

SENSEMAKING-- Weick's 7 Features

by K. Weick
Book - 1995

Current Paradigm

• RETROSPECTIVE - jury story

- if outcomes perceived to be bad, antecedents reconstructed
- past indeterminacy favors order and over simplifies causality
- once feeling of order, clarity achieved retrospective processes stop
- projects at top or bottom differ dramatically in reading of same events, even of what seems as threat or opportunity
- retrospection wrongly implies that errors should have been anticipated and that good analysis, good discussion, will yield good results

see 51113

-AAR?

transformation → error that can be made

• Enact Environment- what's reality?

- people seem to need the idea that there is a world with pre-given features or ready made reality
- need of individuals to create fact order or recognize external reality
- people act in ways that their assumptions of realism become warranted
- people make sense of things by seeing a world in which they already impose what they believe

see Deming's 7000 jobs

see our limits because structure for polyocular

• Social

- not really shared meanings, but coordination of action based on equivocal meanings, distributed meanings and overlapping views of ambiguous events
- organizations drift to architecture of simplicity, a good name allows action (ACS)
- mind and self arise in social processes (Mead)

Aid as perfectionist

• Focus on Extracted Cues - Alps

- a presumed order becomes tangible when faith is followed by enactment (if you're in despair act as though believe faiths comes afterwards)
- importance lies in fact that cues tie elements together cognitively- these presumed ties are given more substance when act if real (Make Sense Epist.)
- people can make sense of just about anything (Alps)
- extracted cues are simple familiar structures that are seeds from which people develop a larger sense of what may be occurring
- small features have a surprisingly large effect on sense making

Future Paradigm

- no lived experience can be exhausted by single interpretive scheme
- people not need more information, rather values and priorities otherwise overwhelmed
- why trapped at KISS?

Low of 3-4-5-6-7-8-9-10-11-12-13-14-15-16-17-18-19-20-21-22-23-24-25-26-27-28-29-30-31-32-33-34-35-36-37-38-39-40-41-42-43-44-45-46-47-48-49-50-51-52-53-54-55-56-57-58-59-60-61-62-63-64-65-66-67-68-69-70-71-72-73-74-75-76-77-78-79-80-81-82-83-84-85-86-87-88-89-90-91-92-93-94-95-96-97-98-99-100

- accept that groundlessness is the very condition for richly textured and interdependent world of human experience not fixed but continually shaped by types of actions we engage in- we create process--overcome Cartesian anxiety
- in US answer qt in Japan define qt 1st
- understand Follett
- NOTE- maybe people can only learn socially; the power of multiple perspectives

see Disjunct

network of intersubjectively shared meaning (sustained through development and use of common language)

↳ but not explicit - operationalized I W&O

- if we could be aware of how we make sense of just about anything

→ other go to - Culture

→ way of interpretation
↳ role of facilitator
↳ give confidence

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• Ongoing

- world is continuous and dynamic, yet resort to absolute categories that ignore large pieces of continuity--entrap in misconceptions
- same portion of flow might be labeled either problem or solution to justify some perceived choice
- when people perform an organized action sequence and are interrupted, they try to make sense of it, longer search the higher the arousal, the stronger the emotion
- arousal and sensemaking-perception arouses and triggers a rudimentary act of sensemaking. it provides the warning that there is a stimulus to which attention must be paid

- flows are the constants of sensemaking- taught by open systems folks- to understand sense making is to be sensitive to ways folks chop out moments and cues-- vary by CL?

• Plausible

- people who want to get to action tend to simplify rather than elaborate
- doesn't rely on accuracy - sensemaking is about plausible, pragmatic, coherent....
- plausibility- ability to use min. cues quickly
- people find sensible those things they can do something about
- sensemaking takes a relative approach to truth in changing world, bold actin based on illusions are adaptive

- appreciate more complexity

- double loop/ see better connection theory to reality

- funnel--do we need more today

• Identity

- sense making matters- failure causes one to question nature of self and world
- intentional sense making is triggered by failure to confirm one's self
- imagine our appearance to other, imagine their judgment, some feeling of that judgement-- Ladder of Inference
- sense making occurs in service of maintaining a consistent positive self conception
- need of self concept 1) self enhancement, 2) self efficacy 3) self consistency.

what's the level of self view at some hierarchy of selves -> so don't conflict with consistency need of self

- vision of mutable self-how can flexibility, mutability, and adoptability become central elements in self concept

- once know who am, know what's out there but also converse

rigors in many sense - vs. AIB

know how since apha

29/32

Soup - order - ultimate or mltly way

known (emerge) unknown / incommensurable

physic. vs. psych. operate as believe (with this must be)

perhaps Reality

cope with ambiguity confusion

this sense of process become

see Bouscher (8) role of self core - mutable

multiple selves / one center

fear + straddles - case -

- bounded experiential - variative ambiguity

note

failure

low of situation

deep

low of situation

low of situation

low of situation

low of situation

low of situation

low of situation

low of situation

low of situation

low of situation

low of situation