.”

What role does perception play in inference creation?

What role does thought play?

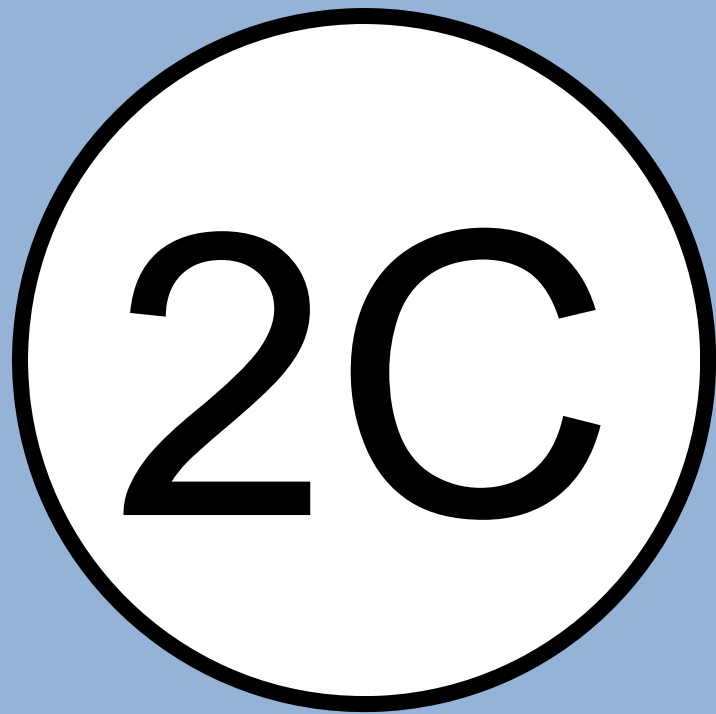
Charles Peirce

Lectures on Pragmatism

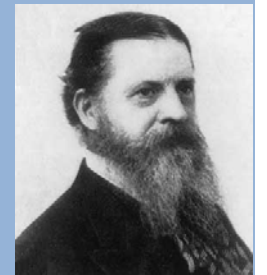


“What is good abduction?... What, then, is the end of an explanatory hypothesis? Its end is, through subjection to the test of experiment, to lead to the avoidance of all surprise and to the establishment of a habit of positive expectation that shall not be disappointed. Any hypothesis, therefore, may be admissible, in the absence of any special reasons to the contrary, provided it be capable of experimental verification, and only insofar as it is capable of such verification. This is approximately the doctrine of pragmatism. But just here a broad question opens out before us. What are we to understand by experimental verification? The answer to that involves the whole logic of induction.”

What's the connection between experimental testing and “always in beta”, “MVP”, “lean startup”, etc?



Sensemaking



What's the relationship between abductive reasoning and sensemaking? Why? How?

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