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Constraints Mapping

Methods & Daily Skills - Small but powerful

Attentive readers of ancient and modern maps

catalog of these monsters. It is richly illustrated

with several types of sea monsters which, today

would be associated with illustrated fantastic

However, these fantastic 16th centry realise that these useful navigational tools, provide monsters are an artifact, a chart of human us with glimpses of the world understanding at understanding of the world at the time. These given point in time. Even a casual look at Olaus were a legitimate metaphores of the unknown Magnus's 1539 Carta Marina, has to catch our awaiting explorers who whoud dare to travel attention. In 1570 Sebastian Münster created a where "there are monsters".

> **O**ur attemps of coping with issues we encounter in our increasingly complex world, resuble that of the navigators in the early Age of Exploration. We need to dare to travel where "there are monsters". We have to start charting the monsters, visualizing routes, currents, tides, and perils which in XXI century devour and destroy the curageous-uninformed.

> L he awaiting, yet to be discovered, territories lure us with infinit potential to improve, create and eliminate scarcity. Constraint Mapping is an invitation to safe experimentation and our own implementation of the method recently proposed by Dave Snowden based on the work others.

Constraint/Monsters Mapping A XXI Century Invitation To A Voyage

Most of the management methods in use today focus on visionary solutions and disciplined execu- management, *constraint mapping* is one of the tion of proposed model/implementations. Little at- most promising and useful. It is based on practitention is devoted to comprehending what com- cal observations and captured in the form of *per*plexity is and what methods are effective in it. *ceived* constraints. If properly understood and Complex situations can be controlled we just need discussed, perceived may turn out to be real or to ... remains an often repeat falsehood instrumen- illusory. Articulated constraints illustrated by stotal in new managerial fads. Often what we perceive ries people tell when asked about what scares as clear and certain turns out to be faulty, limited and discourages them in life and/or work, can be and impeding or, using the proposed here nomen- evaluated and remedied. clature, constraining self-organization. Complex issues, sometimes also called wicked problems, seem to resist, and derail algorithmic solutions.

thoughtful and skillful approach which benefits structure. Time will be devoted to deeper underfrom recognition of emerging patterns of being and standing of underlying principles, constraints, working.

Among methods dedicated to complexity

This workshop will demonstrate how to approach Constraint Mapping from the practical point of view. We will look at examples and the Addressing of complex issues requires a entire flow of activities in a mapping campaign

What and why?

What Are Constraints?

Constraints are entities, processes, events, relations. or conditions that raise or lower barriers to energy flow without directly transferring kinetic energy."

 $oldsymbol{H}$ ave you ever wondered why a perfectly planned and resourced endeavor failed to materialize as intended? It is possible that when it happened that context and constraints were involved. Some philosophers of science speak about the fact that it happens "because without *cause*"^{2}. We may have come to a moment in the development of science and technology in which we can no longer afford to ignore the constraints/context to continue our quest for improvements.

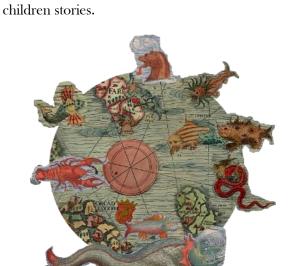
A large volume of material explaining and classifying the constraints and their impact exists and is ready for general consumption. All we need is to pay attention, learn and determine what may be realistic and practical in our issue(s). This realization of the role constraints play is a foundation of the method Constraint Mapping" facilitating adaptive experimentation.



Maze of Options Photo by Amber Janssens from Pexels

¹ Definition from the book by Alicia Juarrero - "Context Changes Everything" 2023, p.40 ² <u>Marc Lange</u> "Because without cause" 2016

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context, counterfactuals etc.

Reason #1

Identity as emergent property of a complex system

Why interest in identity?

Identity of individuals, groups, and organizations plays a critical role in everyday practice. We cherish entities which are reliable, creative, inventive etc. However, we do not realize to what extent identities and their character are a result of, not only aggregation of components, but also a product of relations, interactions which form the system. We overly stress components but not enough care for interrelation dependences of an ecosystem.

Reason #2

Constraints form context and identity of components

Why interest in context?

Not all events are independent of context. However, there is an increasing awareness of the fact that many are. Recent pandemic provided a good illustration how context dependent response made a big difference on the disease impact. History and culture are just a few examples of the impact context has on business and life in general. Context dependent constraints are increasingly rising in importance in medicine, science, and technology. The advent of artificial intelligence will only accelerate this process.

Reason #3

Affordances a product of enabling constraints

What are affordances?

Among different forms of constraints affordances occupy a prominent position because of its cognitive impact. Affordance theory views psychological capabilities as relational properties that intertwin capabilities and propensities with the ecosystem. They are constraints that impact cognitive and behavioral possibilities. Sometimes even preventing us from reaching for what is very close but erroneously considered as out-of-bounds of reality.