

Cognitive Edge and Code Genesys to Combine Operations

FOR IMMEDIATE RELEASE

Atlanta, Georgia & Singapore (April 6th, 2018) - The leadership teams of Cognitive Edge and Code Genesys are excited to announce a merger of their business operations.

Cognitive Edge is the leading developer of tools and capabilities that leverage insights from Complex Adaptive Systems theory and other scientific disciplines. These insights drive better decision support, research and knowledge management for the organizations employing them. Code Genesys is a leading player in Lean-Agile tooling and management consulting services. Their products and services improve delivery capabilities across thousands of organizations on a daily basis.

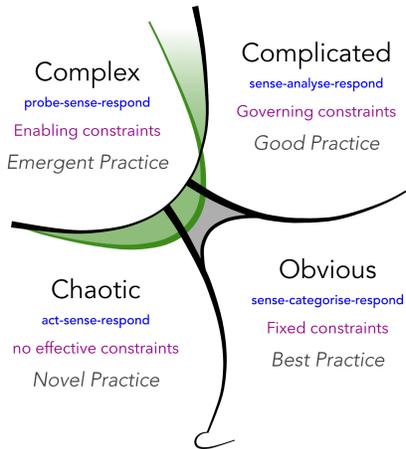
The new company will conduct business under the Cognitive Edge brand and will focus on the development of industry-specific products and services fueled by its newly combined capabilities. The new Cognitive Edge will incubate new industry-specific ventures in partnership with key players in those sectors. These new combinations of capabilities and expertise will ensure client companies are further enabled to successfully navigate through the complex business challenges unique to their space.

Sense Making Tool Suite



As the first fully scalable ethnographic tool, SenseMaker® represents a genuine paradigm shift in sense-making, and has been employed across a broad range of uses, including:

- understanding and evaluating needs in the Development sector
- assessing safety in aerospace manufacturing
- mapping culture in media companies
- understanding unarticulated needs of consumers in cosmetics
- managing the learning journeys of leadership candidates
- measuring attitudes to security in Government and Industry



Deployed by large blue chip companies as well as smaller organizations and government, it combines research with understanding and a whole new theory of change. Having created a market more or less from scratch, the time has come to grow that work and develop application-specific offerings.

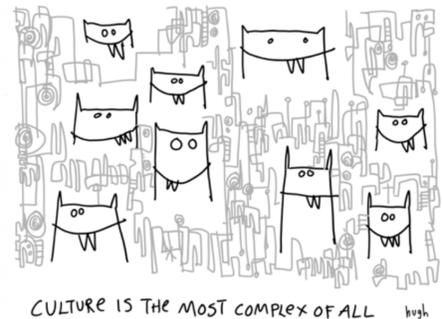
Cognitive Edge will continue to drive customer success through significant enhancements to its SenseMaker® suite of capabilities. With the technical resources and capabilities now available through the Code Genesys team SenseMaker® can move forward faster, with higher quality and greater support. Work has already started on a major new build of the mass-sensing capability of the SenseMaker® suite to manage distributed decision

support, outlier identification (for innovation and threat/opportunity) and attitude measurement and monitoring. Near term developments will extend into continuous capture and monitoring, building operational systems that use the power of human networks to provide real time, and human mediated feedback. With the current controversies around social media, the initial insights which gave rise to the software proved to have considerable foresight.

With the growing maturity of the market, new versions of the company’s software suite will focus on ease of engagement, the deployment of multiple agents, as well as interaction with, but not dependence on, artificial intelligence and data analytics. *Powered by SenseMaker®* is an established brand that allows third party organisations to embed the core capabilities into their own offerings.

Planned Ventures

The new company will seek to partner with other organizations and individuals within targeted fields. As an illustration of this, a partnership has already been formed with Gaping Void - one of the world’s leading Culture Design Groups - whose use of art to create meaning has transformed many organizations. The two companies have completed the first pilots of a radical use of SenseMaker® coupled with Gaping Void’s artwork to map culture within organizations. This work will now extend to cultural screening of job applicants, which will transform HR practices. The ability of the two companies to encapsulate a company’s history and future potential in a mixture of narrative and the visual arts is unique. Further partnerships are being advanced on coaching systems for feedback, project management and a range of tools and capabilities for the Agile community.



gapingvoid
Culture Design Group

Based on existing partnerships such as that with Gaping Void, the first venture to be spun out of the new Cognitive Edge is focused upon the development of a next generation

sense-making capabilities suite for distributed decision support and outlier detection. The second will be focused on the development of next-generation products and services for companies navigating the challenges of creating organizational agility, and is tentatively branded as CE Agile.

Management Team

Ajay Reddy of Code Genesys will be CEO of the merged company. Dave Snowden, co-founder of the original Cognitive Edge, will revert to his original role as Chief Scientific Officer. He will also continue as Director of the The Cynefin Centre for Applied Complexity, a distributed network based in various Universities around the world. This creates much needed space for Dave to continue his writing and development of the Cynefin Framework and envisioning further developments of SenseMaker® and new applications. In addition to his renewed focus on scientific efforts for Cognitive Edge, Snowden will also devote more time to and the further development of the work of The Cynefin Centre and its major international programs on citizen journalism, meaning/identity and health.

As an early researcher in the field of knowledge management, Snowden recognized the importance of narrative within organizations, particularly in relation to expressing tacit knowledge. This ultimately led to his scaling of narrative as a research method, and the role of complexity in sensemaking. The development of a unique approach to distributed ethnography brought this work to to a wider audience. With the publication of 'A Leader's Guide to Decision Making' in the *Harvard Business Review*, and subsequent awards from the Academy of Management, the work has gained an international reputation with a broad uptake over Industry and Government.

One of the critical decisions I made on forming Cognitive Edge was that the Cynefin Framework would be placed in the public domain and not subject to proprietary control. As a result it has been adopted and adapted in multiple fields. That policy will continue in the new organisation. Through the Cynefin Centre and associated retreats, the network of practitioners and academics involved in the field will expand.

With SenseMaker® we developed the ability to allow people to take power over their own stories within a quantitative framework, allowing solutions to scale with high impact. With the growing concerns about social media manipulation and the dangers of "undampened" systems, the value of this approach is now recognised and use is growing. Having spent ten years creating a market, we now need to move quickly to consolidate and extend capability in this area.

Code Genesys understands both the operational and technical needs of the software and related services as well as the broad potential of the network of practitioners we have created. The merger gives us access to a robust technology unit and sound, energetic management to achieve this. I'm excited about the prospects this will allow.

Snowden holds visiting Chairs at the Universities of Bangor, Hull and Stellenbosch. He is generally considered to be a pioneer in the application of complex adaptive systems theory to a range of social issues, with his work extending across government and industry in a

variety of fields including knowledge management, strategic planning, conflict resolution, weak signal detection, decision support and organizational development. In addition to leading scientific efforts for Cognitive Edge, he serves as editor-in-chief of the journal *Emergence: Complexity and Organization*.

Reddy, CEO of Code Genesys and ScrumDo (a Lean-Agile work management and collaboration tool), is the author of *The Scrumban [R]Evolution, Getting the Most Out of Agile, Scrum and Lean Kanban* (2016 Addison-Wesley Agile Software Development Series), and has built various operations that catalyzed radical gains in organizational and market performance. He now helps organizations develop their fitness for conditions presented by complex environments, through the employment of mixed methods and tools.

Reddy says,

In situations where unknown unknowns are the norm, such as organizational design and the management of knowledge work, Cynefin provides an incredibly beneficial framework from which to most effectively make sense of situations, and make better decisions that lead to better outcomes.

As a long-standing member of the Agile community, I have yet to discover an effective path to organizational agility that doesn't involve deep application of the Cynefin Framework. I believe making the power of Cynefin accessible to organizational transformation efforts is essential to continued success, and look forward to opening Cynefin up to common spheres of exploration.

Snowden commented,

Since we first trained Ajay in Cynefin he has shown deep insight into the methods and tools, but even more critically, the underlying values and principles of Cognitive Edge. This is a relationship which has been built for over a year, and the more we have worked together the more comfortable I feel that his youth, business acumen and energy will help us move up to the next stage of the company's development, while maintaining integrity and coherence to the original vision. Working with his team over the last three months on the first of the new products has confirmed that view, as well as appreciation for the capabilities of his team.