

“ An assemblage is an ensemble of heterogeneous elements which compose a territory. Assemblage is a slightly problematic term in English as it doesn’t mean an assembly of parts. It “translates to *agencement*; meaning to arrange, to play out or to piece together”, it is “not a unified whole, but more a heterogeneous co-existence”.

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*Panagiotou & Snowden 2023*

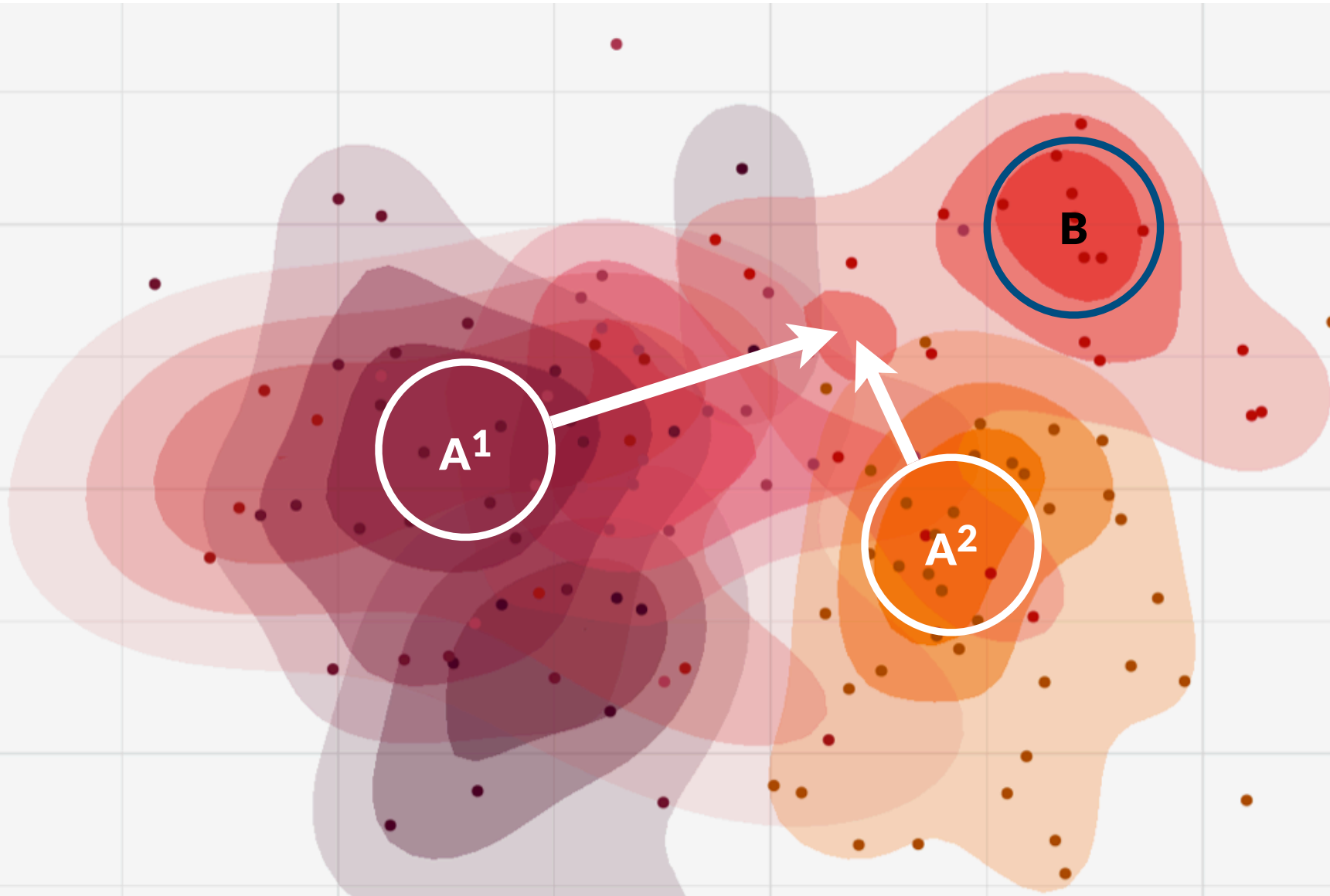
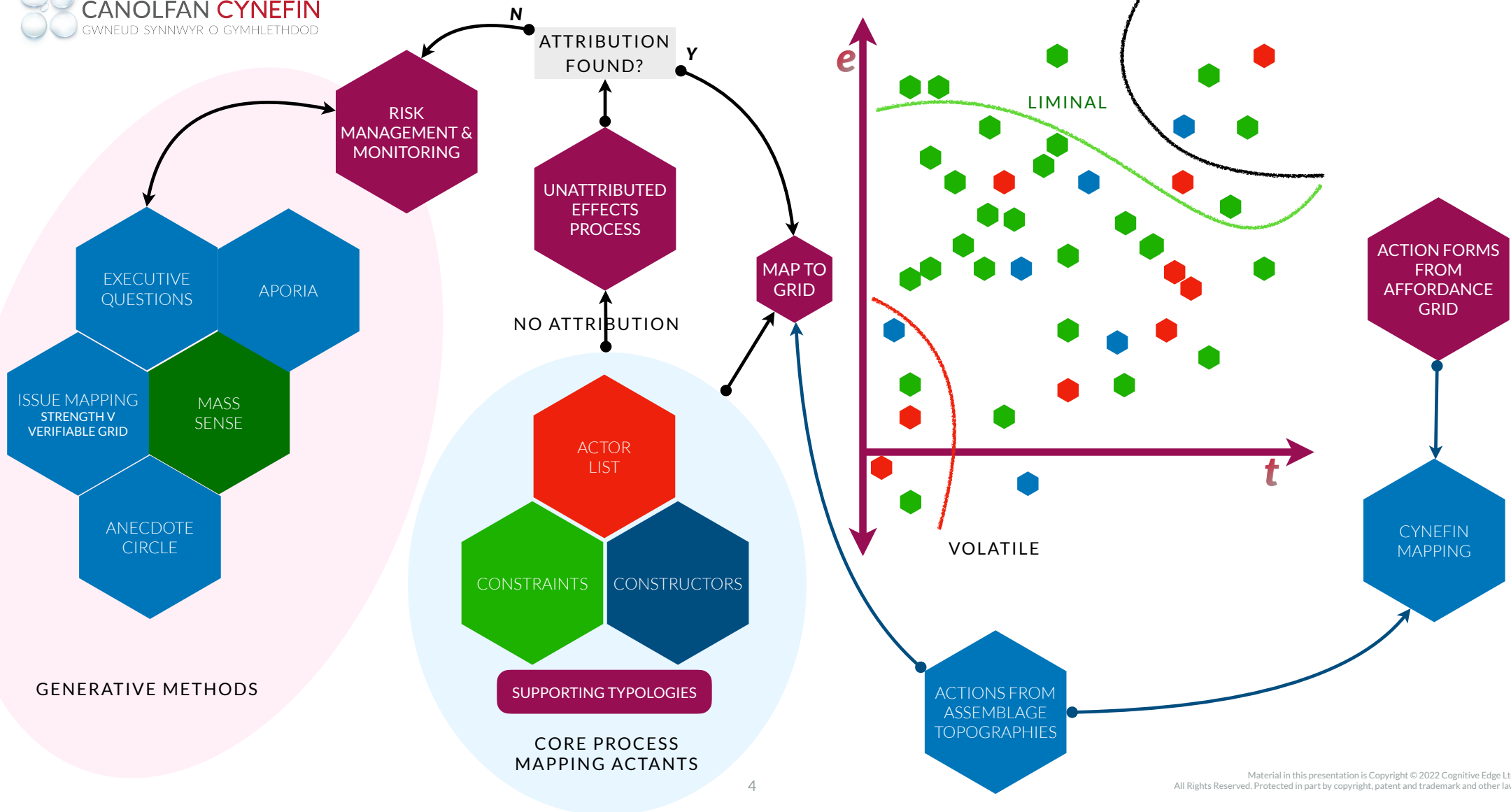


FIGURE 2 TOPOGRAPHICAL MAP

“ The greatest loss of time is delay and expectation, which depend upon the future. We let go the present, which we have in our power, and look forward to that which depends upon chance, and so relinquish a certainty for an uncertainty. ”

- *Seneca the Younger*



# ESTUARINE MAPPING - ACTION TYPES

## VECTORS

- ◆ **Compass Rose** (increasing or decreasing the energy cost or time to change) eg. south west involves decreasing both
- ◆ **Destroy**, we need to get rid of this
- ◆ **Stabilise** the current state, and possibly monitor

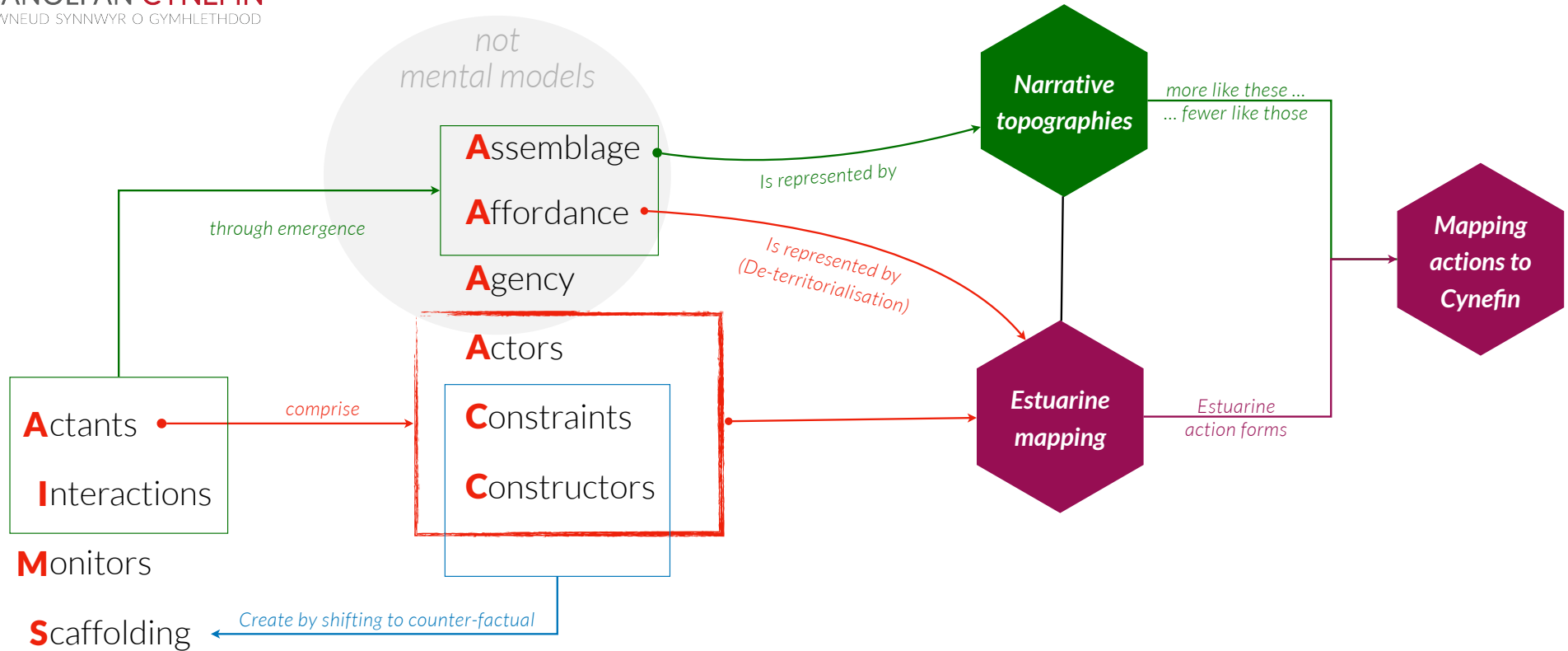
## SIGNALS

- ◆ **Monitors** which apply to boundary conditions but also more generally where change would produce a different result
- ◆ **Trigger** a change, we are happy with the energy cost and time to change and now we want to make something happen, not just change the affordance landscape; that would be compass rose
- ◆ **Conditional** changes, If something else happens, then the energy cost and/or time to change will reduce and we can take action

## COMMUNICATION

- ◆ **Research**, as it says, is that we need to look into this more deeply.
- ◆ **Requests** for permission to change in the liminal zone - this has proved valuable as it not a request to change, but for permission to change.
- ◆ Increase or decrease **visibility** of processes to a hidden observer to change the behaviour of people

# ANTHO-COMPLEXITY ON ONE SLIDE (ALMOST)



Complex systems scale by decomposition (to the lowest level of coherent **granularity**) and then through recombination

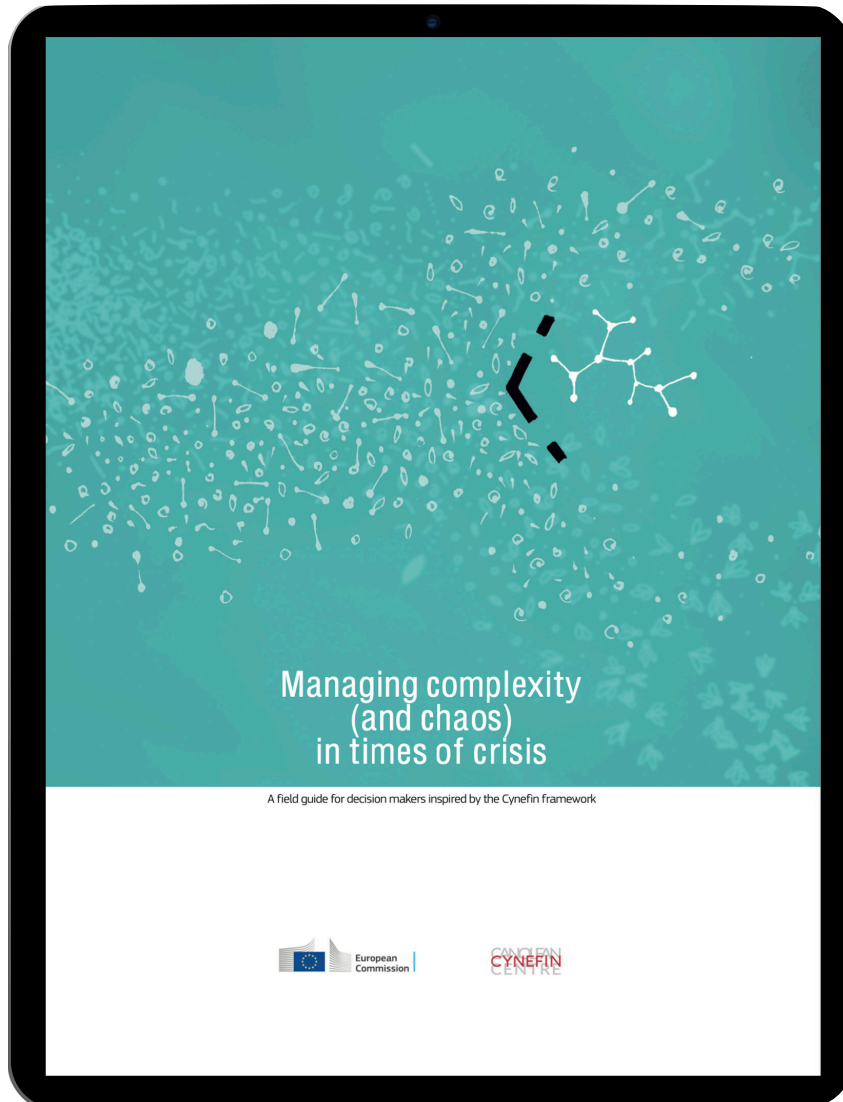
Optimise the **granularity**  
Distribute sensing & interpretation  
Disintermediate decision makers

**AVOID**  
Premature convergence  
Working directly  
Retrospective coherence

A person in a dark jacket stands in a field of tall, golden-brown grass, looking towards the horizon. The sky is a mix of bright blue and soft orange, with wispy white clouds. The overall mood is serene and contemplative.

# OTHER SLIDES

WHICH CAN BE USED IN BACKUP



# RESILIENCE

## FIVE KEY ACTIONS

- Build human sensor networks for ordinary purpose, activate for extraordinary need
- Stimulate the formation of informal networks across silos (internal & external)
- Map what you know at the right level of granularity to allow for innovation through radical repurposing (exaptation)
- Create specialised crews, use human centric games and simulation in advance
- Map the factors and energy gradients of the current state, work to make beneficial pathways easier



# GETTING READY FOR UNCERTAINTY

Linking back to the EU Field Guide

Suggest just the Cynefin domain names for the Hexi

It can be two two-by-twos overlaid

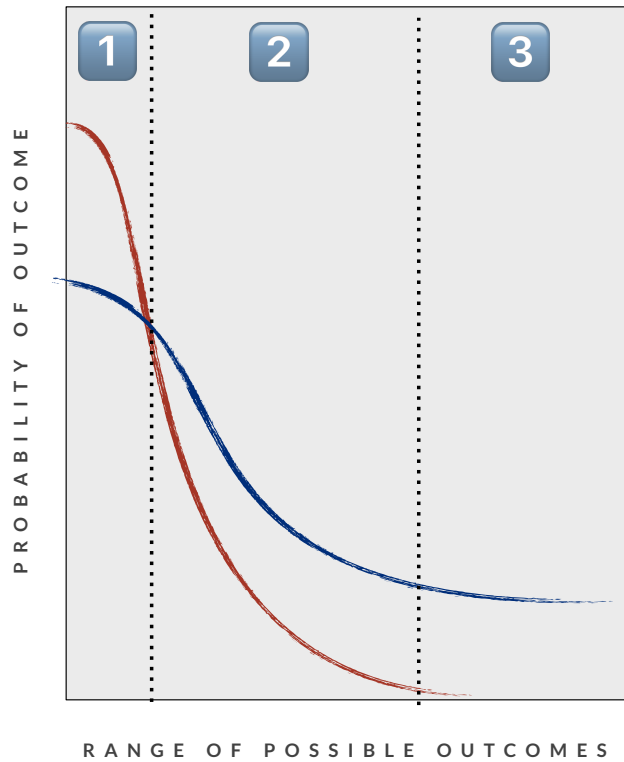
The situation in reality (ontology)

		<b>Unknownable</b>	<p><b>COMPLEX-CHAOS</b></p> <p>Create &amp; test human sensor networks in advance of need. Anthro-simulation using metaphor environments</p>	<p><b>CHAOS</b></p> <p>Death &amp; rebirth or just get lucky - rehearse the danger of trying to keep things going when its all over ....</p>
<b>unknown</b>	<p><b>COMPLICATED</b></p> <p>Establish expert CoP and similar at the right level of abstraction. Establish authority and access protocols</p>	<p><b>APORETIC</b></p> <p>The aporetic turn:train leaders to stabilise not resolve. Create parallel crews &amp; rehearse use in anthro-simulation</p>	<p><b>LIMINAL COMPLICATED</b></p> <p>Use of the Triopticon in advance &amp; short cycle rehearsals . MassSense for outliners. Create wider networks</p>	
<b>known</b>	<p><b>CLEAR</b></p> <p>Establish clear processes, monitor for compliance &amp; patterns of evasion (a warning of catastrophic failure)</p>	<p><b>COMPLEX</b></p> <p>Regular MassSense, Entangled trios with role based distributed decision coupled with anomaly detection</p>	<p><b>unimaginable</b></p>	
	<b>known</b>		<b>unknown</b>	

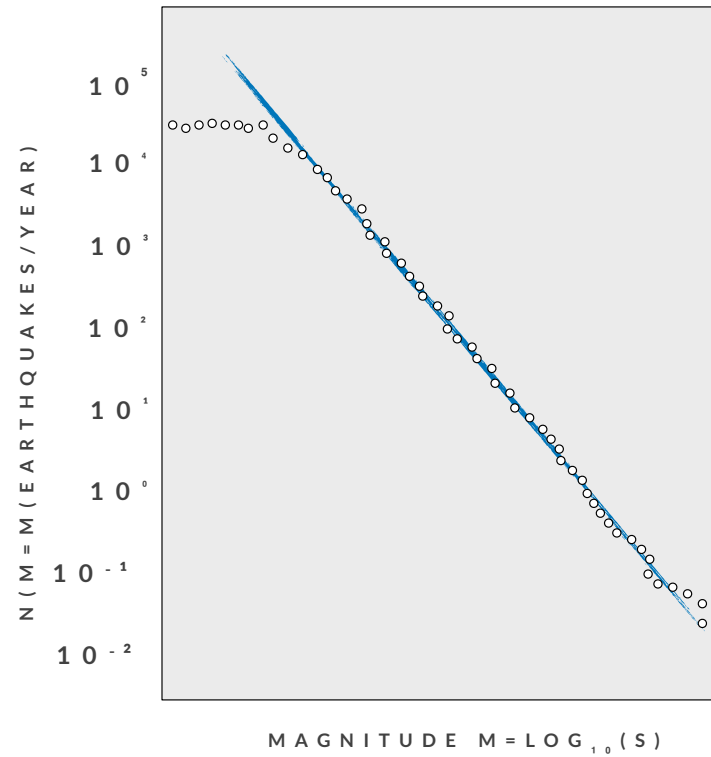
Our knowledge of the situation (epistemology)

# PARETO V GAUSSIAN

## GAUSSIAN



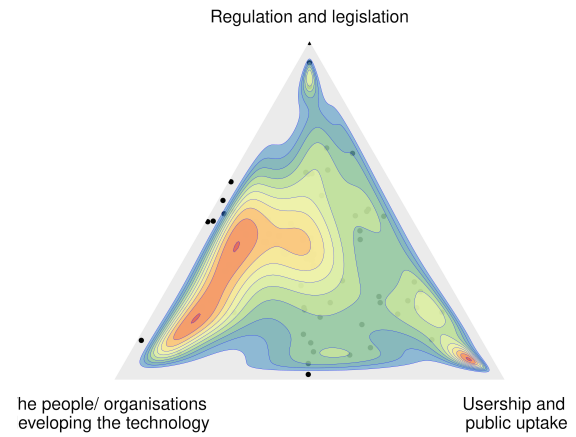
## PARETO



DERIVED FROM  
 MATERIAL  
 CREATED BY  
 MAX BOISOT  
 ACADEMY OF  
 MANAGEMENT  
 MONTREAL  
 2010

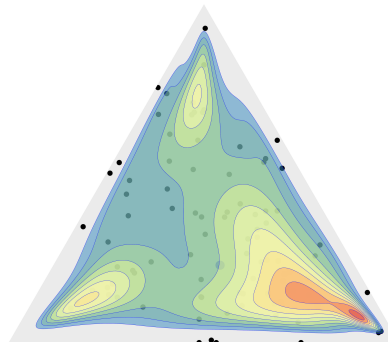


In general, responsibility for the impact of AI lies with...



In my story, AI has impacted...

Personal: a shift in mindset, philosophy or values

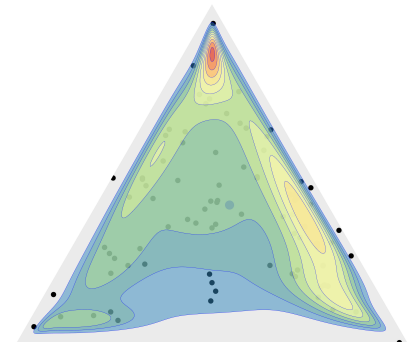


Strategy: seeing the bigger picture and knowing what to prioritise

Operational: knowing what to do practically

In my story, AI was used out of...

Convenience



Necessity

Intrigue

*“ the English verb ‘to manage’ was originally derived from the Italian maneggiare, meaning to handle and train horses. .... the emphasis is on learning with, abiding with, adapting to, respecting, and working with another complex entity: the horse and rider as co-evolving 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.”*



“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.”

*-T S Eliot*