

Dave Snowden, Founder & Chief Scientific Officer



Dave is based in the United Kingdom.

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David Snowden is the founder and Chief Scientific Officer of Cognitive Edge. His work is in the area of naturalising sense-making, seeking to base social science research and practice in the natural science. He is generally considered to be a pioneer in the application of complex adaptive systems theory to a range of social issues, and in the development of narrative as a research method. Cognitive Edge is an independent organisation that manages an open source approach to consultancy method as well as software development and research. His work extends across government and industry in a variety of fields including knowledge management, strategic planning, conflict resolution, weak signal detection, decision support and organisational development.

Snowden holds a variety of academic positions. He is a visiting professor at the Universities of Canberra, Hong Kong Polytechnic University and Pretoria and is a visiting fellow at Warwick University, Nanyang University, the Università Cattolica in Italy and the Singapore Management College. He was Director of the EPSRC (UK) research programme on emergence in 2006 and was appointed to the NSF (US) review panel on complexity science research in 2007. He is also on the editorial boards of several Knowledge Management journals and is an Editor in Chief for *Emergence*, *Complexity* and *Organisation*. His HBR cover article with Mary Boone *A leader's framework for decision making* was selected as the 2007 Best Practitioner-Oriented Paper in Organizational Behavior by the Organizational Behavior Division of the Academy of Management. The citation read:

"This paper introduces an important new perspective that has enormous future value, and does so in a clear way that shows it can be used.

"[The article] makes several significant contributions. First, and most importantly, it introduces complexity science to guide managers' thoughts and actions. Second, it applies this perspective to advance a typology of contexts to help leaders to sort out the wide variety of situations in which they must lead decisions. Third, it advises leaders concerning what actions they should take in response."

He previously worked for IBM where he was a Director of the Institution for Knowledge Management and founded the Cynefin Centre for Organisational Complexity. He was selected by IBM as one of six "on-demand" thinkers for a world wide advertising campaign. Prior to that he worked in a range of strategic and management roles in the service sector. He has extensive international experience and has

been engaged in a range of DARPA and other government funded research programmes in the field of counter terrorism. He lives in the UK where he pursues the co-evolutionary passions of Welsh Rugby and Wagnerian Opera.

Appointments

Director for EPSRC (Engineering and Physical Sciences Research Council UK) funding allocation on sub-ject of Emergence

Editor in Chief (with Peter Allen, Cranfield and Jeffrey Goldstein, ISCE & Aldephi) for Emergence, Com-plexity and Organisation

Editorial Board of several academic and practitioner journals in the field of knowledge management includ-ing The Journal of Knowledge Management & The Journal of Information and Knowledge Management

Adjunct Professor of Knowledge Management, University of Canberra, Australia

Fellow of the Information Systems Research Unit at Warwick University, England

Adjunct Professor at the Hong Kong Polytechnic University

Faculty Member and MiNE Fellow, The Master of Management in the Network Economy (MiNE) Program of the Universita' Cattolica at Piacenza, Italy

Visiting fellow at the Institute of Defense and Strategic Studies at Nanyang Technological University Singa-pore 2006

Other roles

Lead authority European Commission report on the knowledge society

Special award at Academy of Management in Washington 2000 for original contributions to Knowledge Management, in particular the use of narrative and complexity theory

Founder member of the BIS Committee for Standards in Knowledge Management

Editor of two CBI (Confederation of British Industry) short guides to Knowledge Management

Annual Management Lectures at the Universities of Cardiff and Manchester

Substantial body of conference speaking at major events throughout the world, keynoting with figures such as Charles Handy, Peter Drucker and Tom Peters.

Special Advisor on sense making, Singapore Ministry of Defense.

Selected by IBM as one of six "on-demand" thinkers for a world wide advertising campaign

Partial List of Publications

Willmott, H., and Snowden, D. (1997). "Knowledge Management: Promises and Pitfalls." <I>Mastering Management--The Reader 8,<I> [Financial Times], 17-22

Snowden, D. (1999). "Story Telling: An Old Skill in a New Context." Business Information Review, 16(1), 30-37. March

Snowden, D. (1999). "The Paradox of Story: Simplicity and Complexity in Strategy." Scenario and Strategy Planning, 1(5), 16-20. November

Snowden, D.J. (1999) Spies Like Us in Leading Edge Vol 1 pp21-26

Snowden, D.J. (2000) "The Art and Science of Story" two part article in Business Information Review Issue 17 (3) & (4)

Snowden, D. (2002) "Complex Acts of Knowing: Paradox and Descriptive Self Awareness" in the Journal of Knowledge Management – Vol. 6, No. 2, (May) pp. 100-111

Snowden, D. (2003) "Managing for Serendipity: or why we should lay off 'best practice' in Knowledge Management" in Journal of Knowledge Management ARK May 2003

Kurtz, C & Snowden, D (2003) "The New Dynamics of Strategy: sense making in a complex-complicated world" in IBM Systems Journal" Volume 42 Number 3 pp 462-483

Mark, A & Snowden, D (2004) "Researching practice or practising research - innovating methods in healthcare the contribution of Cynefin" Presented paper at the Organisational Behaviour in Health Care Con-ference held by the Centre for Health and Policy Studies (CHAPS) University of Calgary at the Banff Centre Alberta Canada

Snowden, D & Stanbridge, P (2004) "The landscape of management: creating the context for understanding social complexity" in Emergence: Complexity and Organisation Volume 6 Numbers 1&2 Fall 2004 pp 140 – 148

Snowden, D (2005) "Multi-ontology sense making – a new simplicity in decision making" in Informatics in Primary Health Care 2005:13:00-00

Snowden, D (2005) "From Atomism to Networks in Social Systems" in *The Learning Organization* Vol. 12, No. 6 (2005).

Book Chapters

Snowden, D. (1997) "A Framework for Creating a Sustainable Programme" in *Knowledge Management* Ed. Rock, S. London: Caspian Publishing (Republished in *Knowledge Management Year Book 1999* Butter-worth April 1999)

Snowden, D. (1999) "Liberating Knowledge" Introductory chapter to *Liberating Knowledge* CBI Business Guide, Caspian Publishing October pp 9-19 (also editor of guide)

Snowden, D. (2000) "Cynefin: a sense of time and space, the social ecology of knowledge management". In *Knowledge Horizons : The Present and the Promise of Knowledge Management* ed. C Despres & D Chauvel Butterworth Heinemann October 2000.

Snowden, D.J. (2000) "Story Telling and other Organic Tools for Chief Learning Officers and Chief Knowledge Officers" In *Action: Leading Knowledge Management and Learning* ed. Bonner, D ASTD (www.astd.org)

Snowden, D (2003) "Narrative Patterns: the perils and possibilities of using story in organisations" in Eric and Laurence Prusak eds. *Creating Value With Knowledge* Oxford University Press Sept/October

Snowden, D. (2003) "Knowing what we know: language and tools for knowledge mapping" invited chapter in forthcoming book on *Knowledge Management in HR* from Butterworth

Snowden, D (2004) "Strategy in the context of Uncertainty" in Patricia Coate (ed) *The Handbook of Business Strategy* Emerald Group Publishing

Oliver, G.R./Snowden, D.J. (2005): Patterns of narrative in organizational knowledge sharing: Refolding the envelope of art-Luddism and techno-fabulism. In: Schreyögg, G./Koch, J. (Eds.): *Narratives and knowledge management. Exploring the links between organizational storytelling and knowledge management*. Berlin: Erich Schmidt Verlag, 15-72.

Lazaroff, M & Snowden, D "Anticipatory modes for Counter Terrorism" in Popp, R & Yen, J *Anticipatory Models for Counter Terrorism* Wiley-IEEE Press 2006

Kurtz, C & Snowden D "Brambles in a Thicket" in Gibbert, Michel, Durand & Thomas *Strategic Networks: Learning to Compete* Blackwell 2007 (forthcoming)