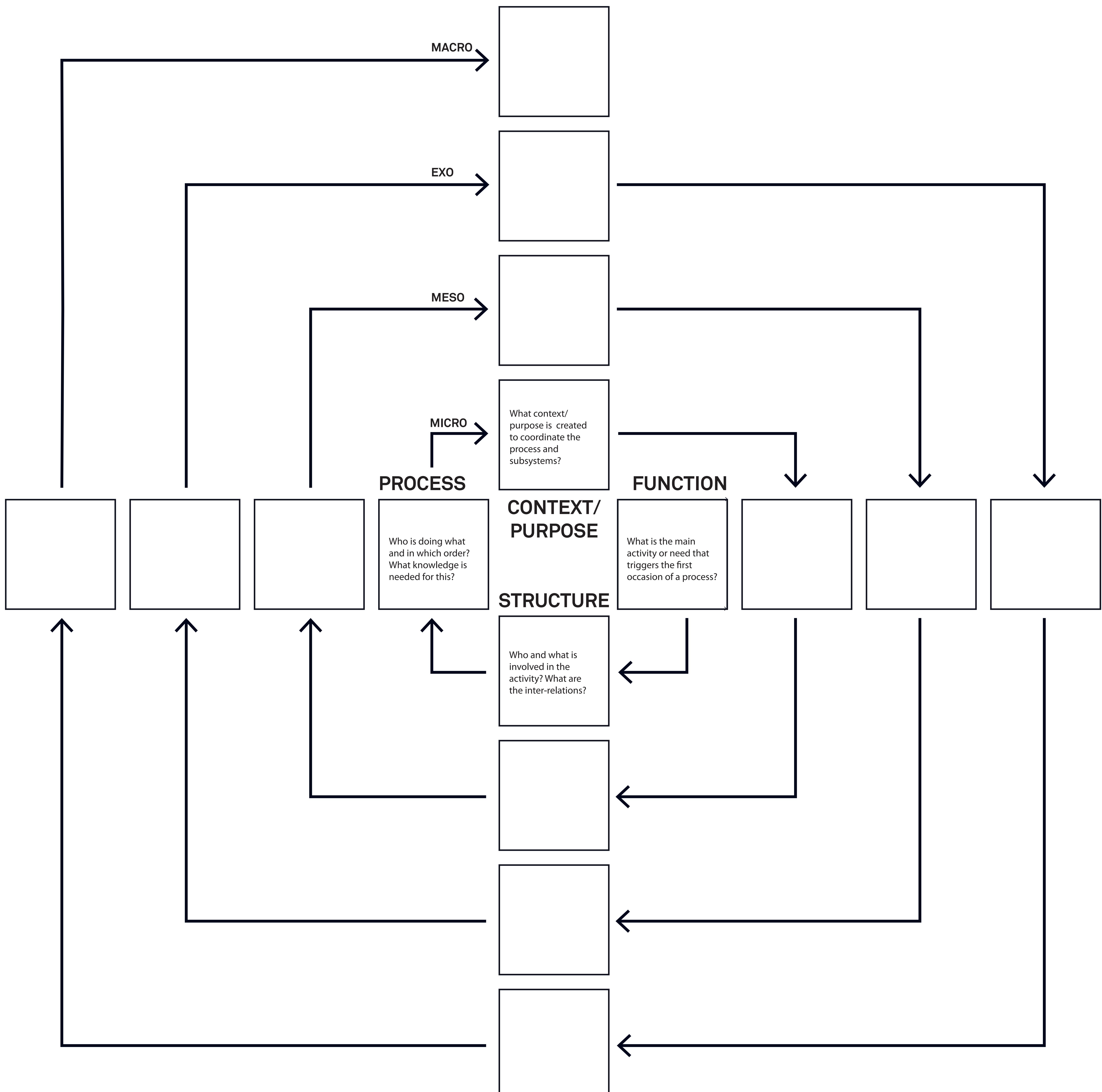
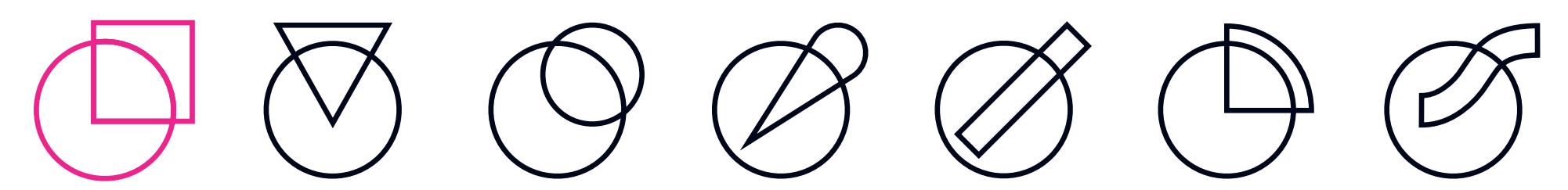
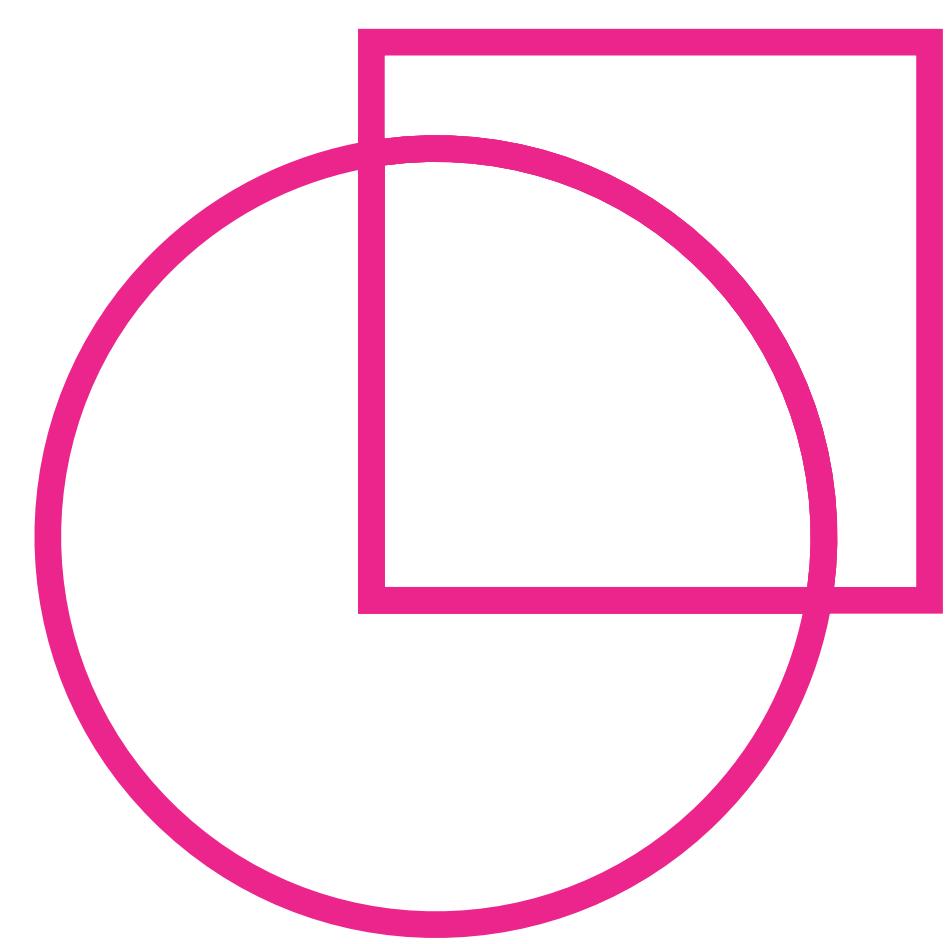


ITERATIVE INQUIRY

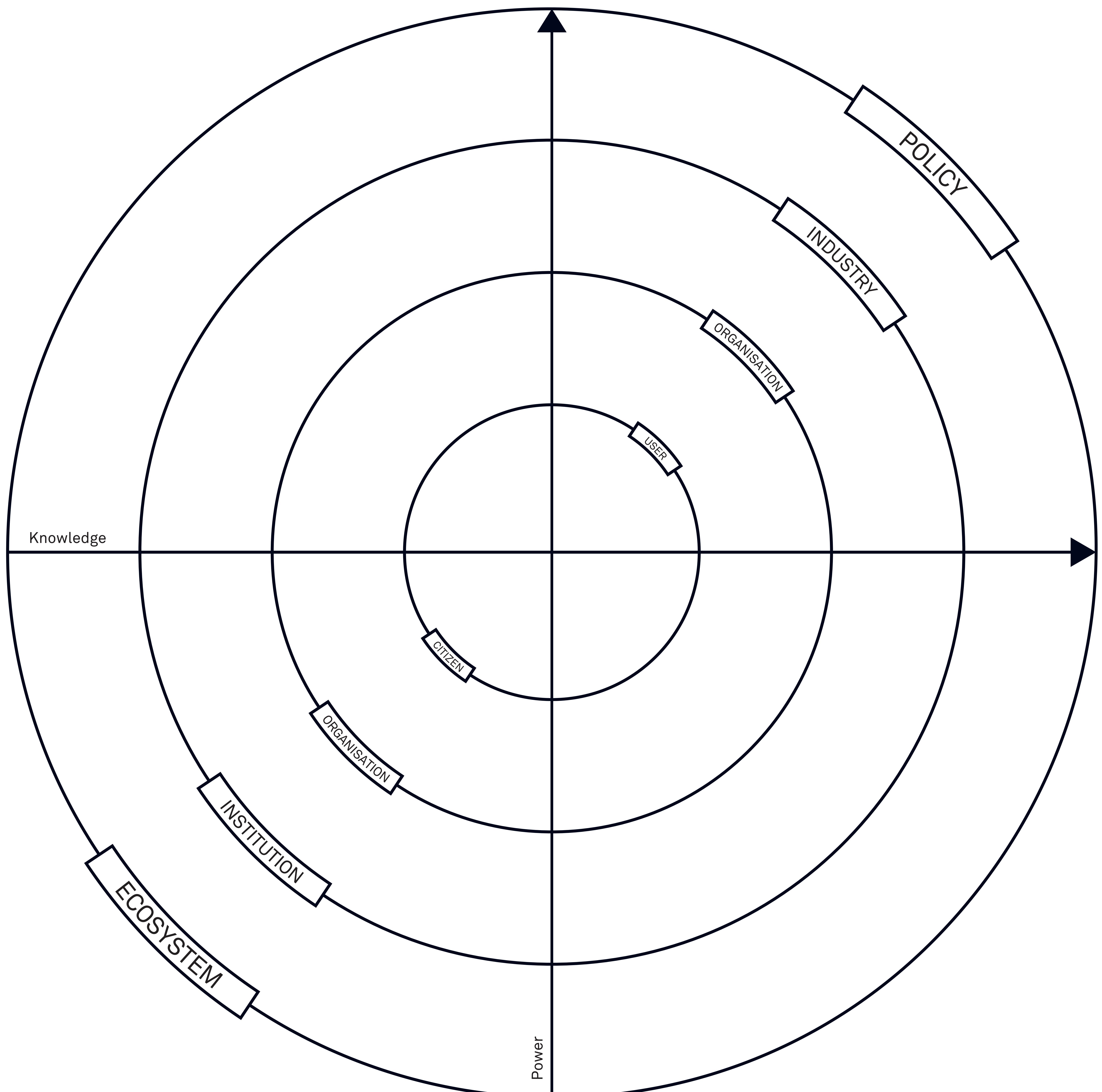
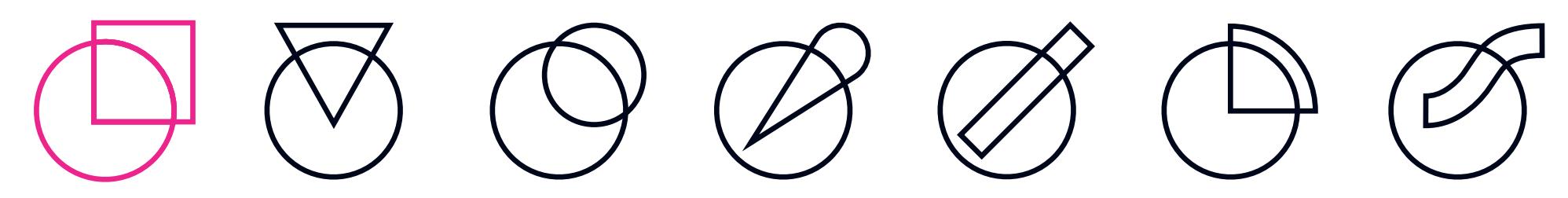
Framing the System

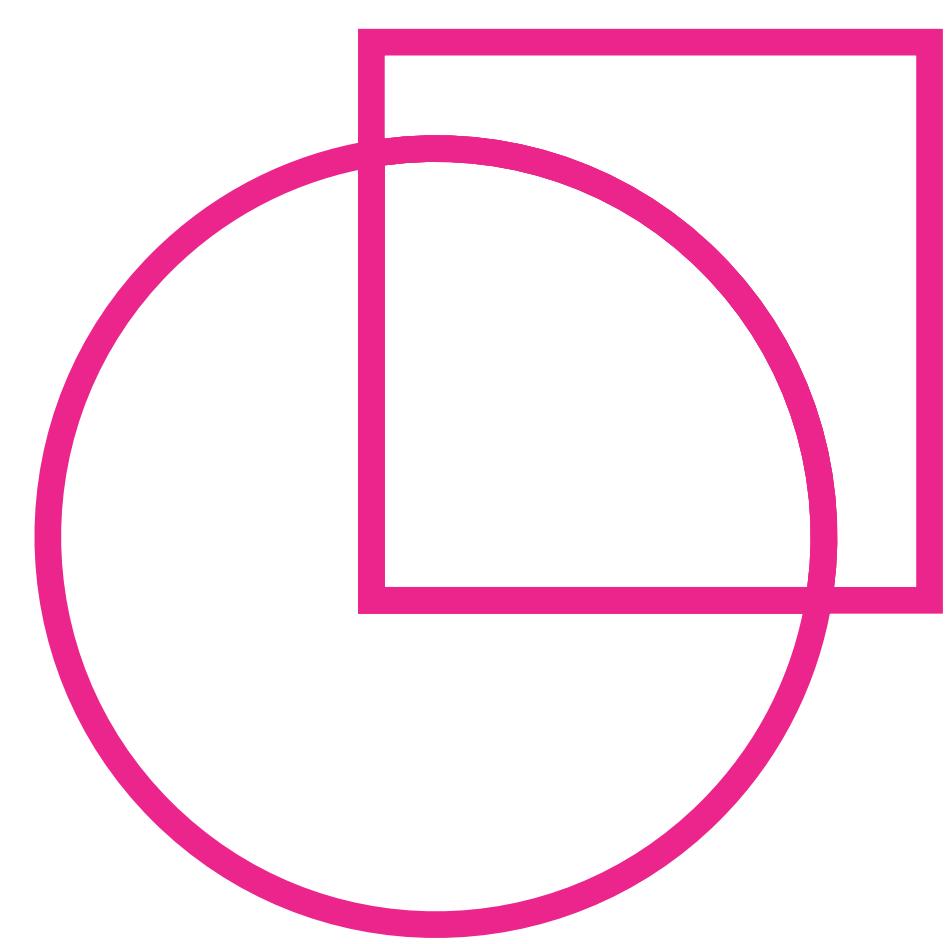




ACTORS MAP

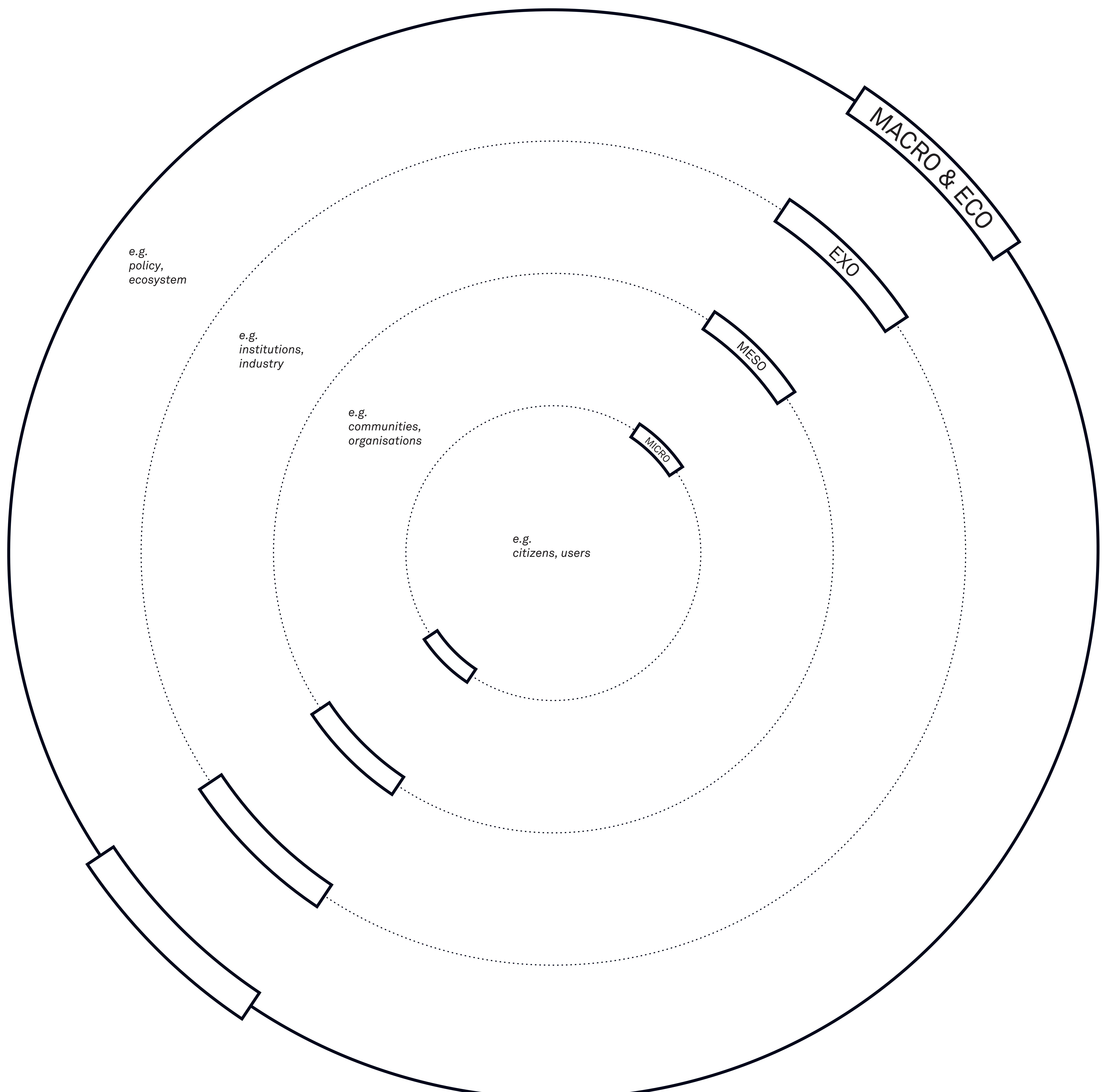
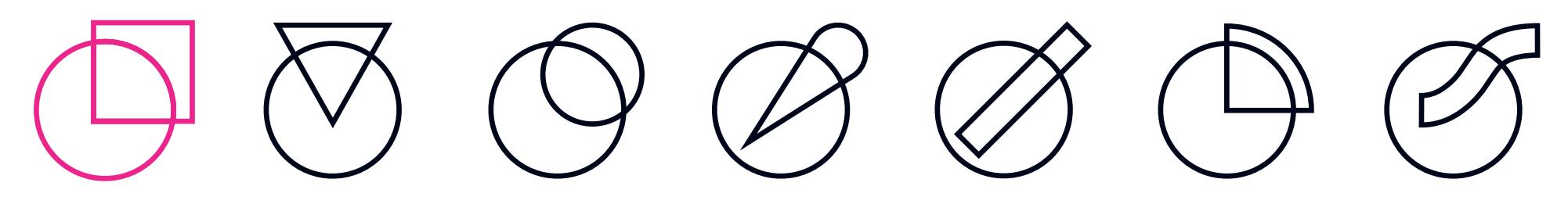
Framing the System

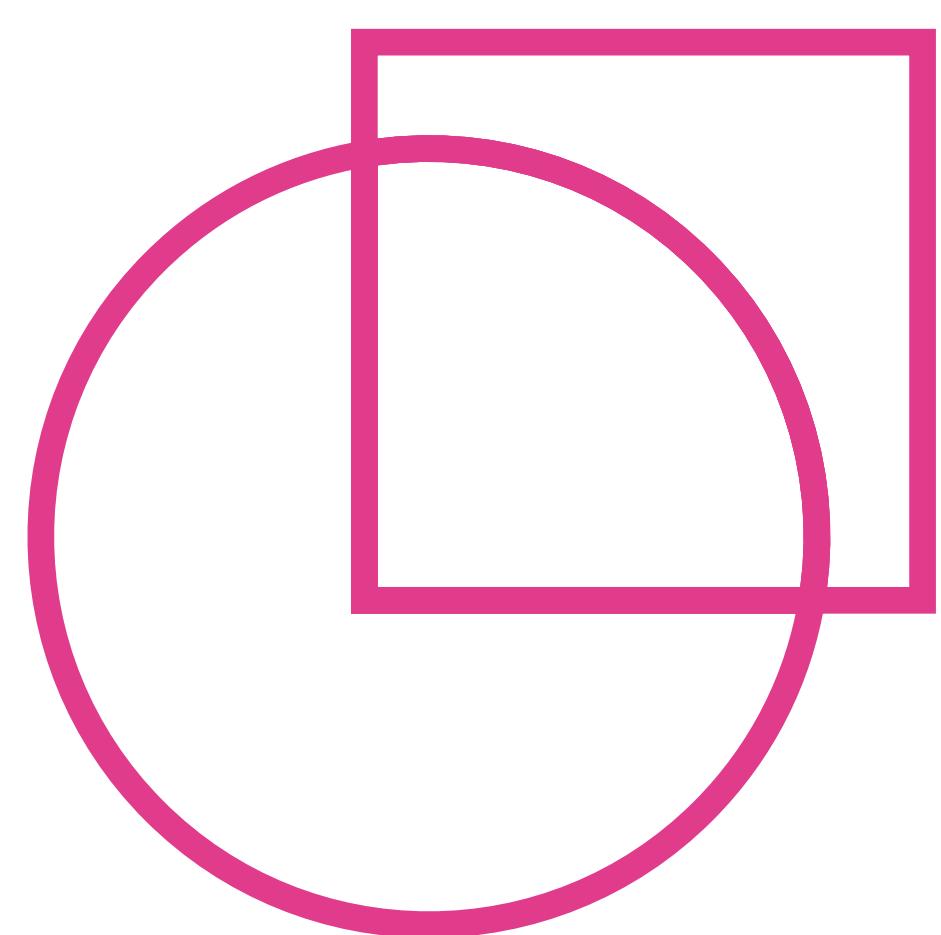




ACTORS MAP


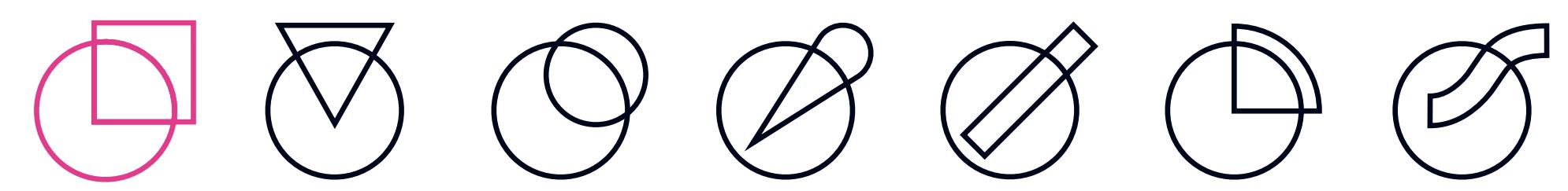
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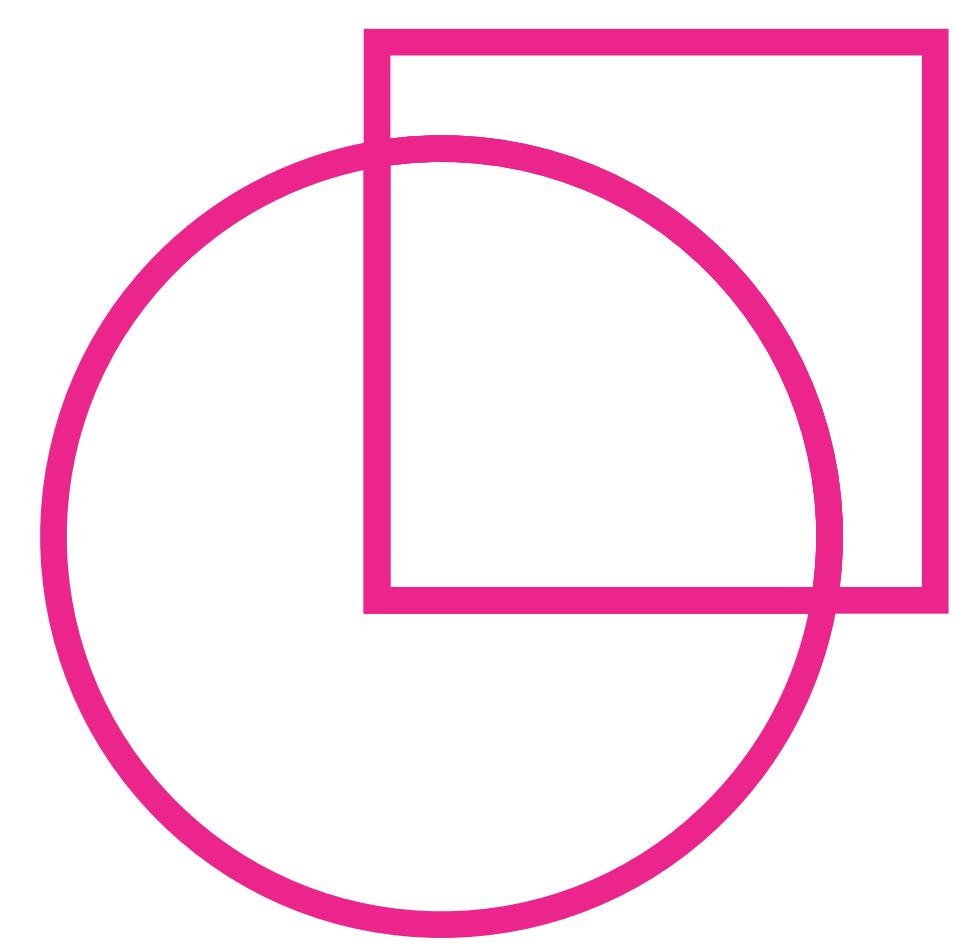




RICH CONTEXT

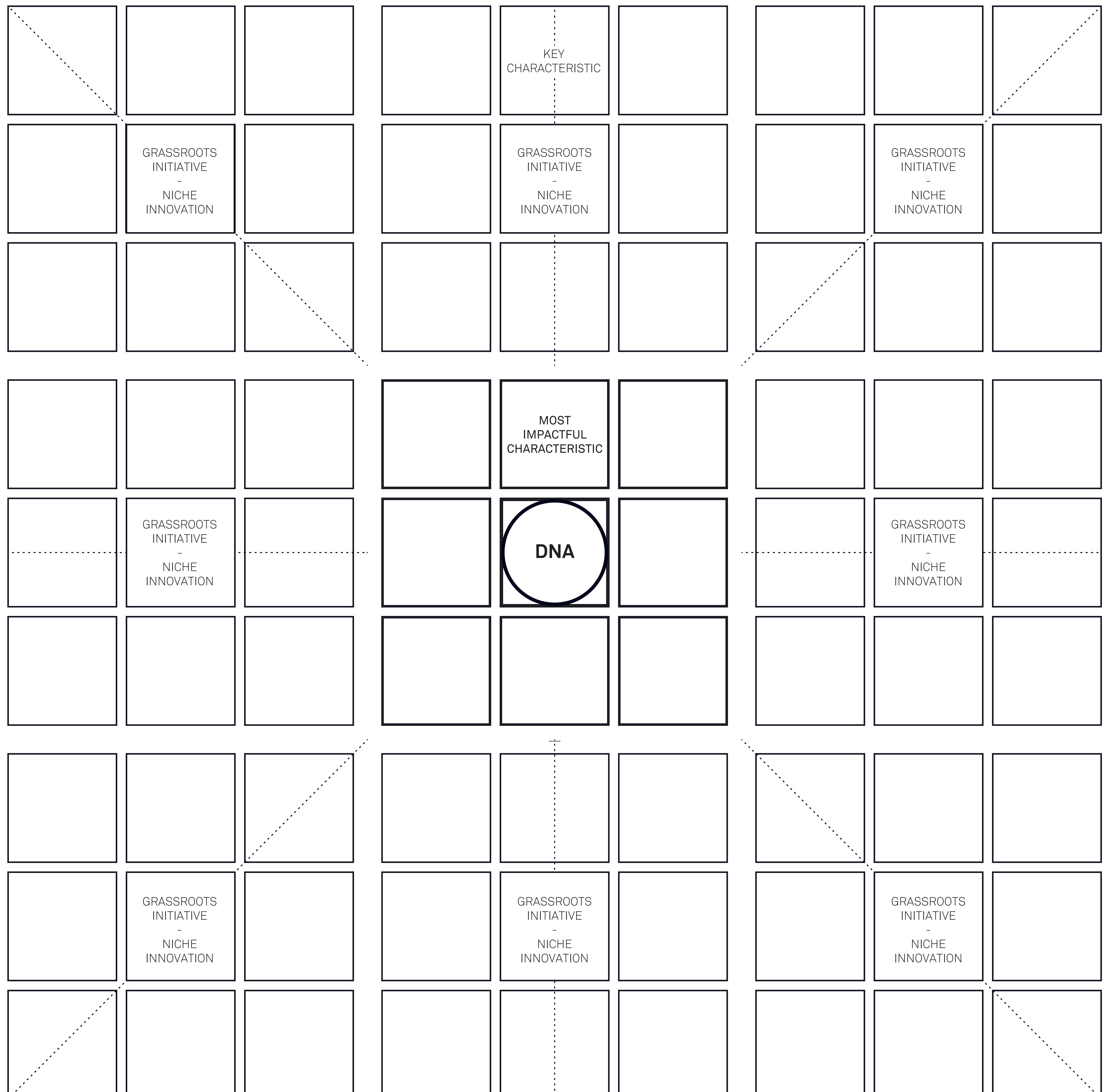
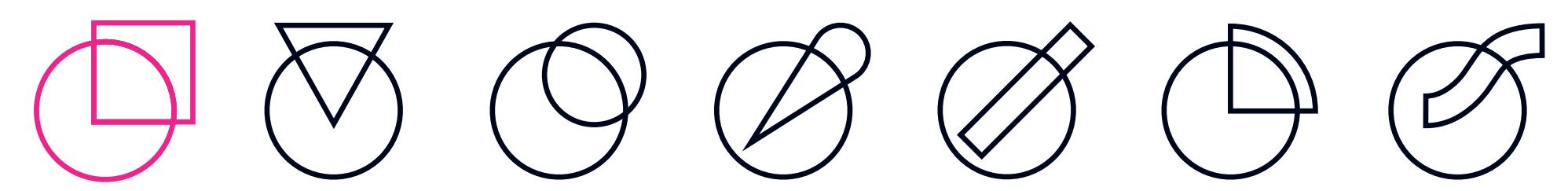
Framing the System

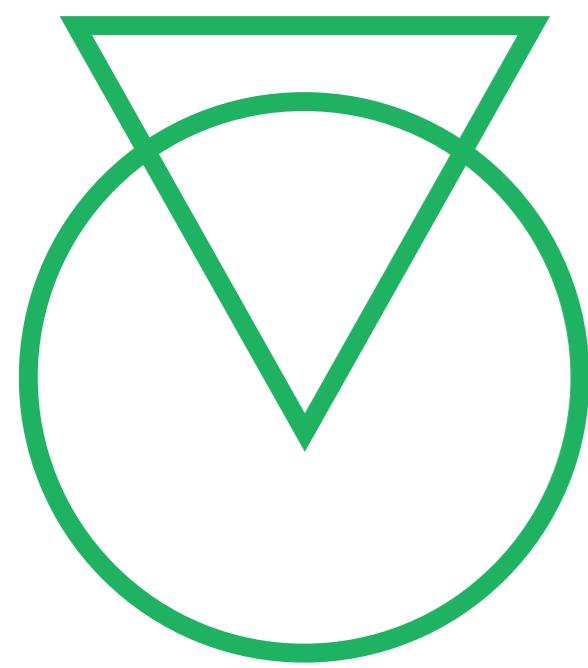




NICHE DISCOVERY

Framing the System





STAKEHOLDER DIMENSIONS

Listening to the System



1 CHARACTERISTICS OF THE STAKEHOLDERS

Decide on the most important characteristics that have an influence on your systems' behaviour.

EXTREME

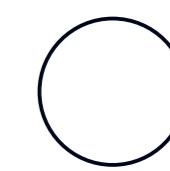
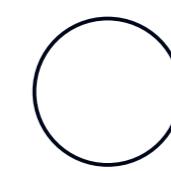
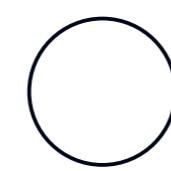
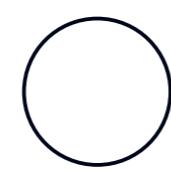
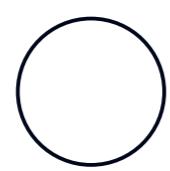
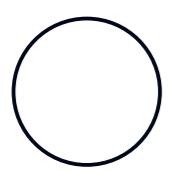
CHARACTERISTIC

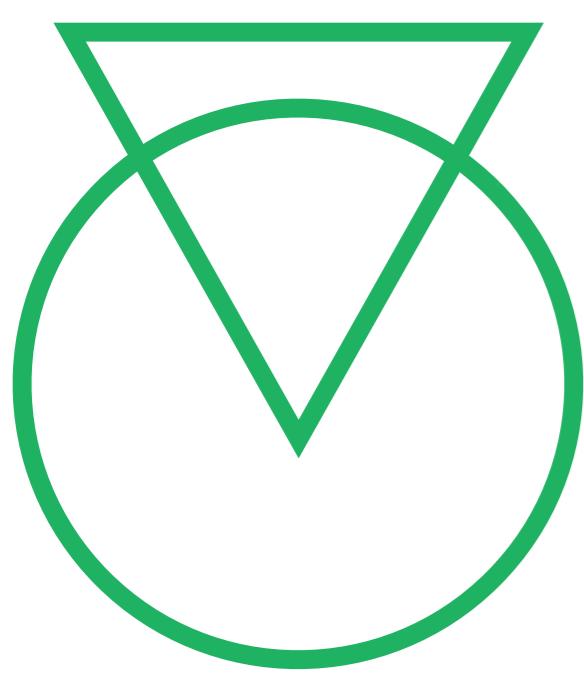
EXTREME

The image consists of a series of 12 horizontal black lines, each accompanied by a double-headed horizontal arrow. The lines are evenly spaced vertically and extend from the left edge to the right edge of the page. The arrows are positioned to the left of each line, pointing in both directions to indicate a range or span. The lines and arrows are rendered in a clean, minimalist style.

2 INTERVIEW PROFILES

Determine realistic combinations of characteristics that together could form an (extreme) user. Use each extreme at least once.





RESEARCH QUESTIONS

Listening to the System



LITANY

(events and trends)

Start by listing questions relevant to current issues and observations (as the litany) at the top of the iceberg.

STRUCTURES & SYSTEMS (underlying causes)

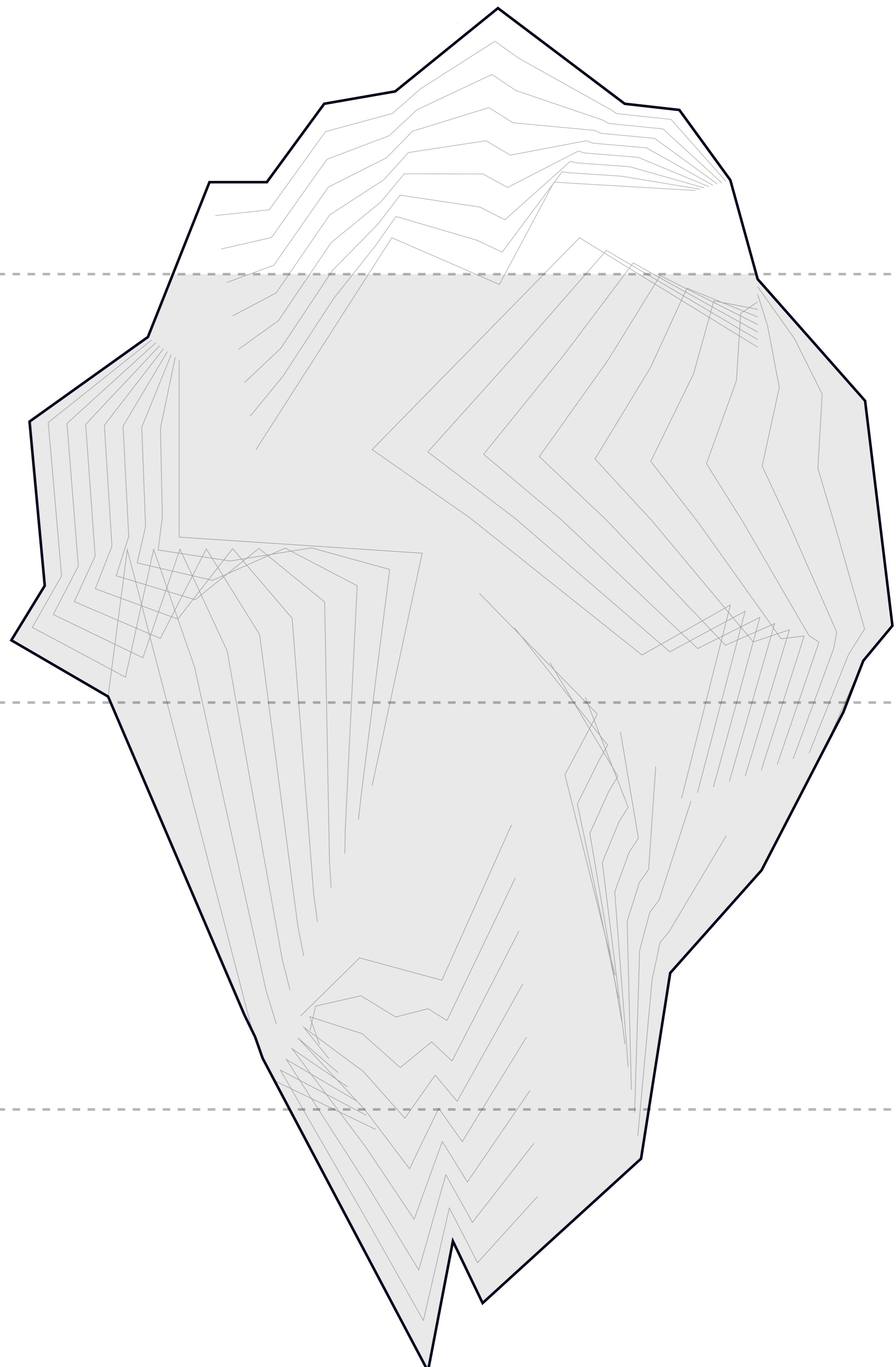
List questions that draw out the STEEP criteria: Social, technological, economic, environmental, political, as well as cultural-historical issues and evolutions.

WORLDVIEW & VALUES (paradigms)

List questions that draw out values and worldviews that sustain the trend or legitimate the causes.

DEEP MYTH (metaphors)

Define questions that articulate the myths and metaphors, the unconscious beliefs that maintain the system or are leading to change.





CONTEXTUAL INTERVIEW

Listening to the system



Stakeholder Segment
Location & setting Date

PHASE OR ACTIVITY

Ask the interviewee to tell you about their experience, from start to finish.
This can be about the experience during a whole lifetime, a longer period or during a particular event. Note down the various steps.

Before _____

During _____

After _____

EMOTIONS AND DYNAMICS

Let the interviewee draw the experience in a form of a curve. How positive or negative was the experience? What was the main feeling at each step?
What/who triggered the changes? How did things evolved over time? What made things go worse or better?



TIME



WHY QUESTIONS

Take a look at the most extreme moments (positive or negative).
Keep asking why until you find the underlying contributing factors.

CONTEXTUAL QUESTIONS (POEMS)

People

Who was involved in the activities?

Objects

What things were used in the activity?

Environment

What was the setting where the activity happens?

Messages

How was the information transferred?

Services

What systems or people enabled the activity?



ACTANTS MAP

Listening to the System



PURPOSE

PURPOSE

SHARED PURPOSE

Expectations, aspirations

Concerns

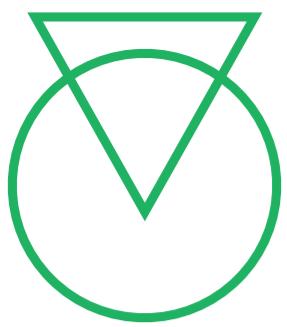
Expectations, aspirations

Concerns

VALUE EXCHANGE

gives (not)→

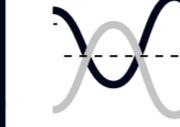
←..... gives (not)

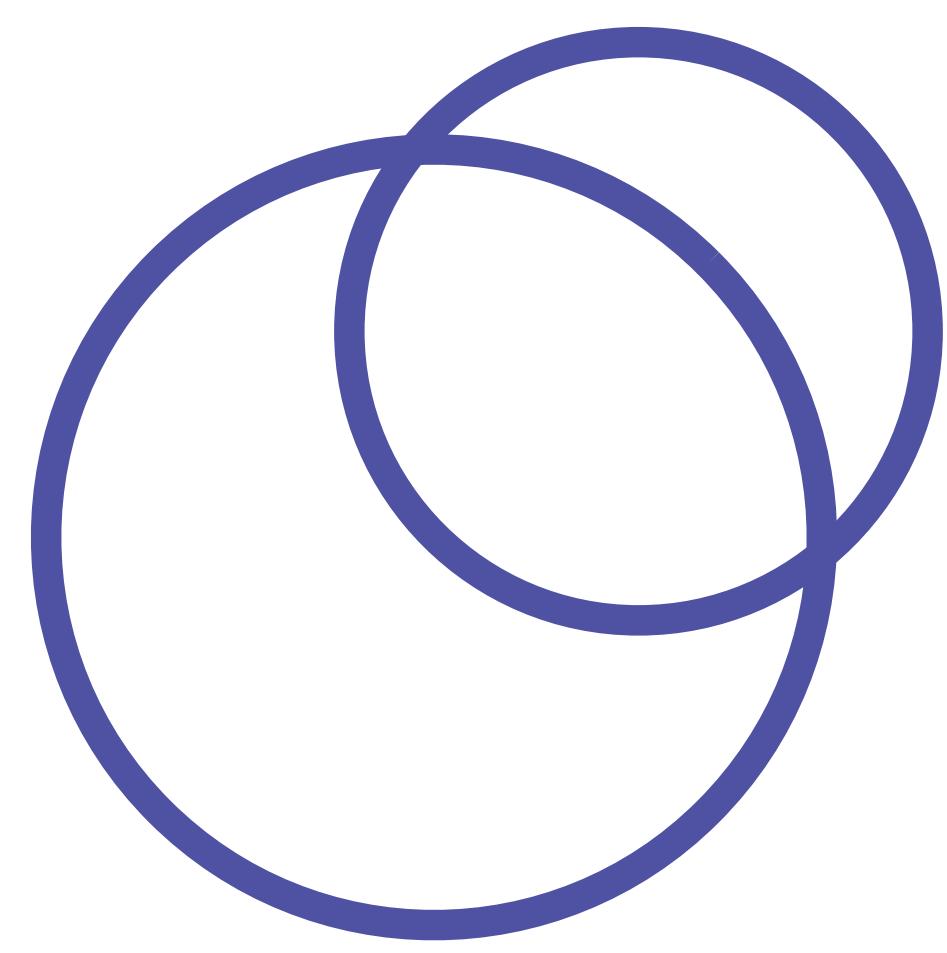


ACTANTS MAP

Listening to the System

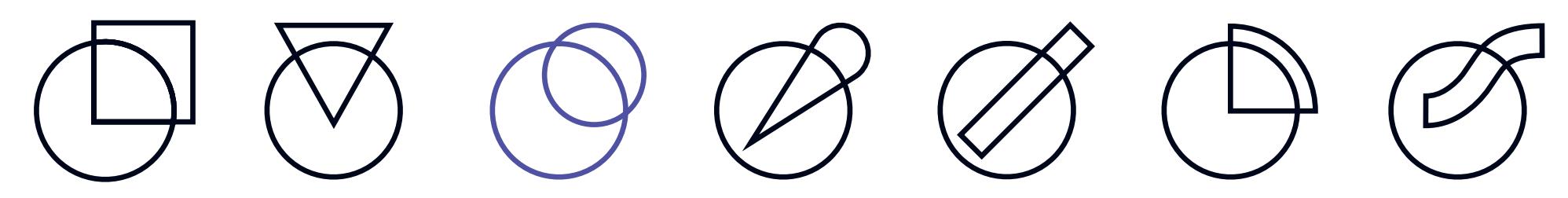


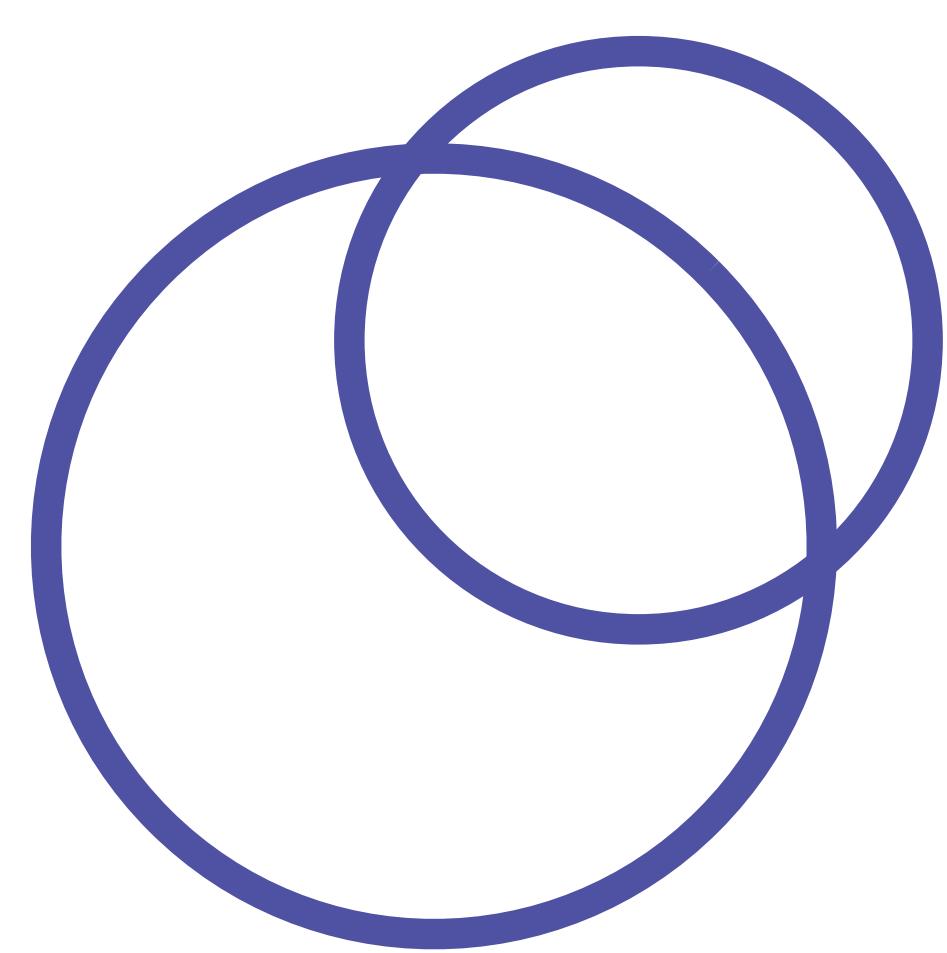
| ACTANT 1 | ACTANT 2 | |
|-------------------------------|-------------------------------|--|
| | |  EXPERIENCE OVER TIME Draw the curves for both actants |
| "PERSPECTIVE" on the issue | "PERSPECTIVE" on the issue |  +  - time → |
| | |  What makes the experience change? |
| | |  What explains the differences between the curves? |



SOCIAL ECOSYSTEM

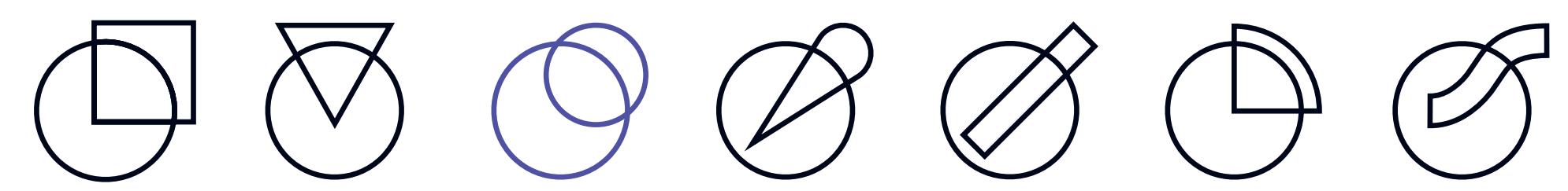
Understanding the System



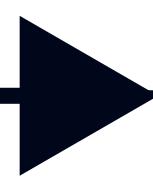


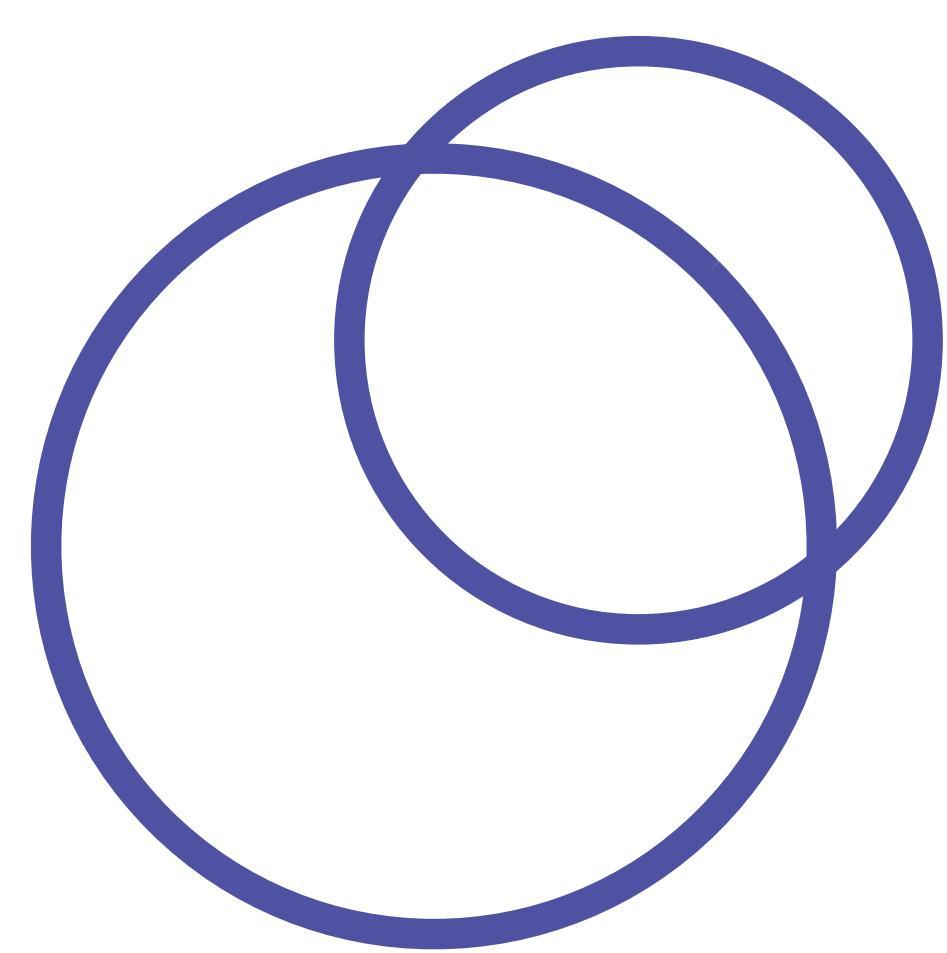
SOCIAL ECOSYSTEM

Understanding the System



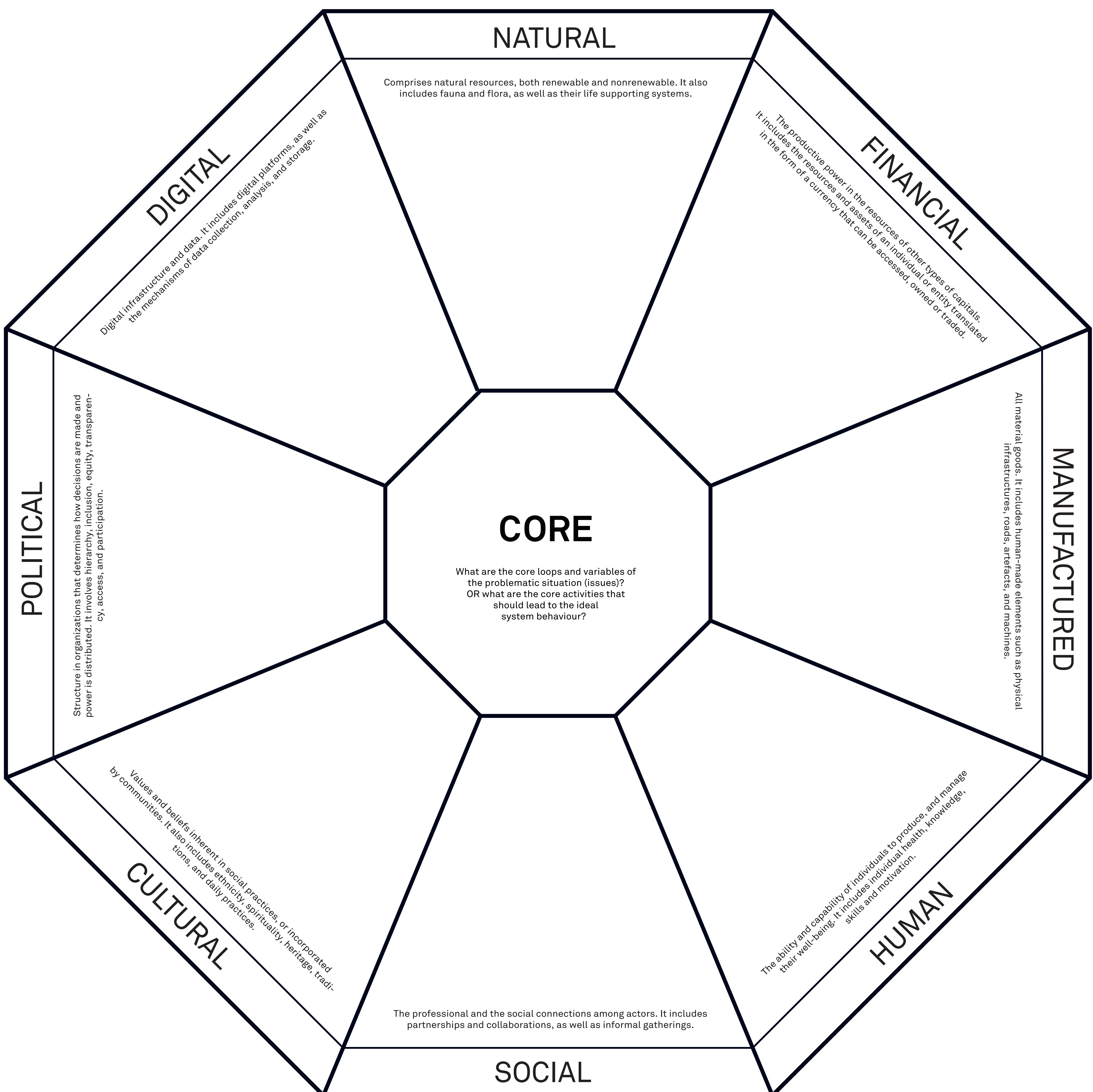
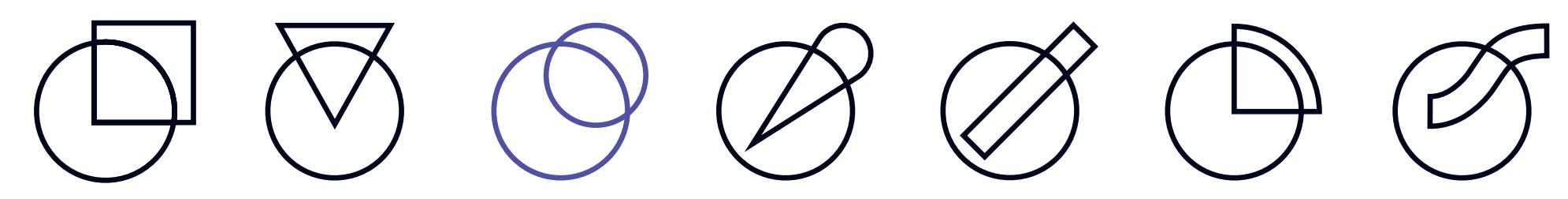
TRANSITIONAL EVENT

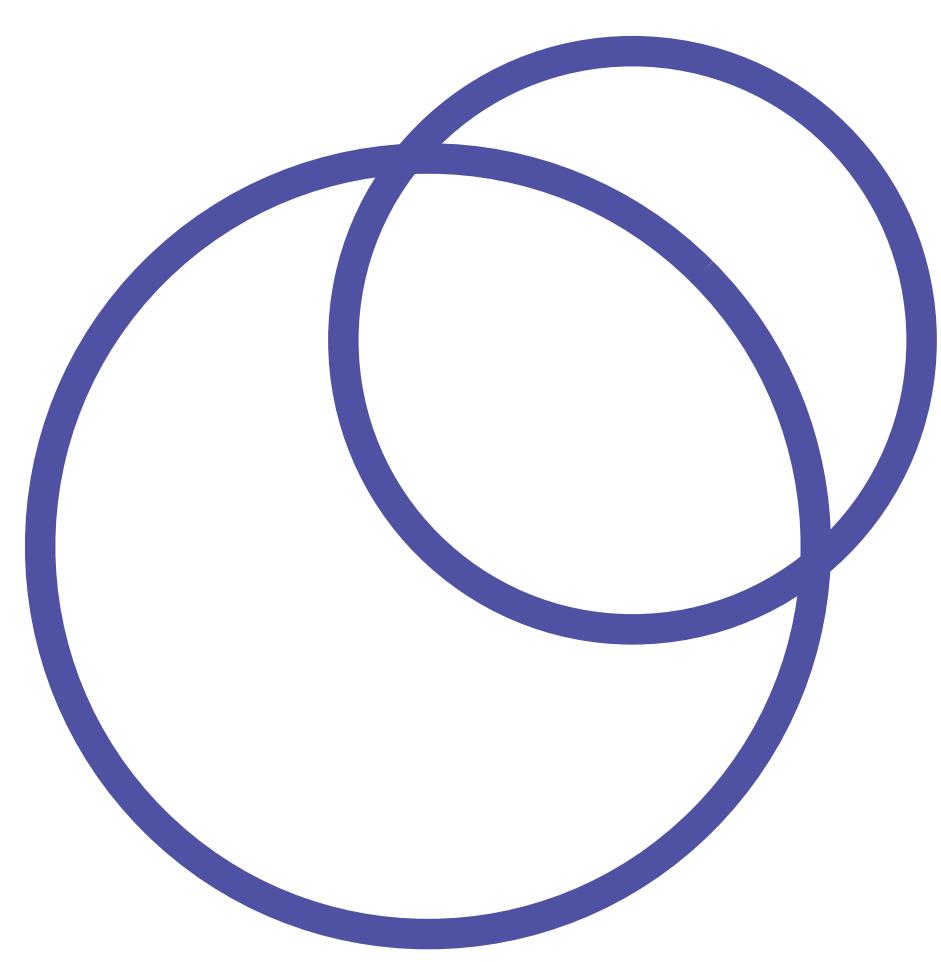




MULTICAPITALS SYSTEMS MAP

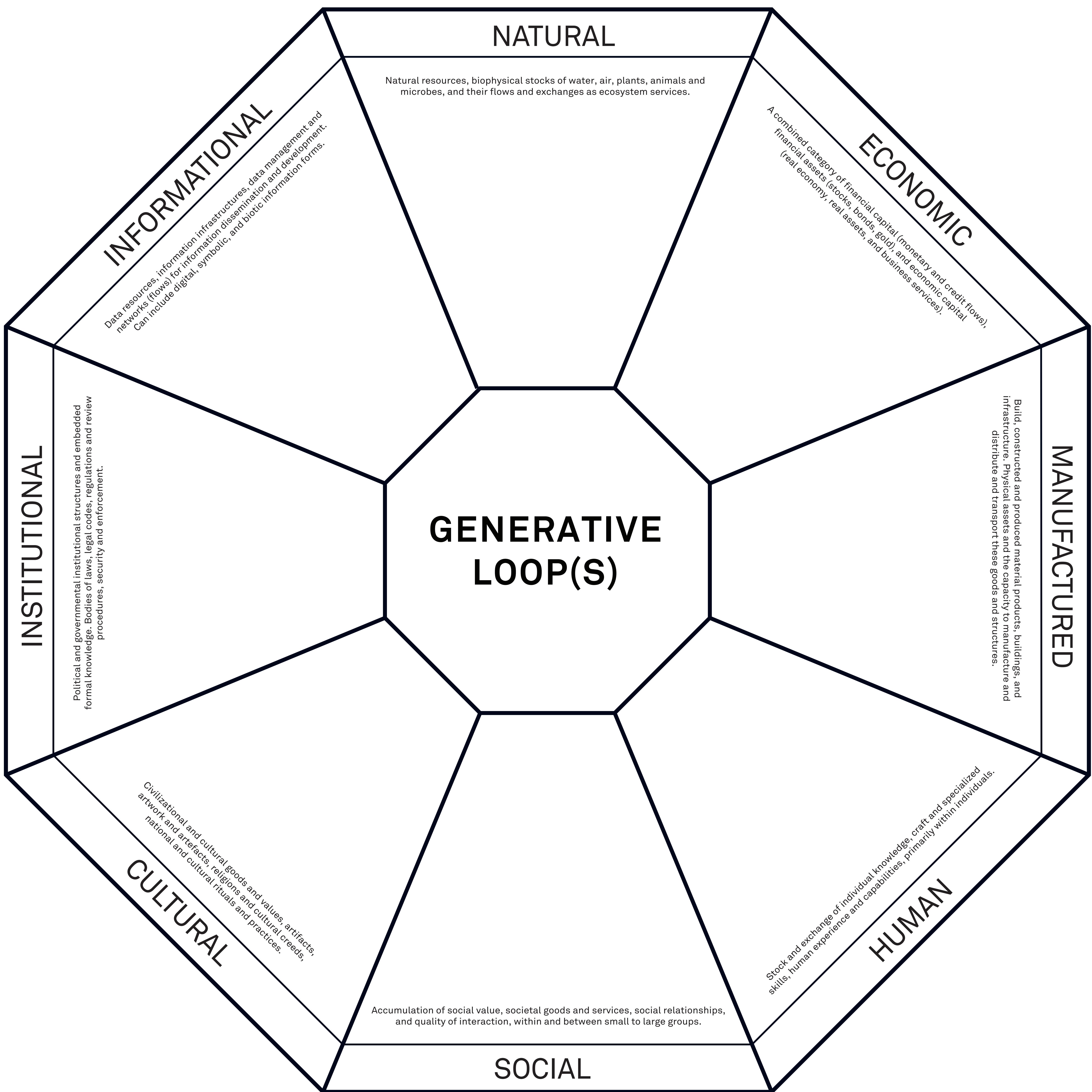
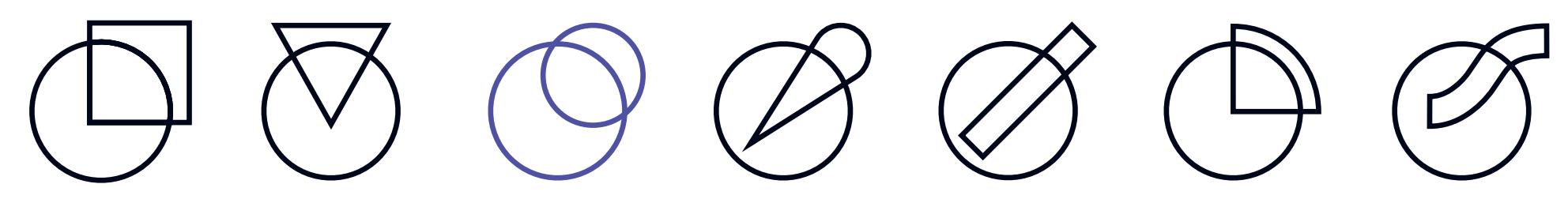
Understanding the System

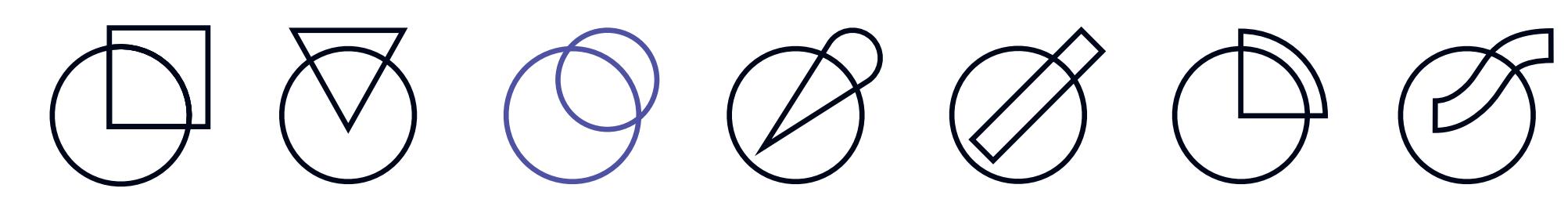
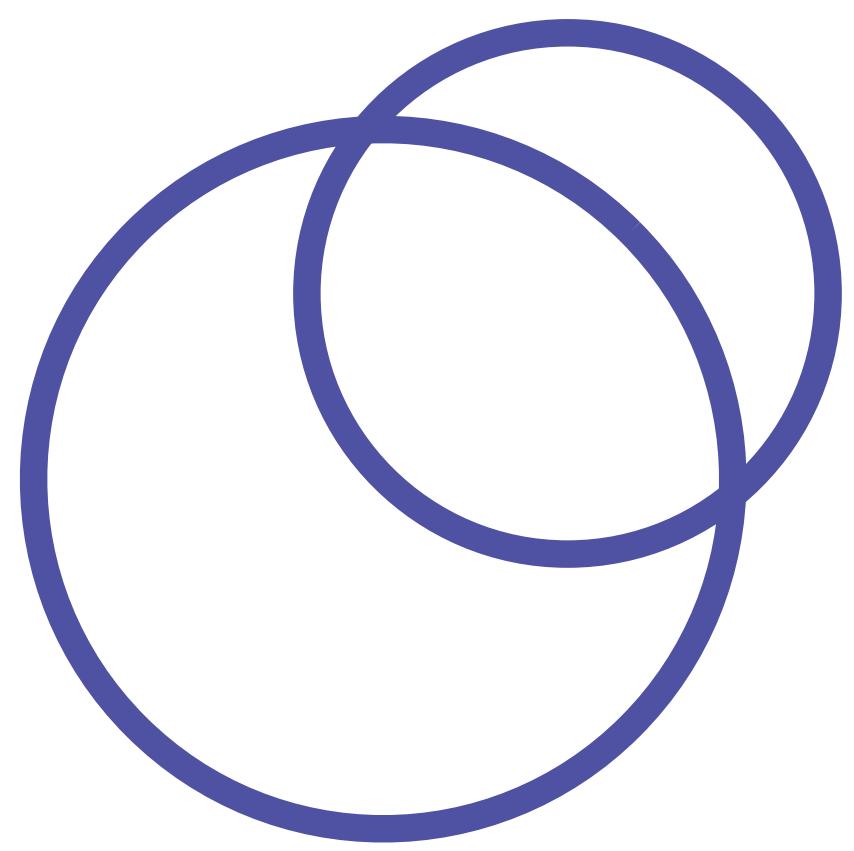




MULTICAPITALS SYSTEMS MAP

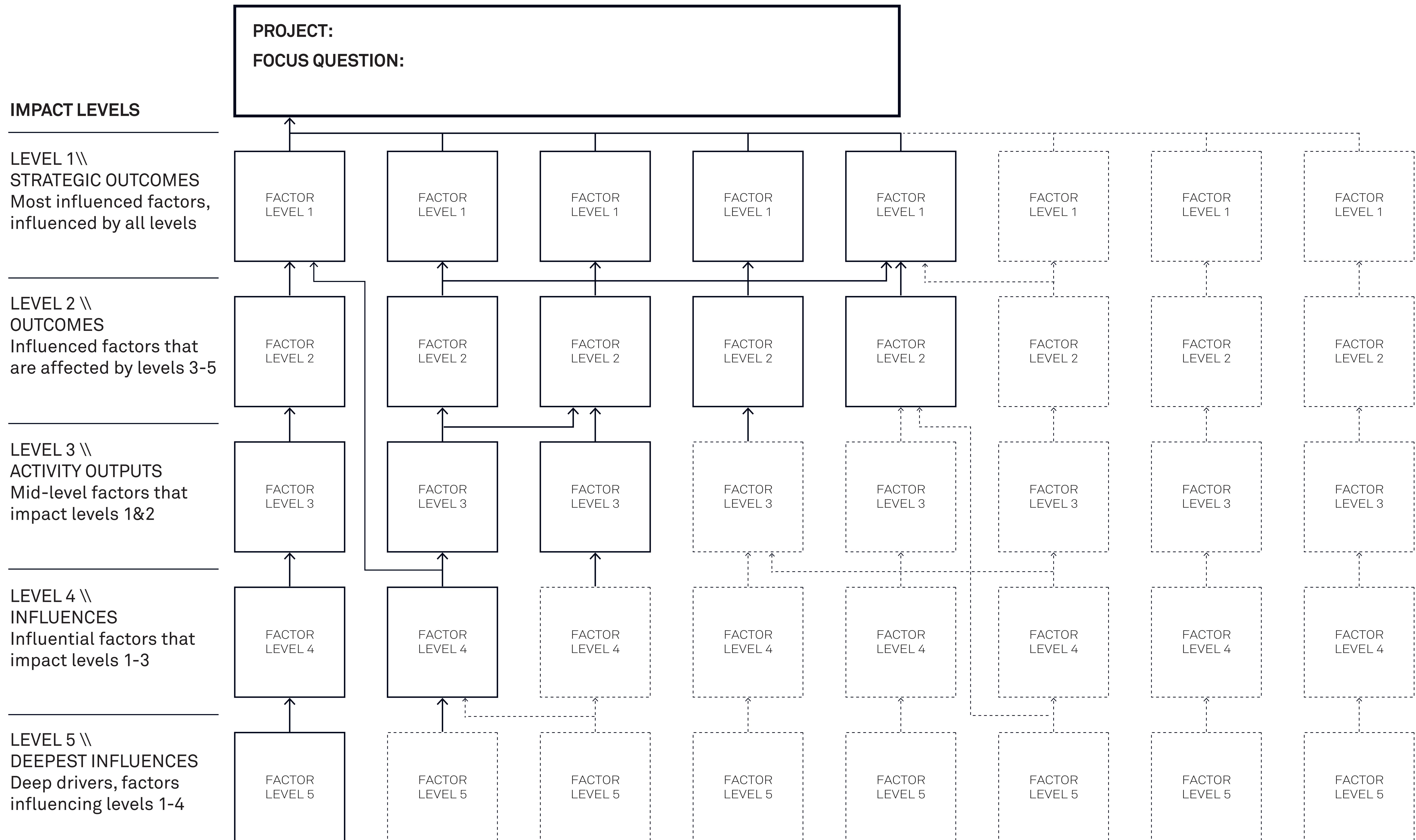
Understanding the System

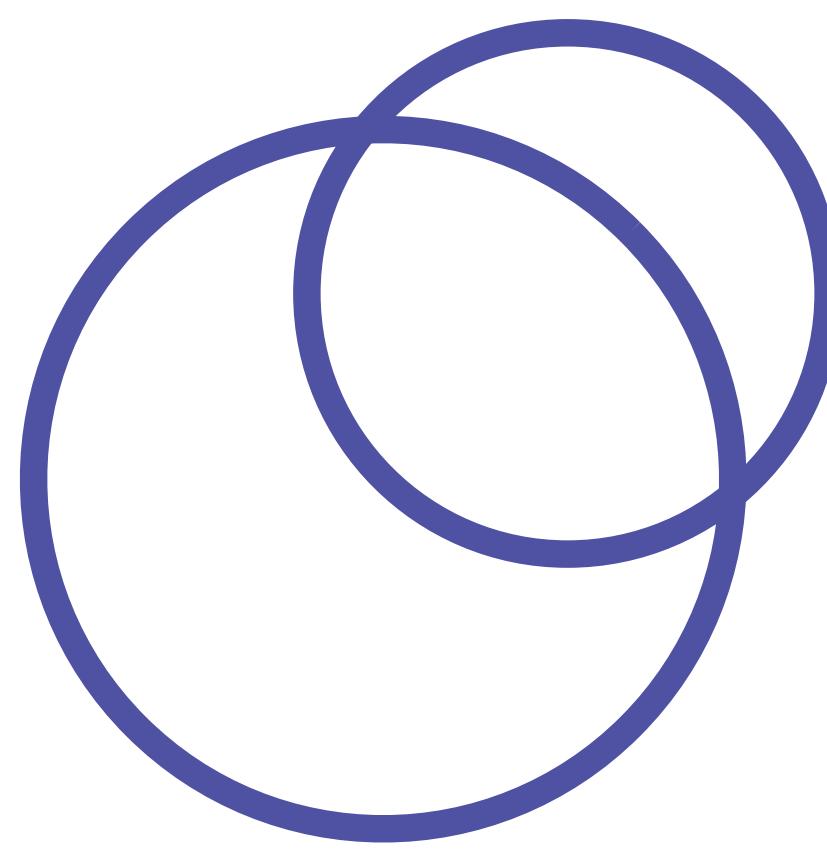




INFLUENCE MAP

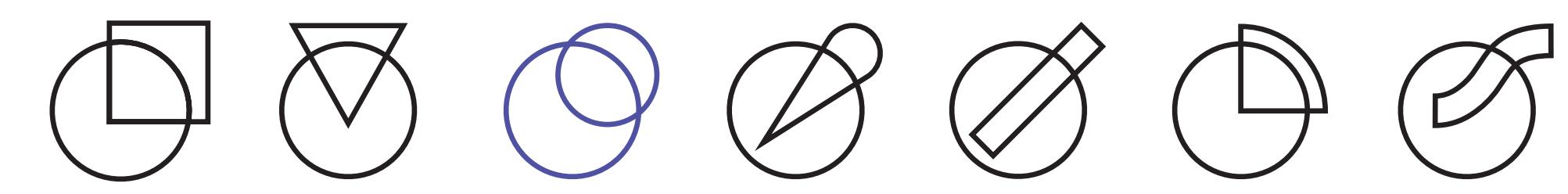
Understanding the System





INFLUENCE MAP

Understanding the system



INFLUENCE LEVELS

LEVEL 5 //

DEEPEST INFLUENCES
Deep drivers, the deepest influencing factors that can affect the entire network

FACTOR
LEVEL 5

LEVEL 4 //

INFLUENCES
Critical influences that might result from deepest influence factors

FACTOR
LEVEL 4

LEVEL 3 //

INTER-INFLUENCING
Critical issues both affecting outcomes and driven by deeper factors

FACTOR
LEVEL 3

LEVEL 2 //

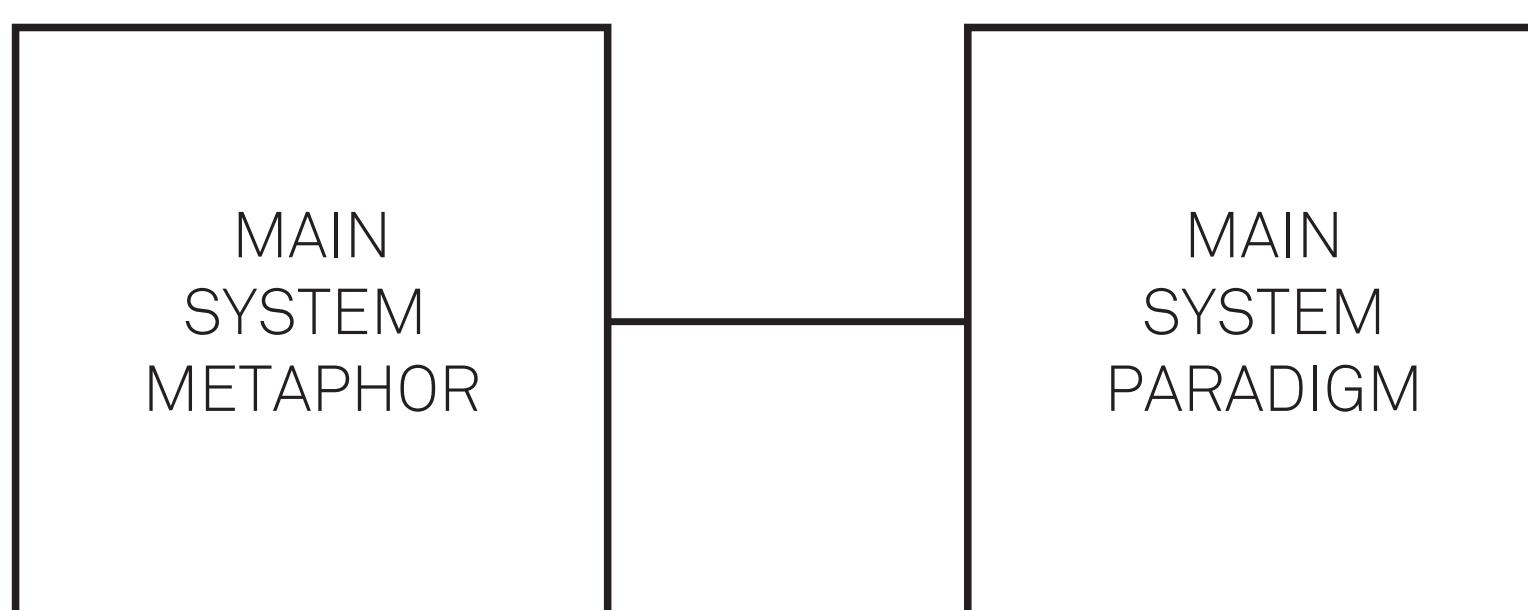
HIGHLY INFLUENCED
Outcome issues influenced by deeper factors

FACTOR
LEVEL 2

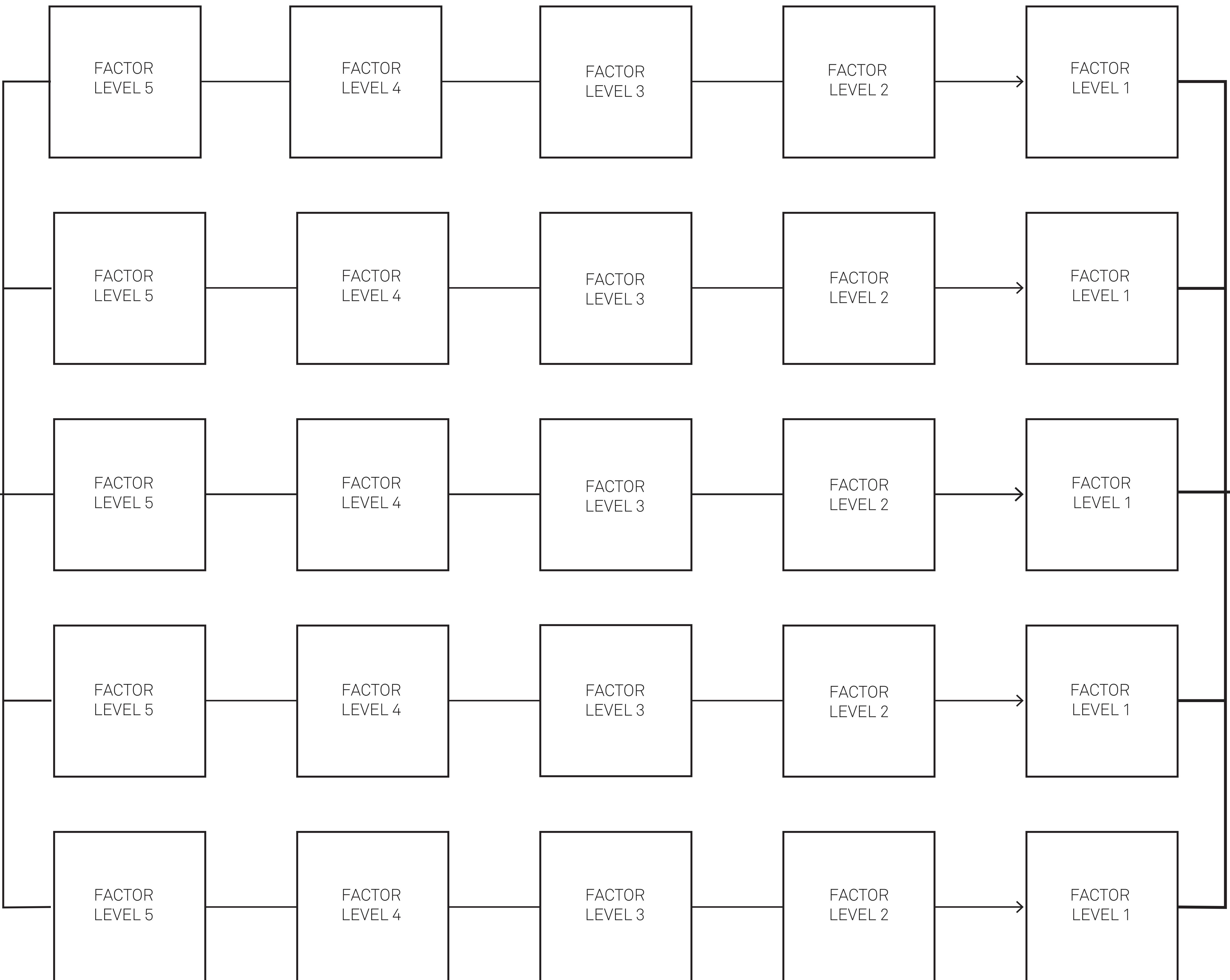
LEVEL 1 //

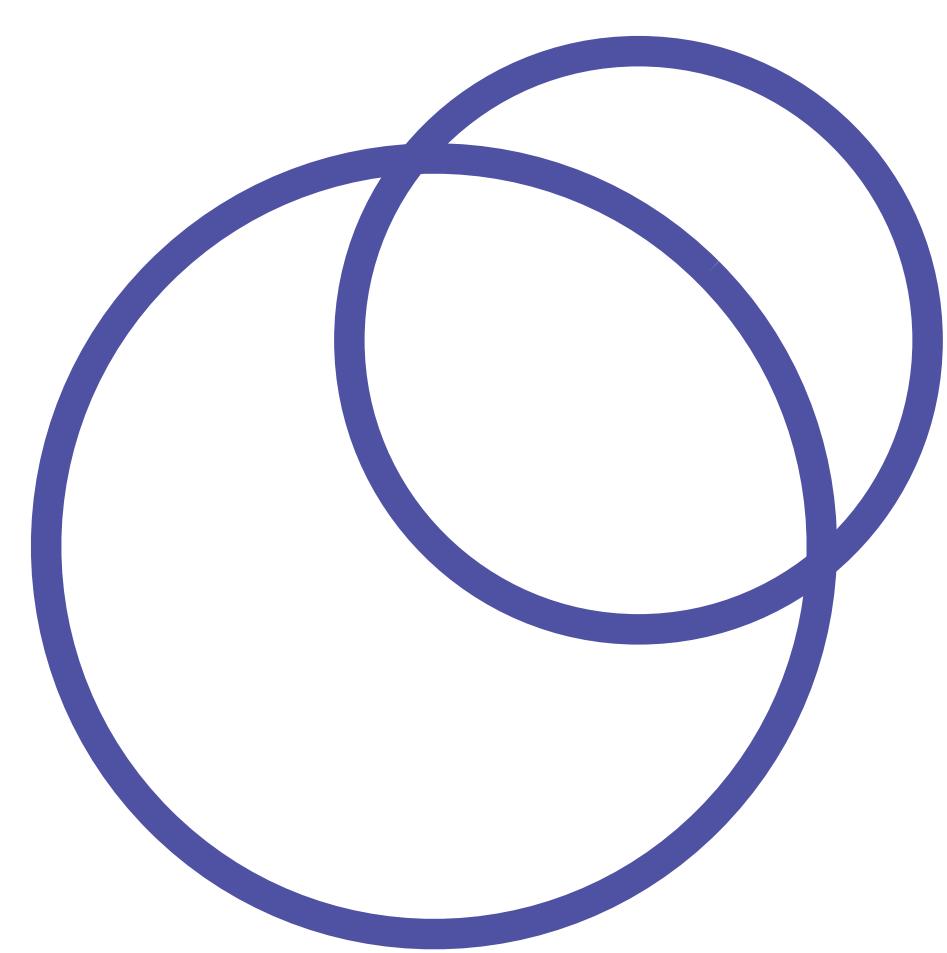
MOST INFLUENCED
Challenges resulting from confluence of deeper factors

FACTOR
LEVEL 1



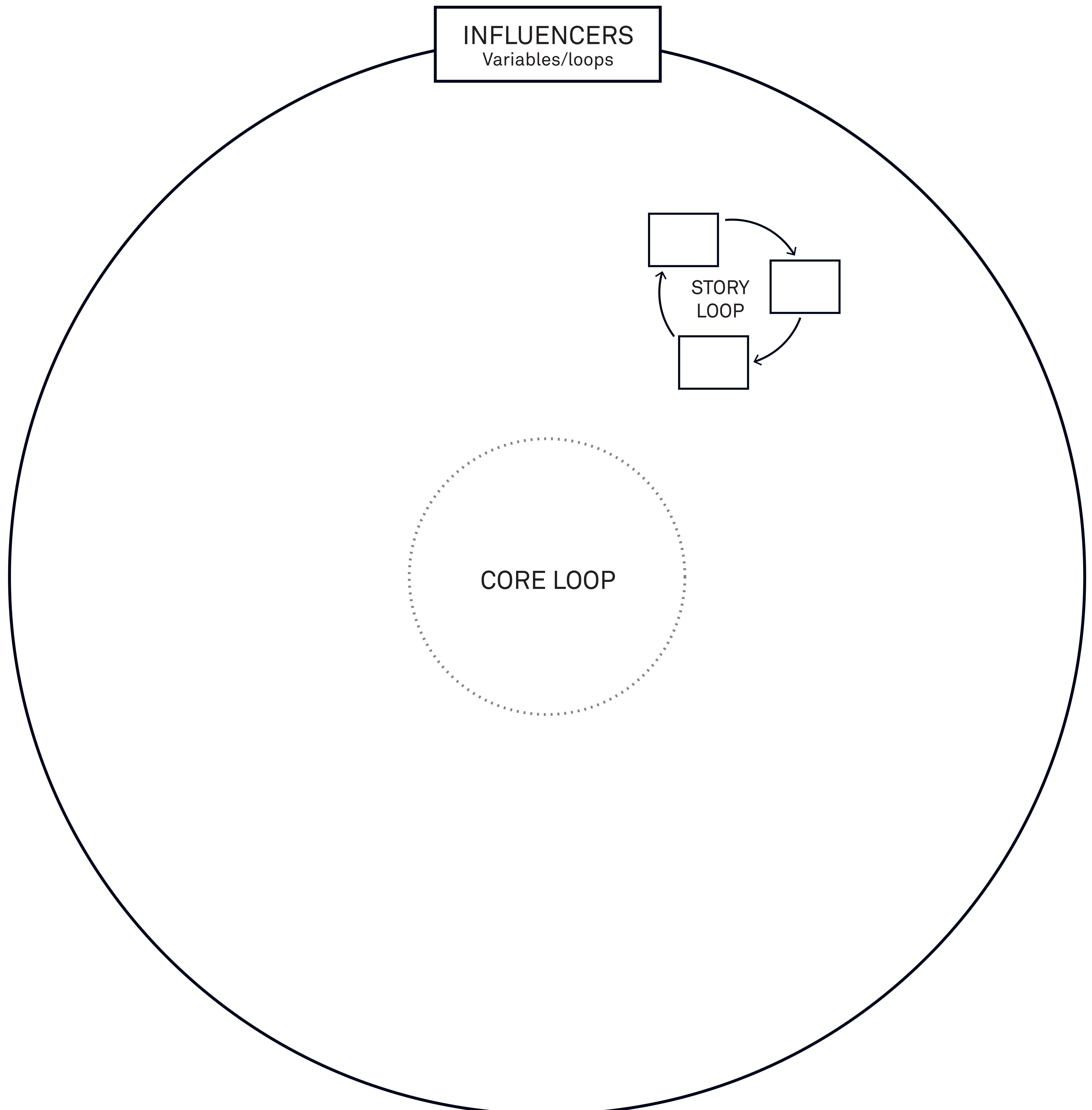
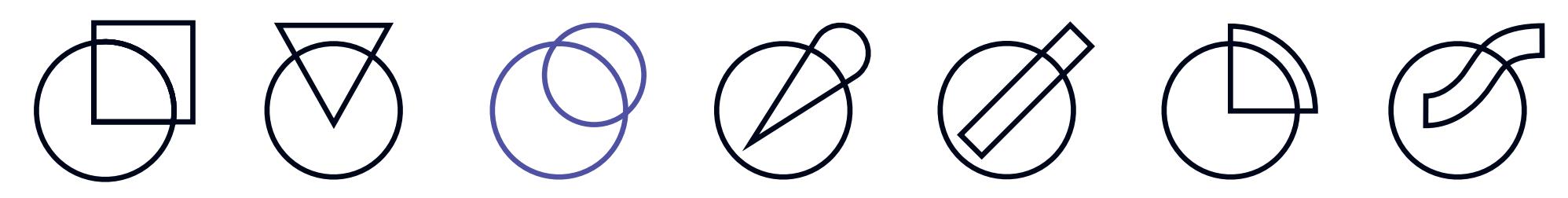
PROJECT FOCUS QUESTION





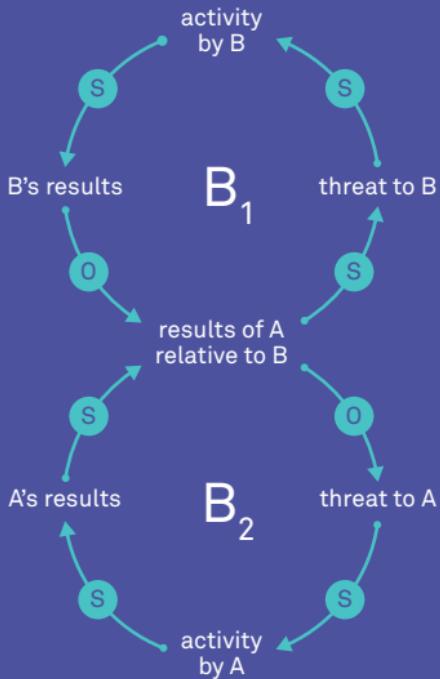
STORY LOOP DIAGRAM

Understanding the System





System Archetype **Escalation**



Behaviour

Parties take mutually threatening actions which make retaliation grow exponentially over time.

Example

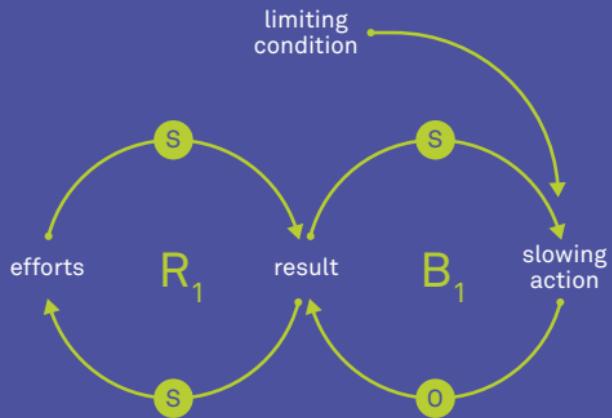
If A invests in weapons, B might feel threatened and will do the same. A growing mood of reprisal will be thus established.

Possible strategy

Make the competing parties understand that overcoming this structure requires cooperation toward a larger goal that benefits all.



System Archetype **Limits to Growth**



Behaviour

Approaching the limit of the system, growth will meet a balancing process.

Example

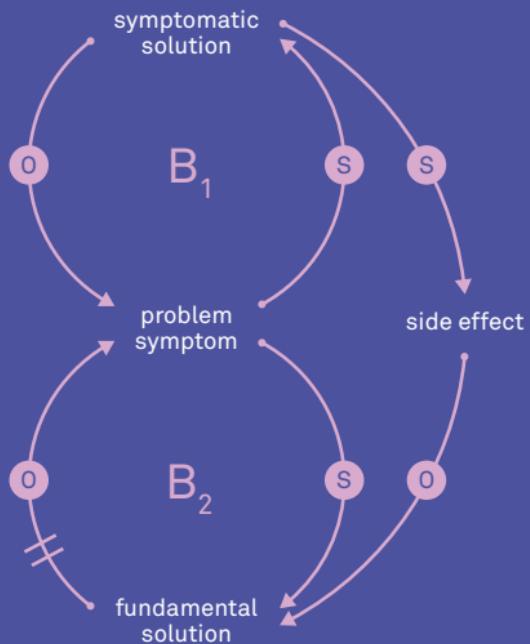
As traffic grows, it reaches a level of congestion in which further increase will not be possible.

Possible strategy

Alter the limiting factor so that it no longer interacts with the results, or try to disconnect the results from the slowing action.



System Archetype **Shift the Burden**



Behaviour

A problem symptom can be addressed through a short term solution or a fundamental one. The first produces a side soothing effect which diverts the attention from the underlying problem.

Example

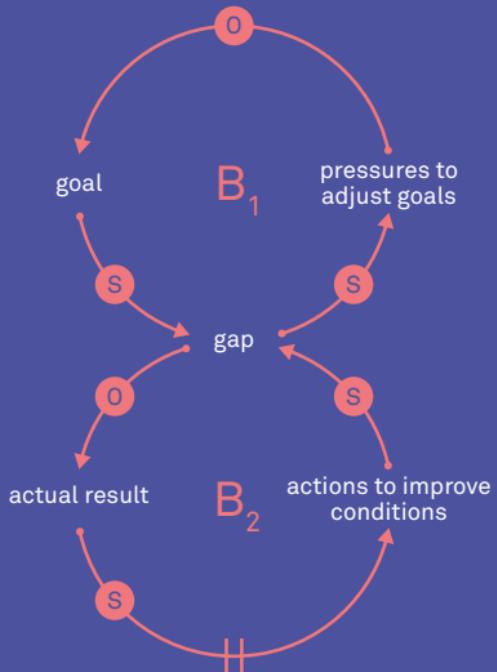
Humanitarian aid (as food distribution) provides temporary beneficial solutions that do not tackle hunger in its root causes.

Possible strategy

Focus on the fundamental solution. If necessary, use the symptomatic solution only to gain time while working on the fundamental solution.



System Archetype **Eroding Goals**



Behaviour

When there is a gap between goal and actual performance, the goal is lowered to close the gap. This will lead performance to deteriorate over time.

Example

The goal of reducing public debt is a challenge that, if not solved in the estimated time, leads to lower the intended aim of reduction.

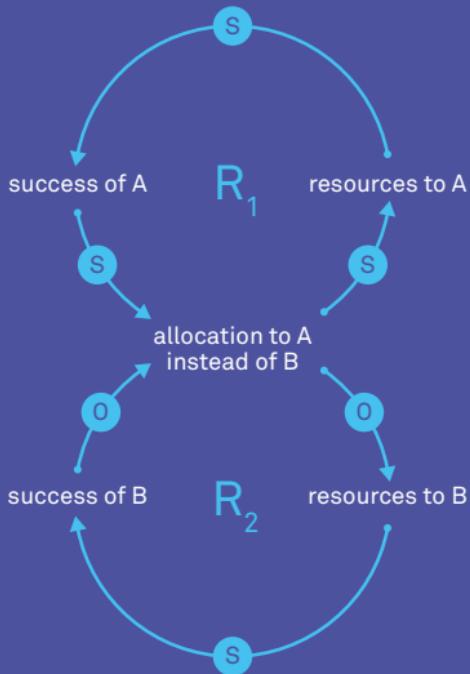
Possible strategy

Stick to the initial goal and make it compelling, use external viewpoints, check contradictory goals and make a feasible transition plan.



System Archetype

Success to the Successful



Behaviour

When two entities (people, departments, products, ...) compete for the same resources, the more successful gets a disproportionately larger allocation of resources.

Example

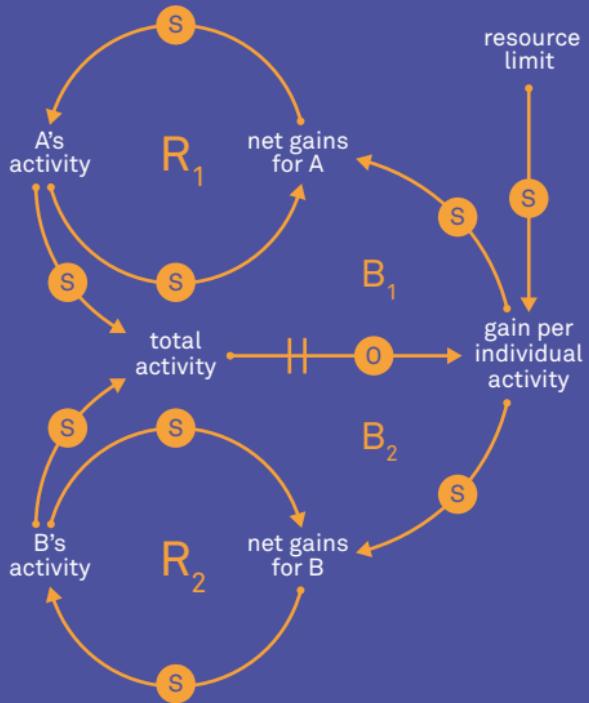
In the school system, access is fostered for students with the most successful and reliable background.

Possible strategy

Praise the success of everybody, understand why B is not as successful as A, make A and B work together.



System Archetype Tragedy of the Commons



Behaviour

When multiple parties enjoy the benefits of a common resource, this will be overloaded and depleted over time.

Example

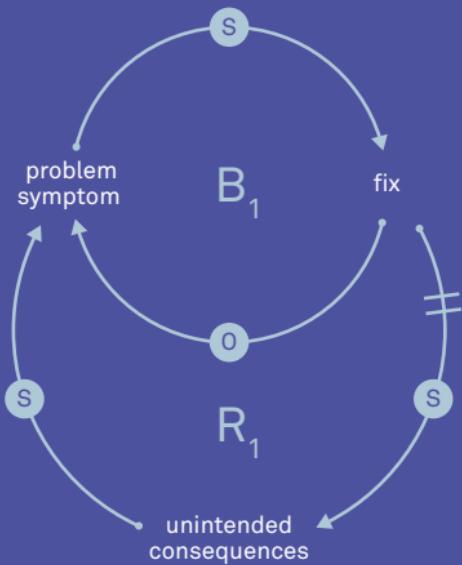
Scarce appreciation of the cleaning job decreases motivation, thus leading to depletion of the workforce resource.

Possible strategy

Make the effects of resources consumption evident, reinforce the common resources or explore alternatives to the current ones.
Introduce a better usage regulation.



System Archetype Fixes that Fail



Behaviour

A problem symptom can be easily faced with a quick fix that, in the long-term, exacerbates the initial problem.

Example

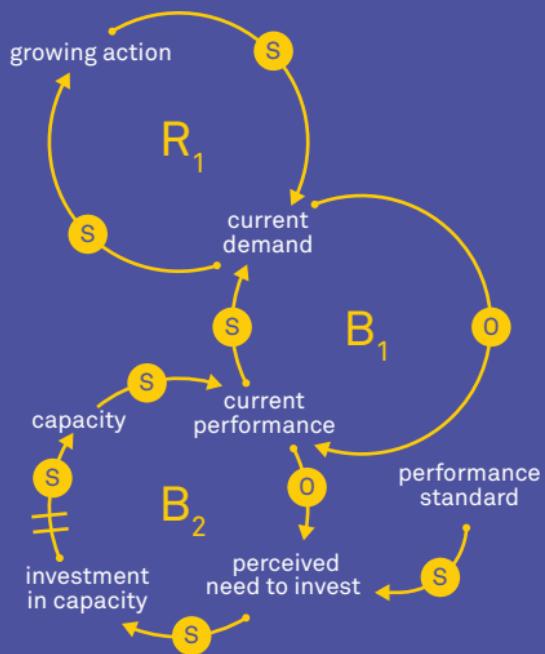
If a person is not able to pay interest on a loan, he will take up a new one. But there will be more interest to pay the following time.

Possible strategy

Identify and remove the fundamental cause of the problem symptom.



System Archetype **Growth and Underinvestment**



Behaviour

As growth approaches the limit, performance degradation leads to not invest. The limit can be overcome if capacity investments are made.

Example

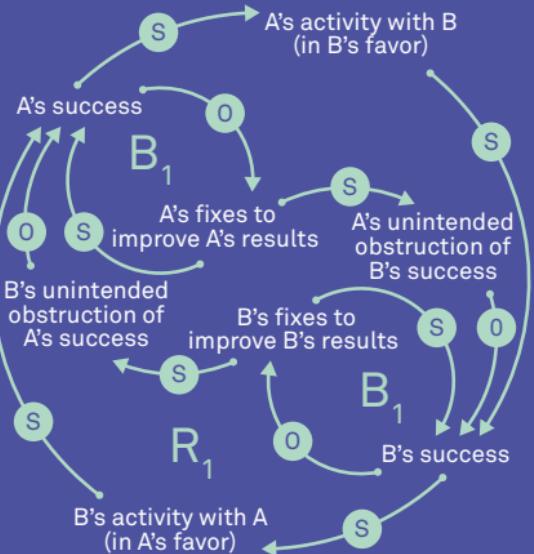
When learning an instrument, self-teaching will not be as good as investing in a professional music teacher.

Possible strategy

Understand the link capacity-performance; use external capacity when performance decreases; rely on external parameters of evaluation not just personal history.



System Archetype Accidental Adversaries



Behaviour

When parties work in relationship and they misunderstand their actions, the relationship may incur erosion over time.

Example

In a marital relationship, misunderstandings might lead to tensions which, over time, flow into divorce.

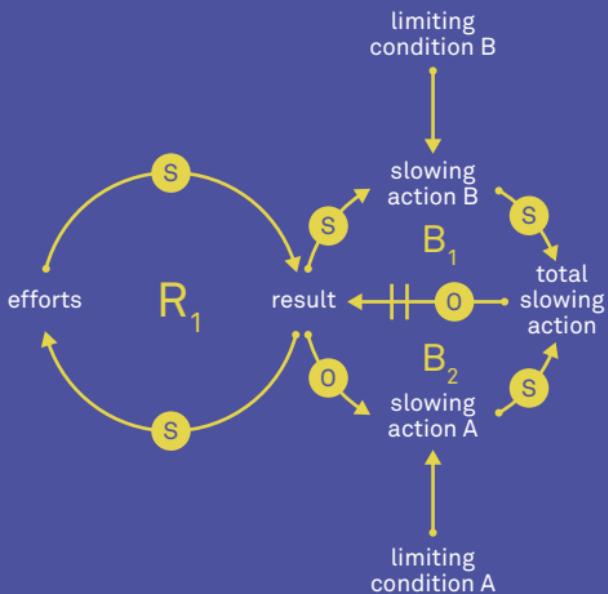
Possible strategy

Identify the origins of the adversarial attitude, get in dialogue with A and B, renew the shared vision of collaborative effort.



System Archetype

The Attractiveness Principle



Behaviour

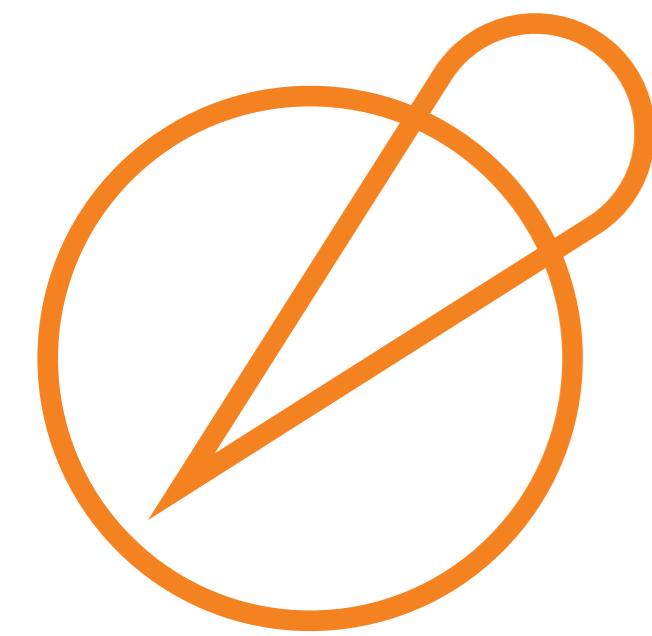
A growing action encounters multiple 'limits to Growth'. Addressing one limit puts more pressure on the other limits.

Example

No company can be all things to all people (lowest price, best product, best service); it must decide and focus on its value proposition.

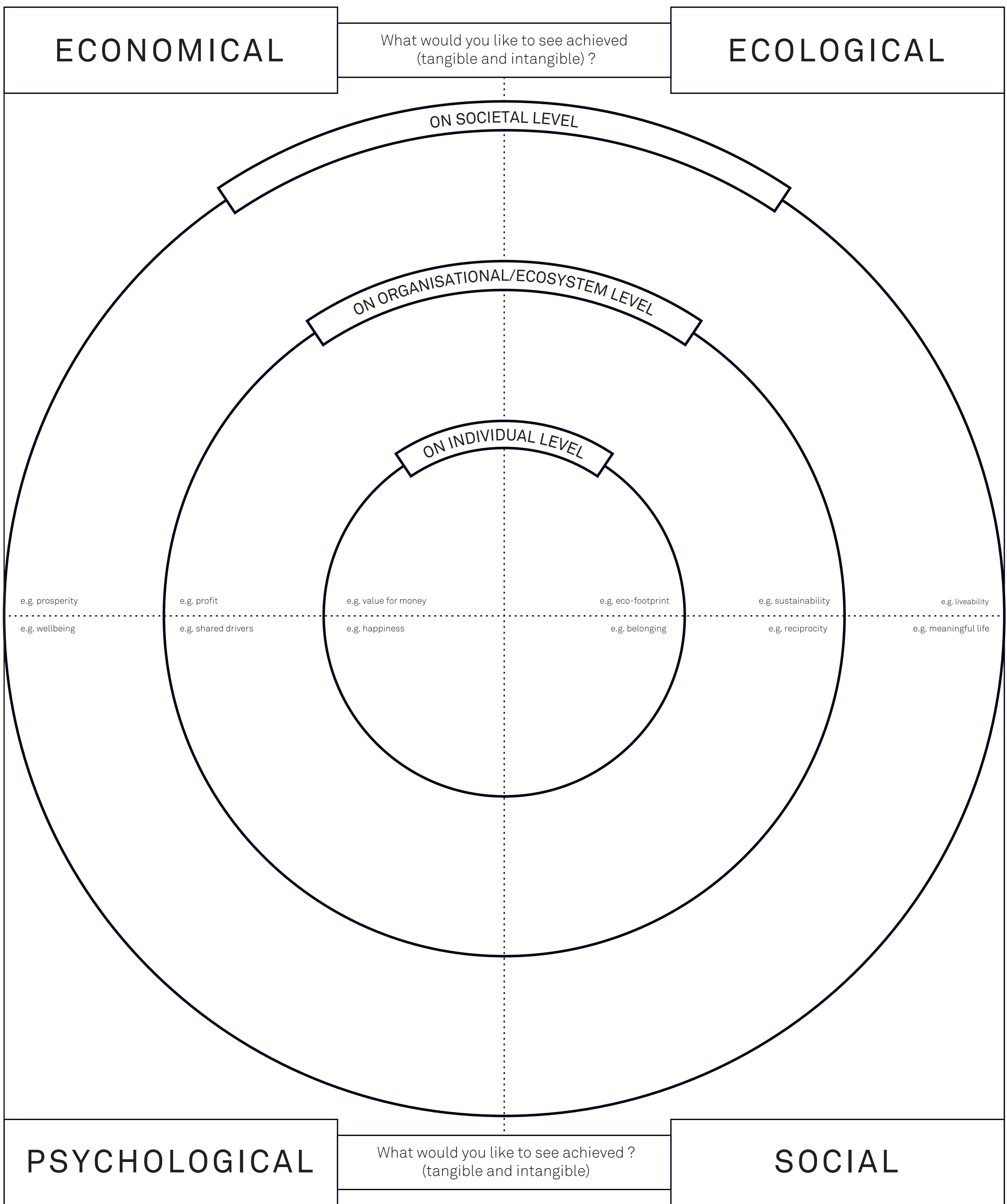
Possible strategy

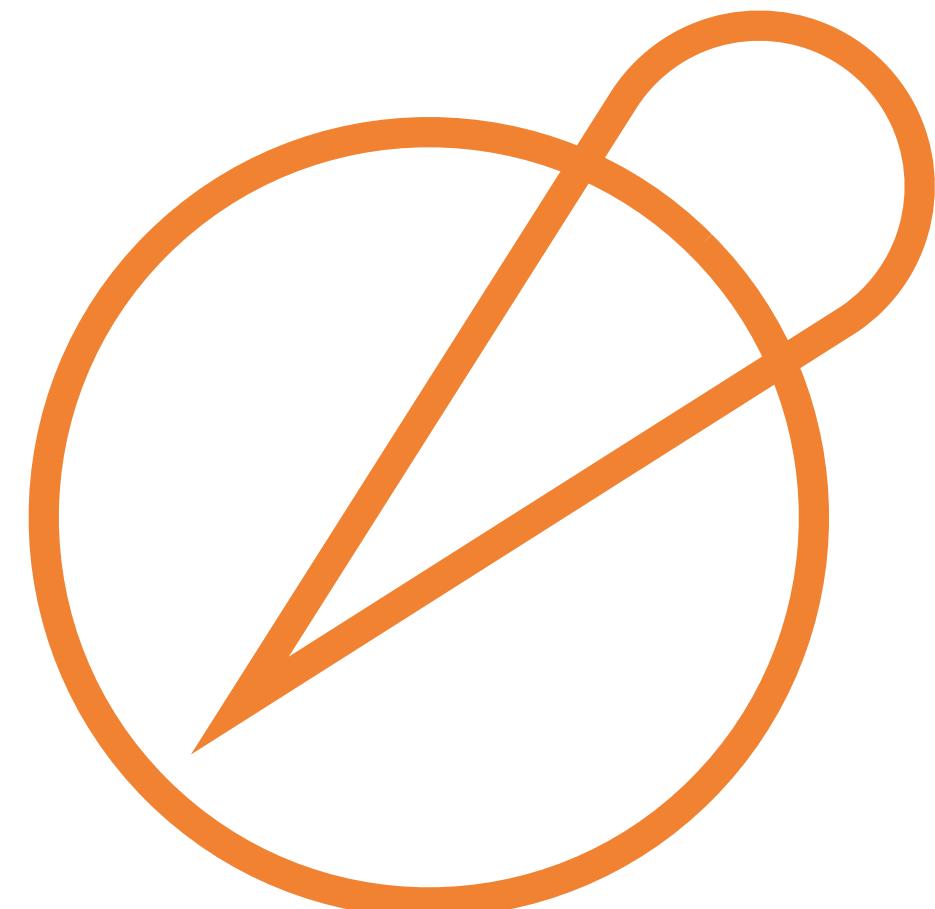
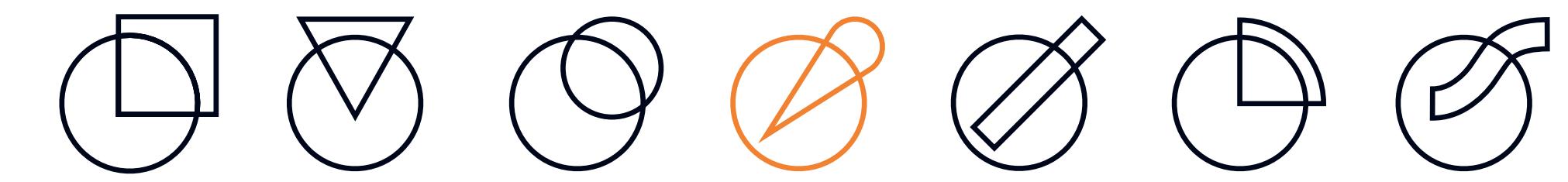
See how the factors interrelate; carefully match resources with the specific slowing actions.



VALUE PROPOSITION

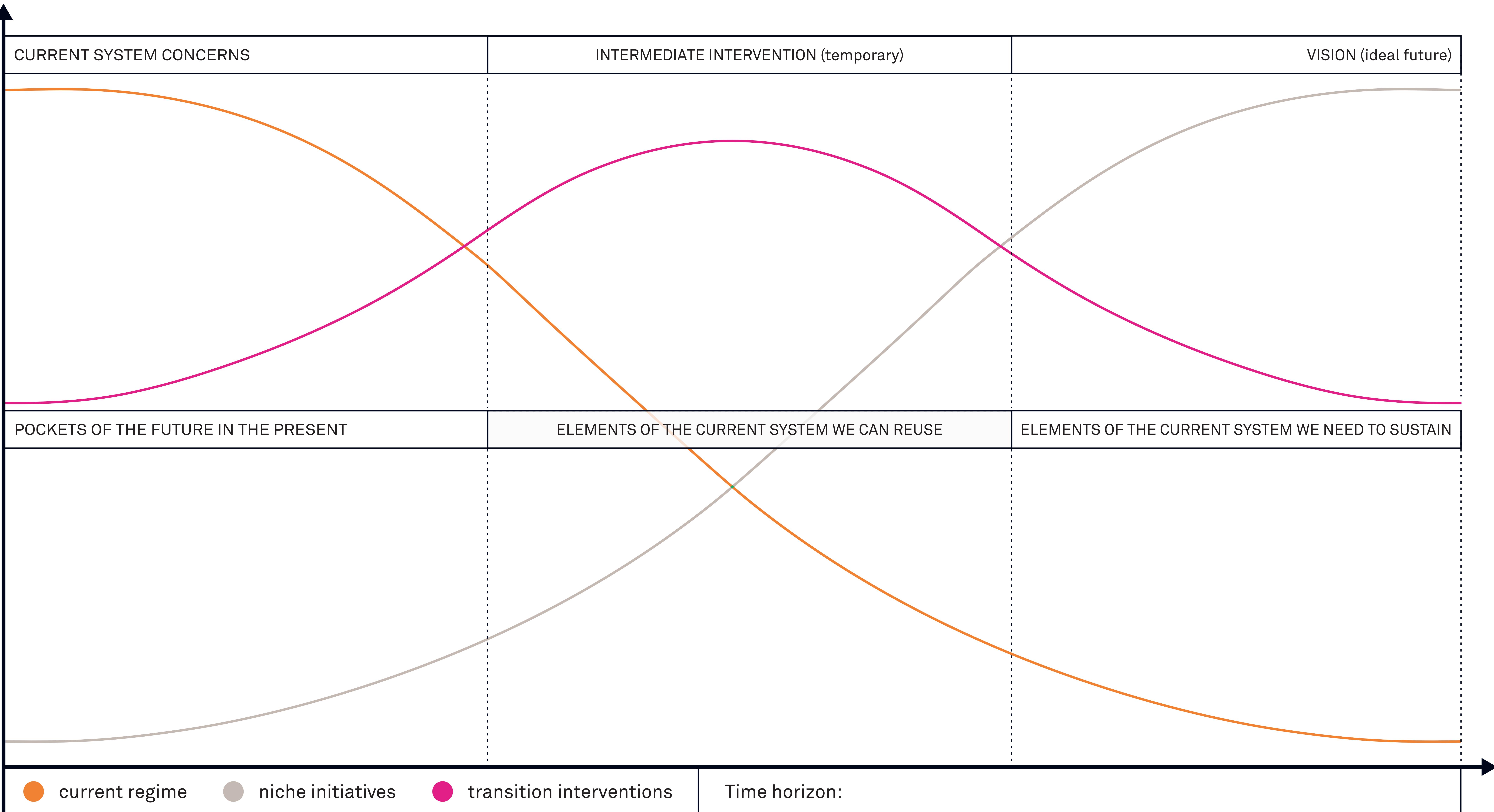
Envisioning Desired Futures

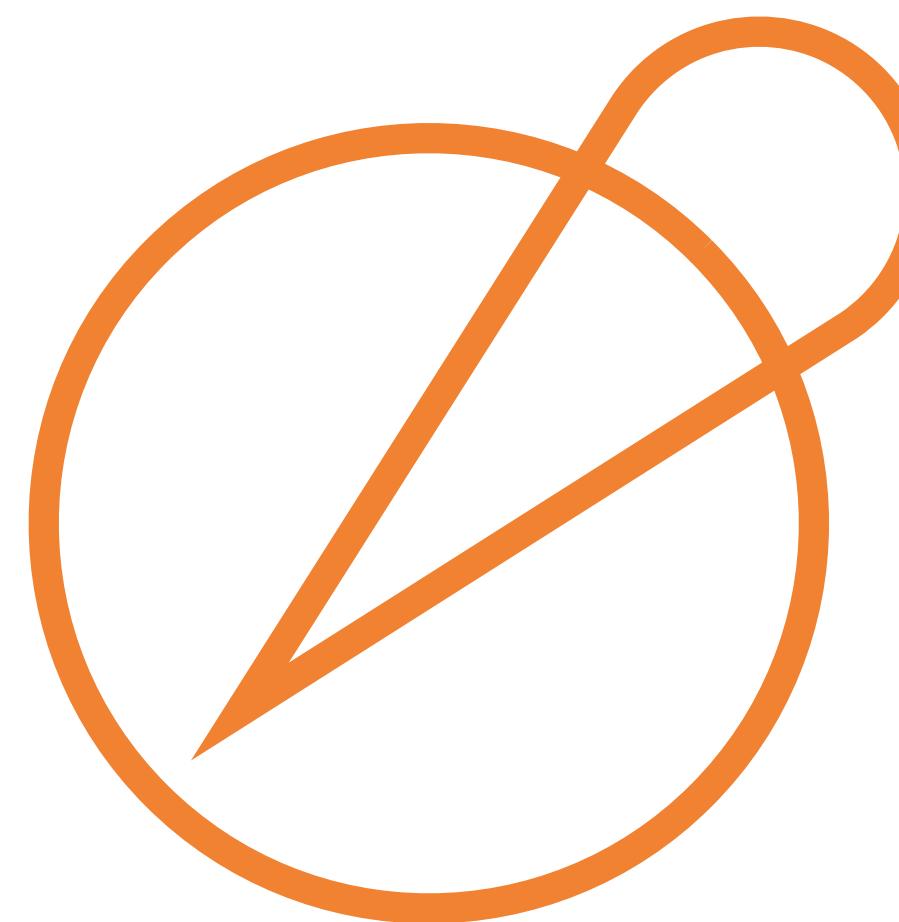
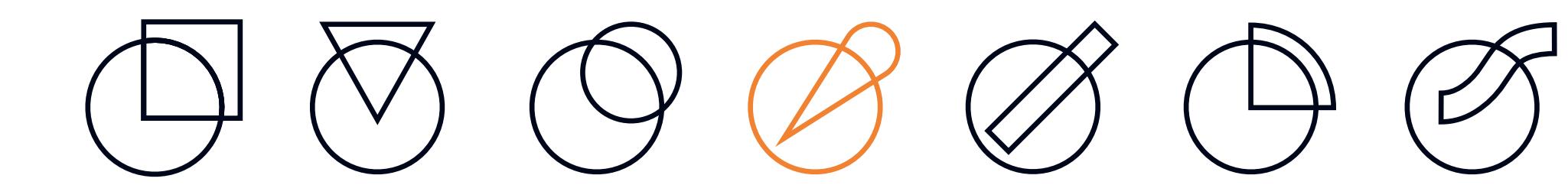




THREE HORIZONS

Envisioning Desired Futures

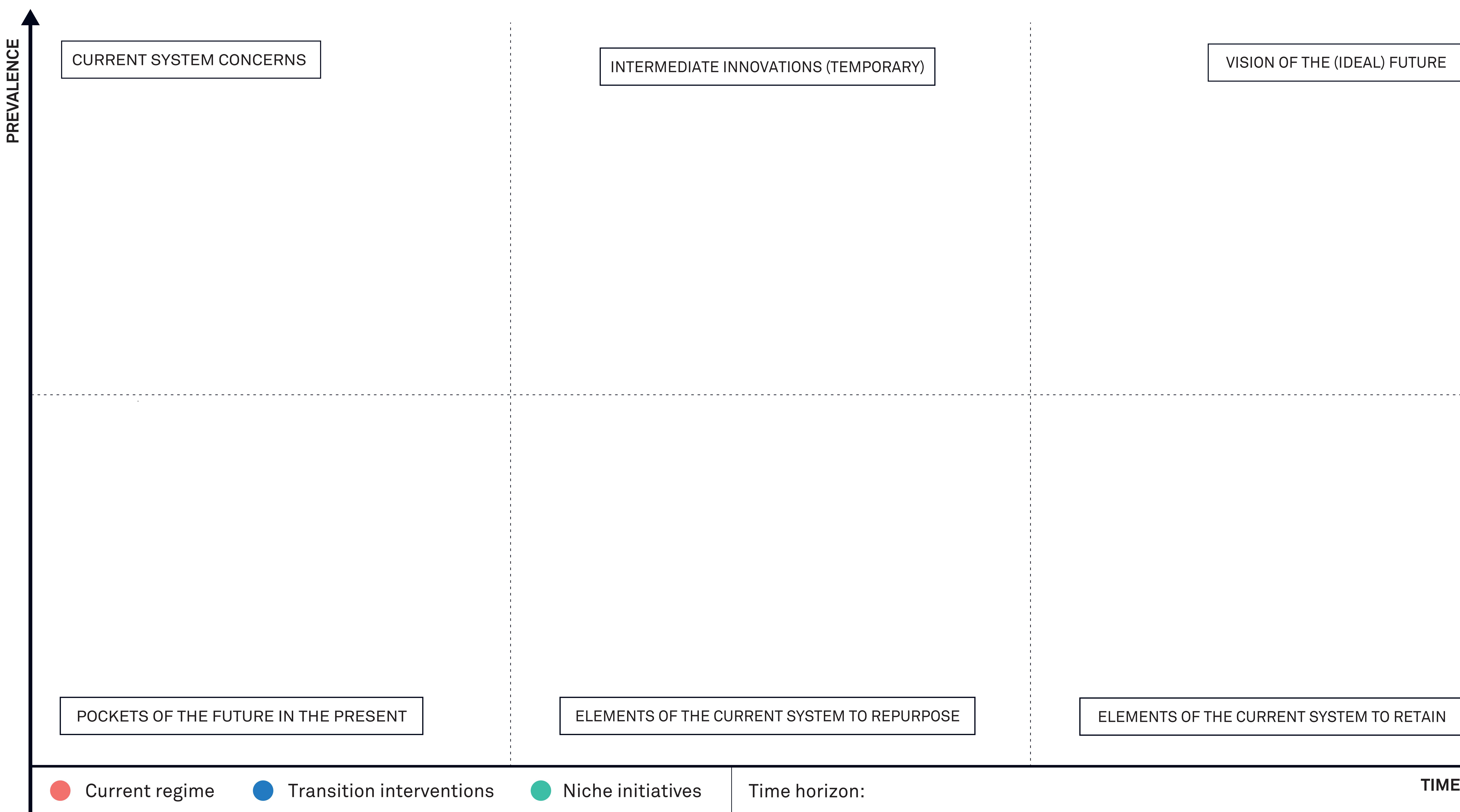


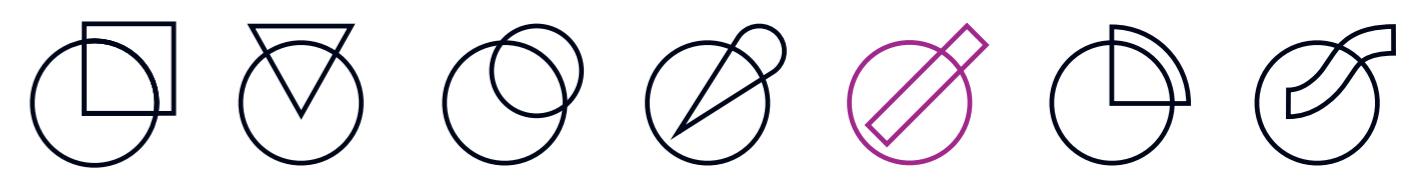
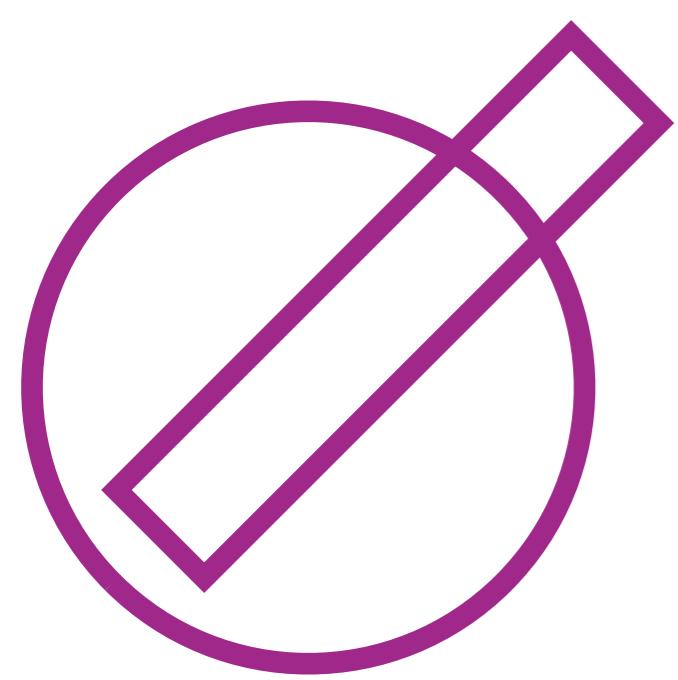


THREE HORIZONS

Envisioning Desired Futures

Time horizon:



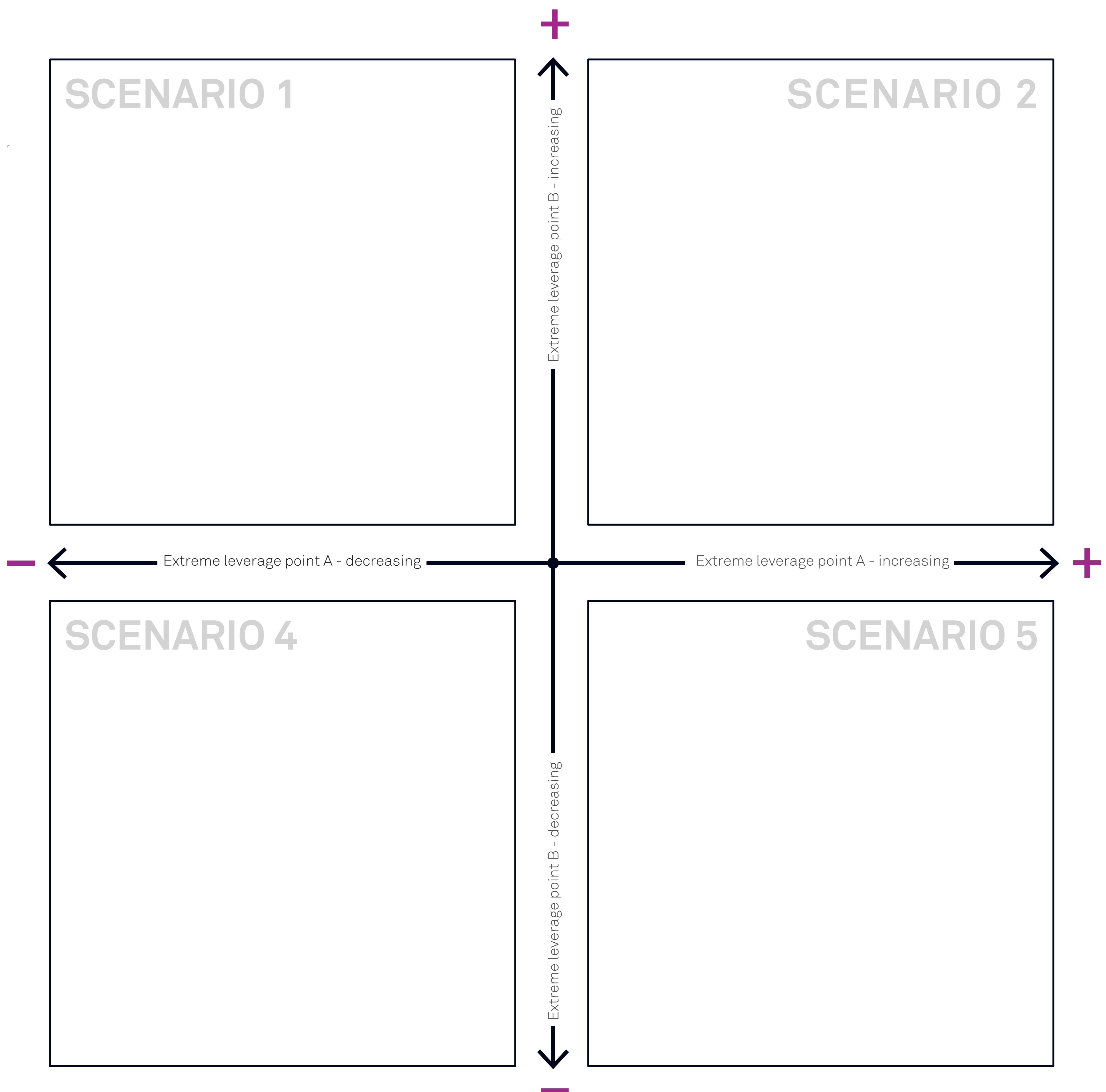


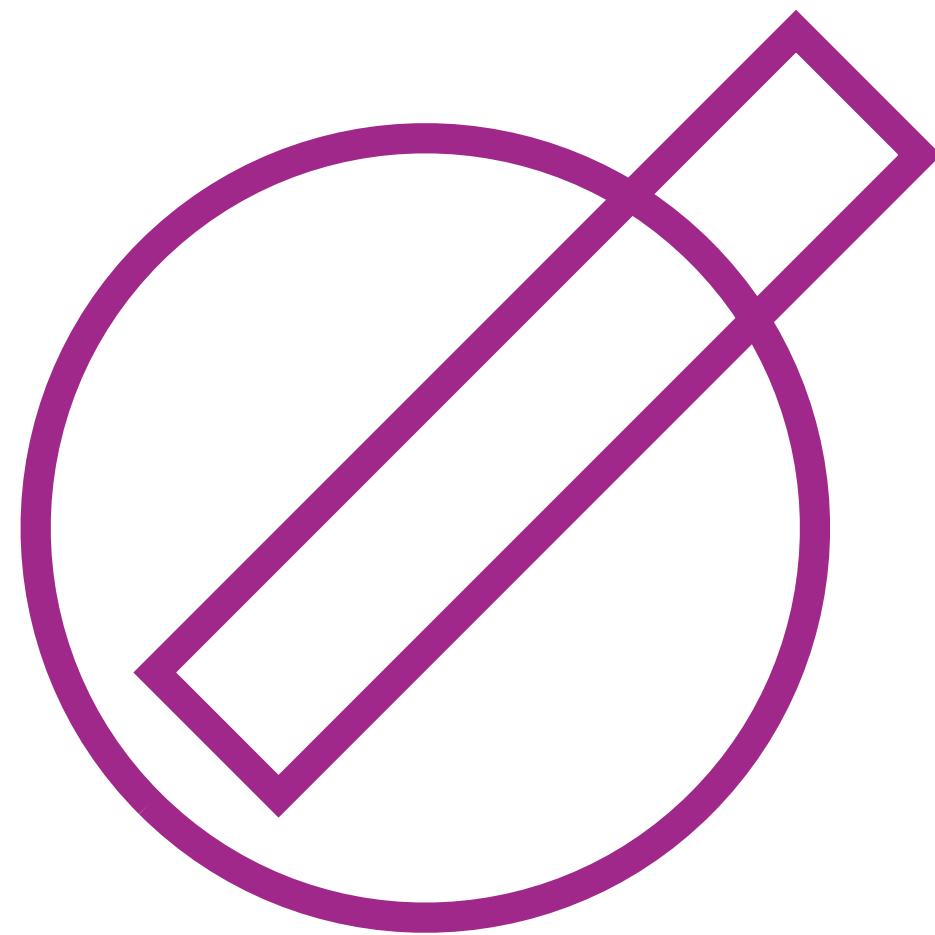
FUTURE STATE SCENARIOS

Exploring the Possibility Space

TIME HORIZON

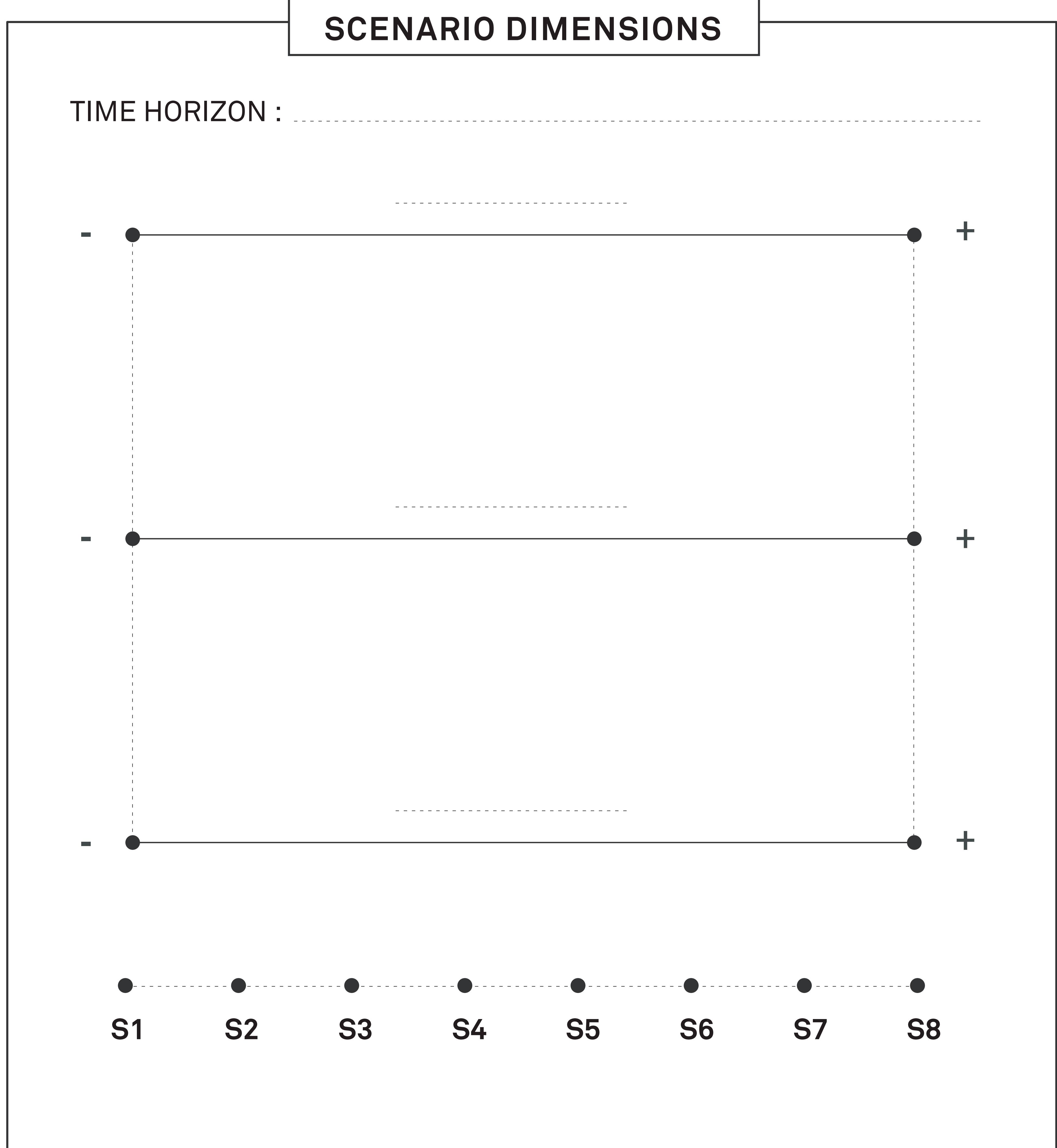
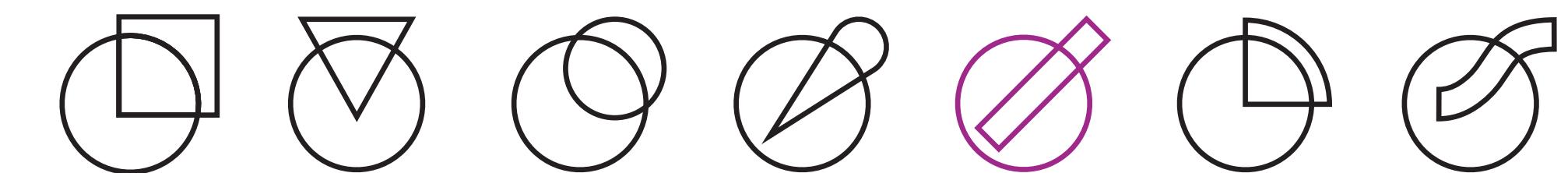
GEOGRAPHICAL SCOPE



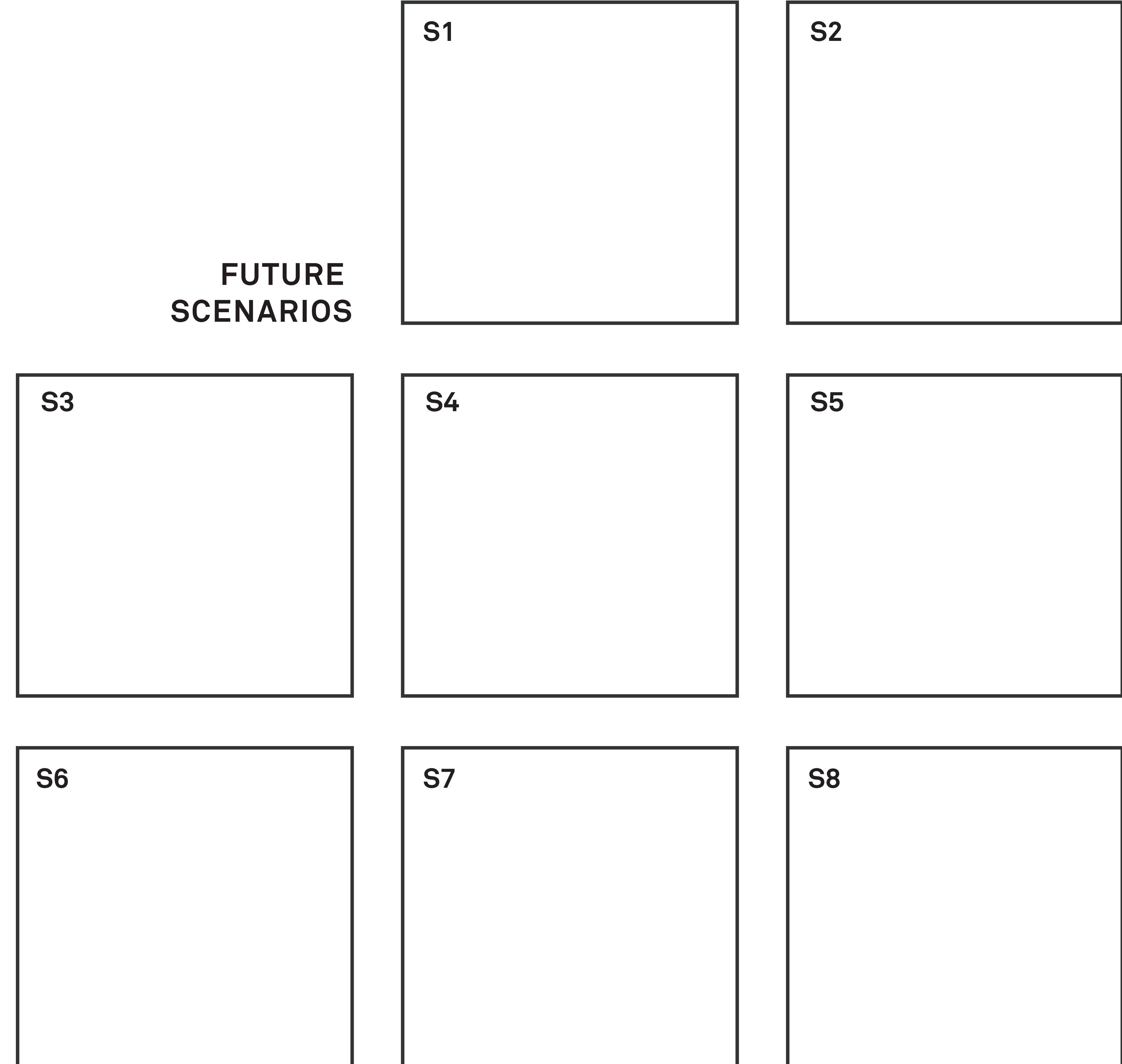


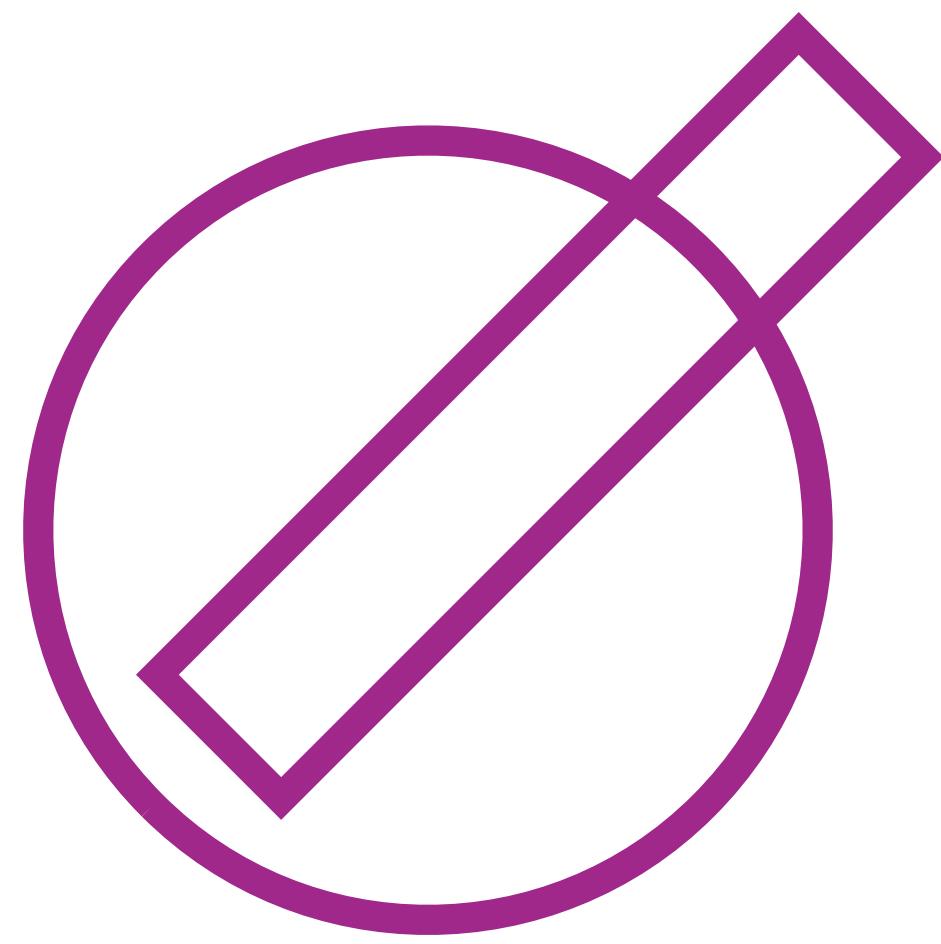
FUTURE STATE SCENARIOS

Exploring the Possibility Space



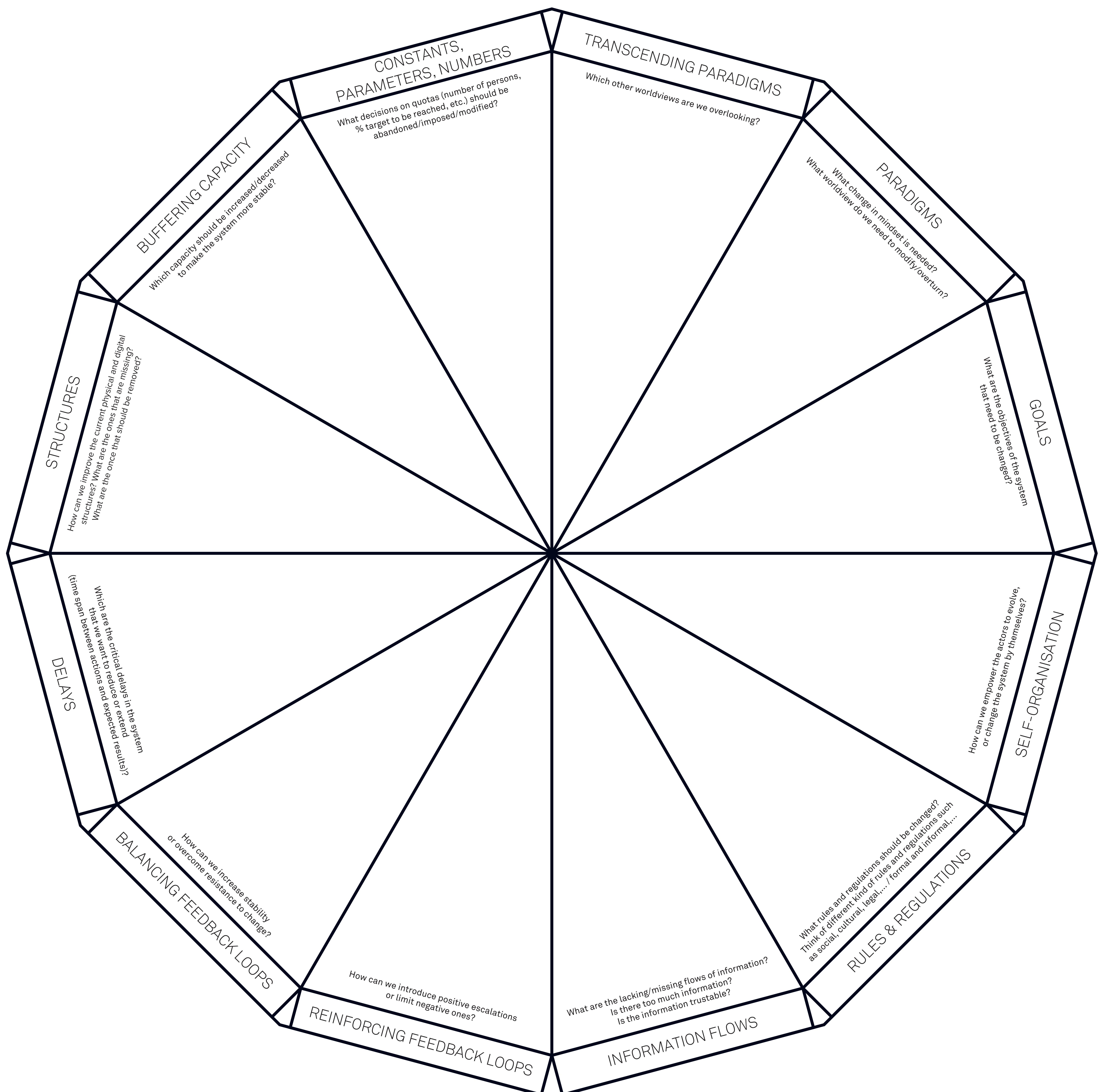
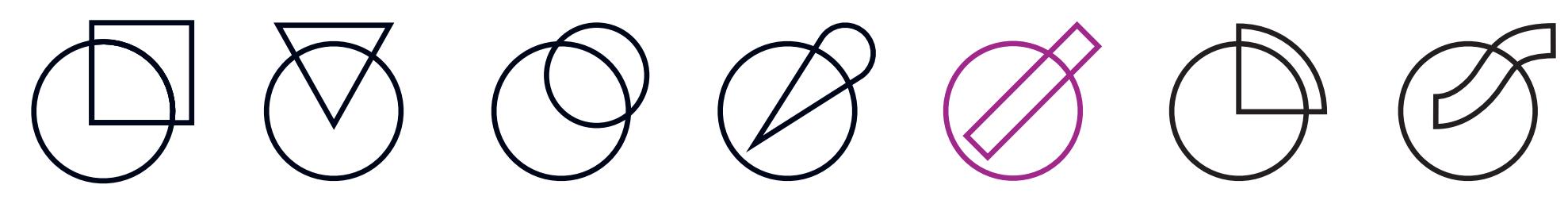
FUTURE SCENARIOS

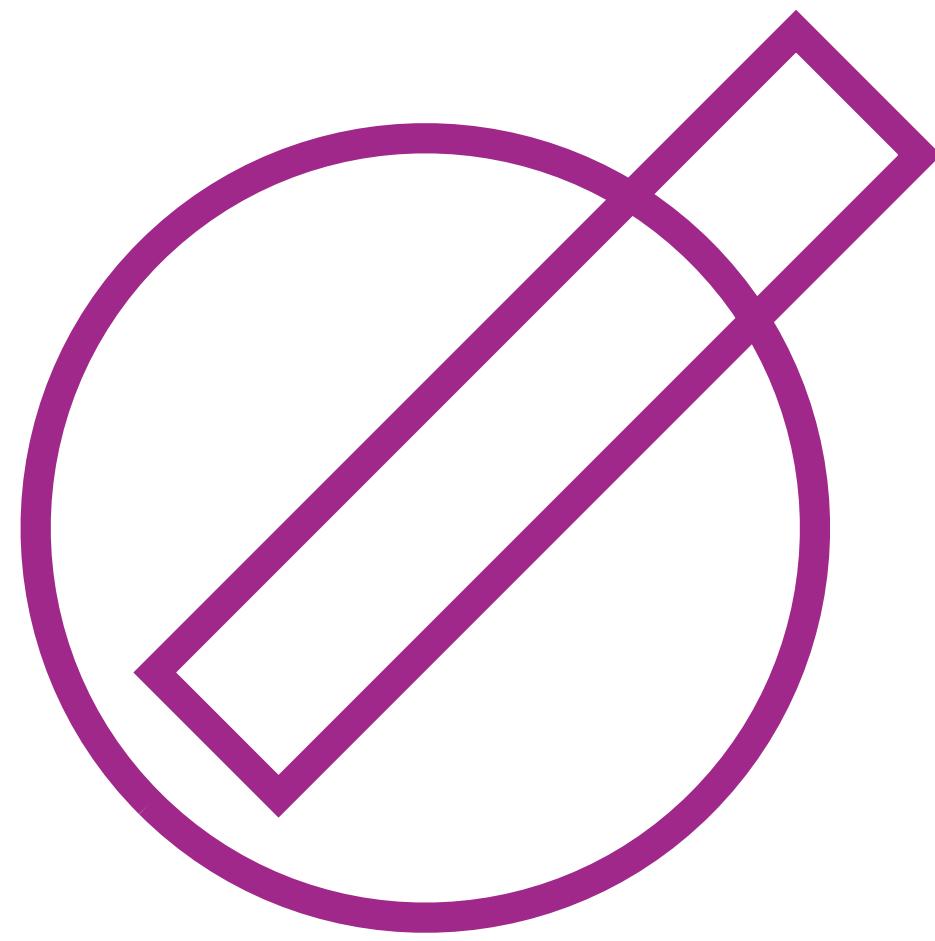




INTERVENTION STRATEGY

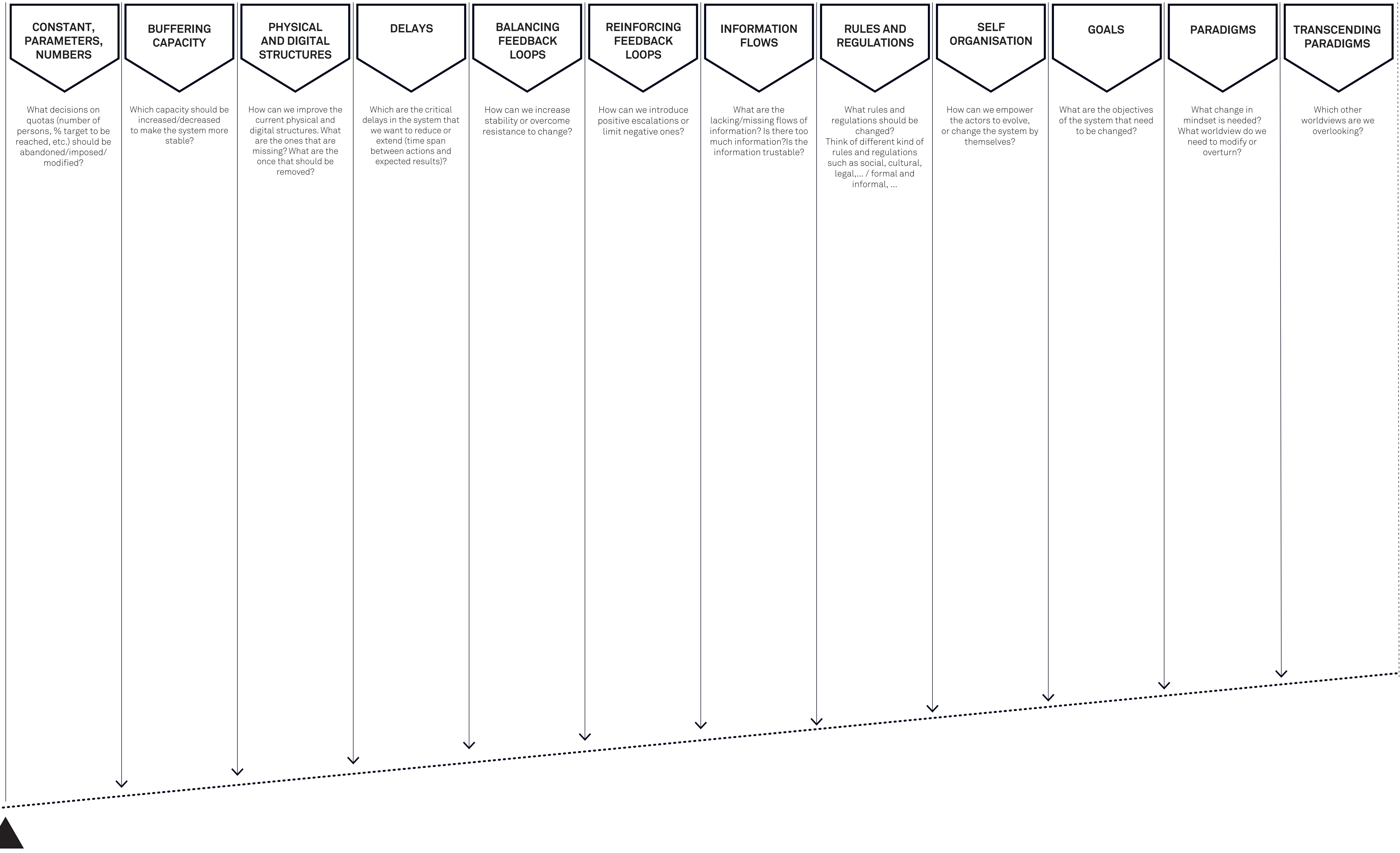
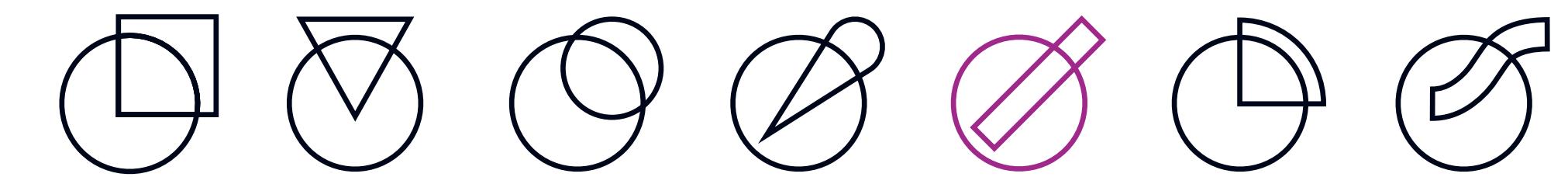
Exploring the Possibility Space





INTERVENTION STRATEGY

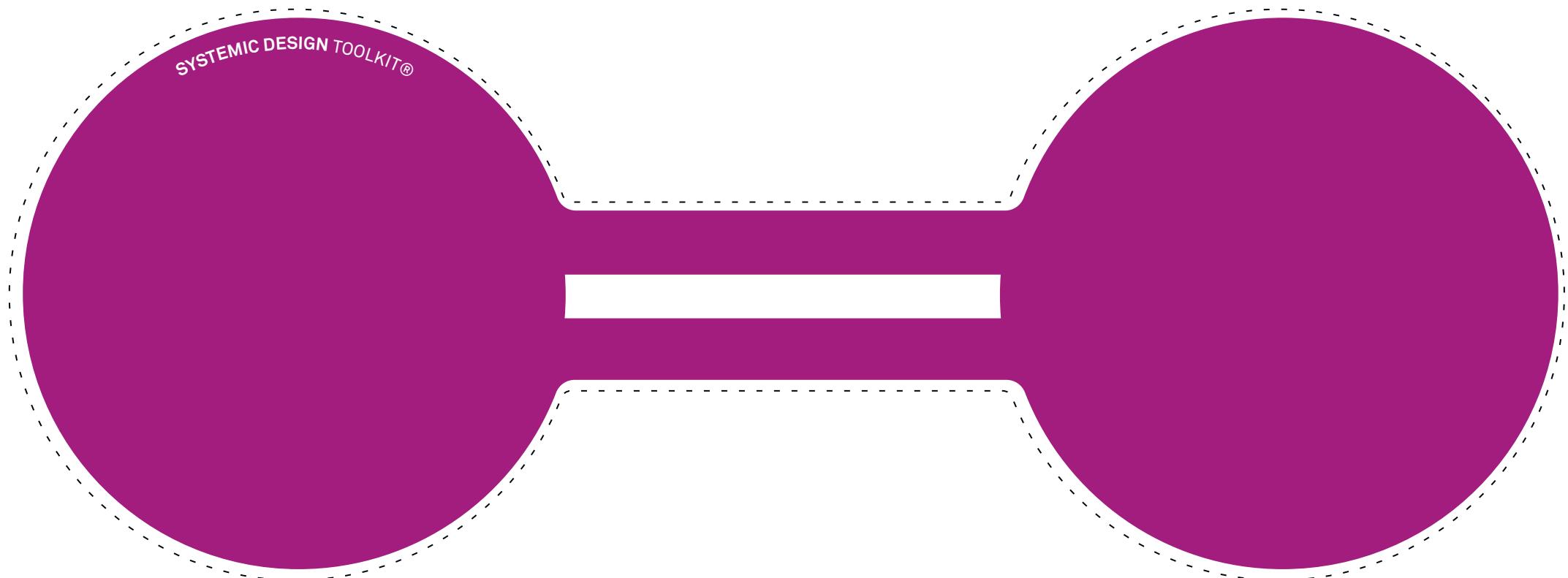
Exploring the Possibility Space

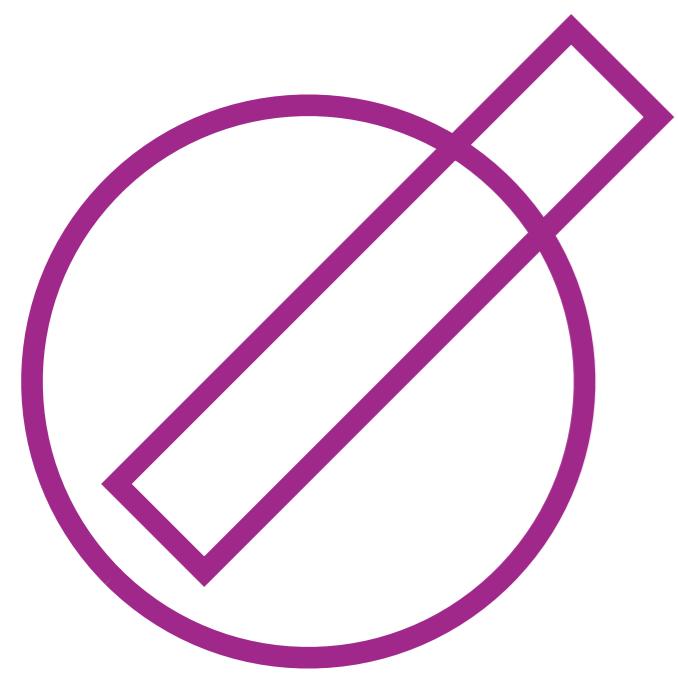




CONNECTOR

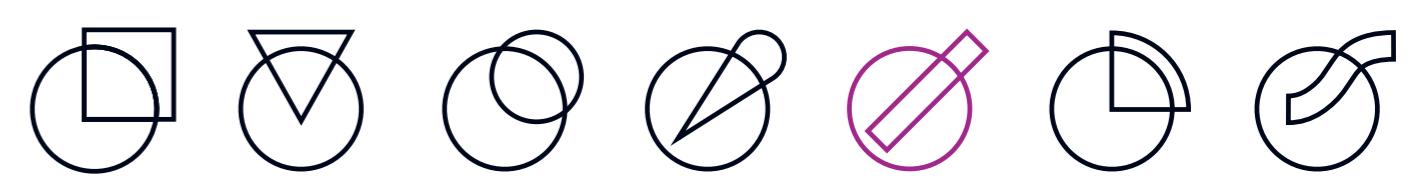
Exploring the Possibility Space



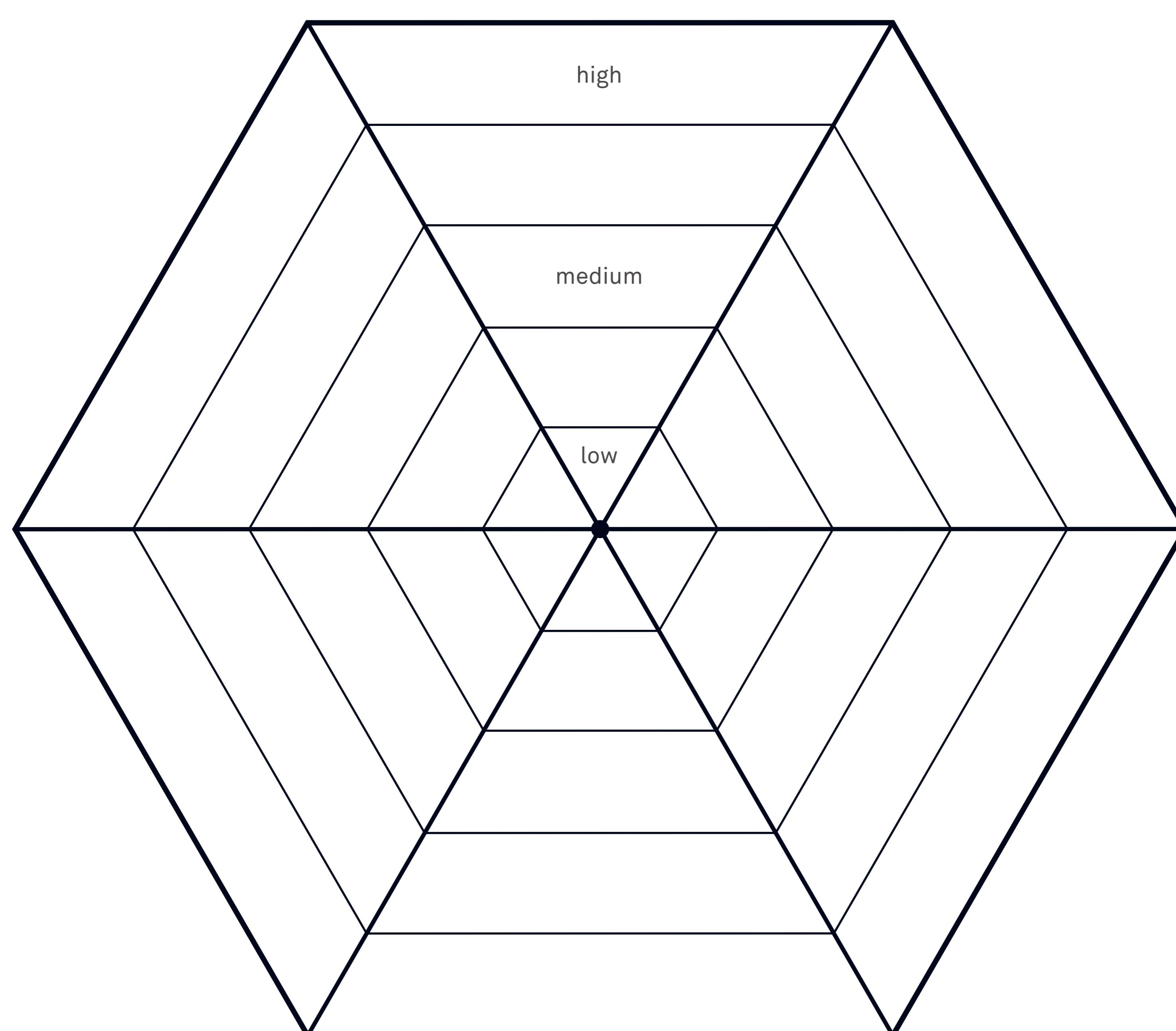


CONTEXTUAL VARIATIONS

Exploring the Possibility Space

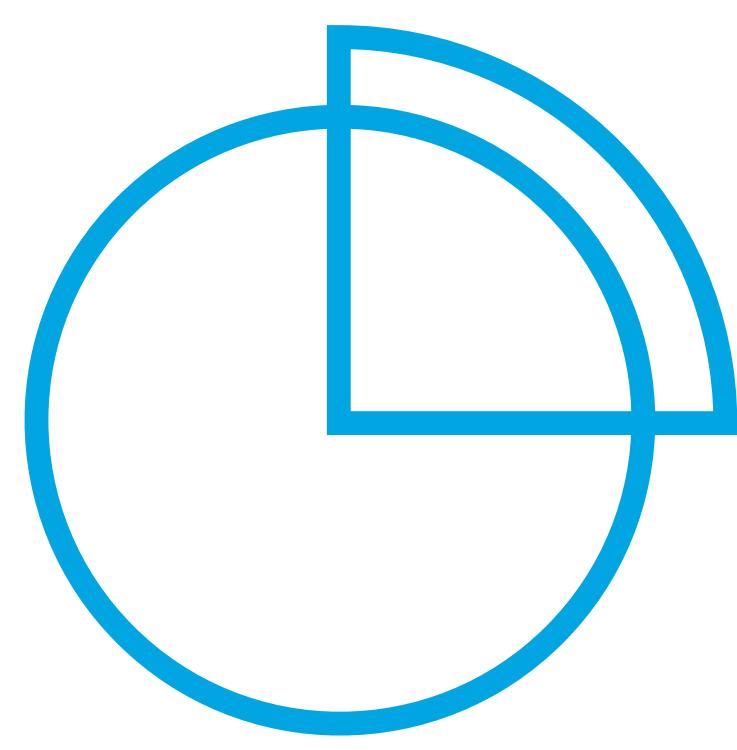


DIMENSIONS



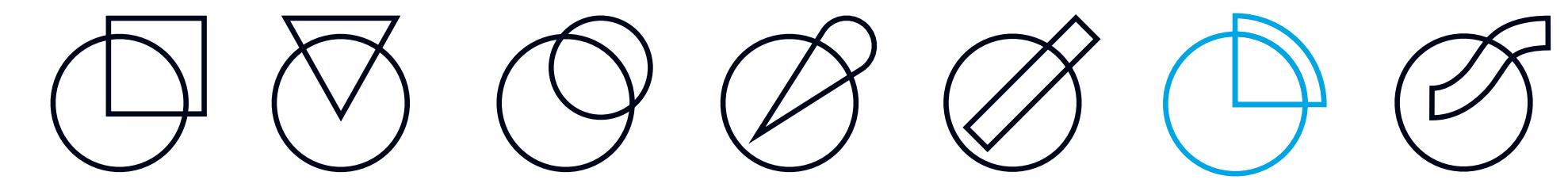
CONTEXTS

| 1. | 2. | 3. | 4. |
|-------------------|-------------------|-------------------|-------------------|
| Variations | Variations | Variations | Variations |



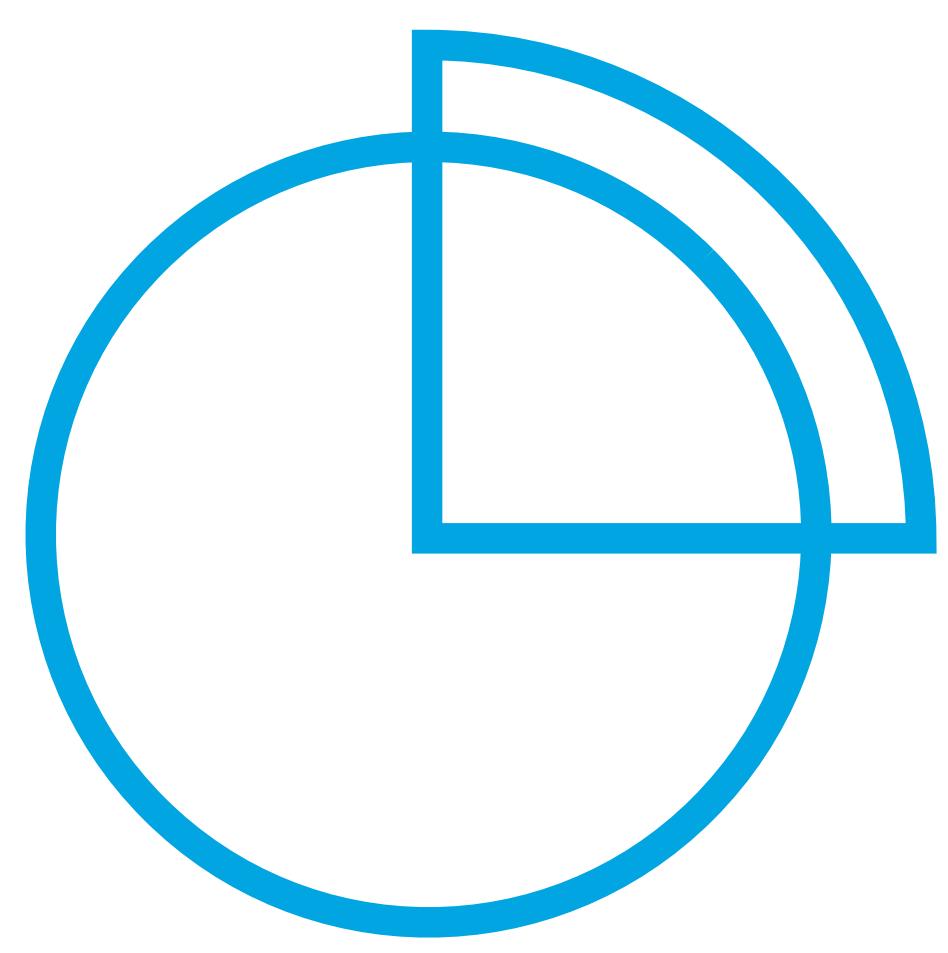
THEORY OF SYSTEMS CHANGE AND ACTION

Planning the Change Process



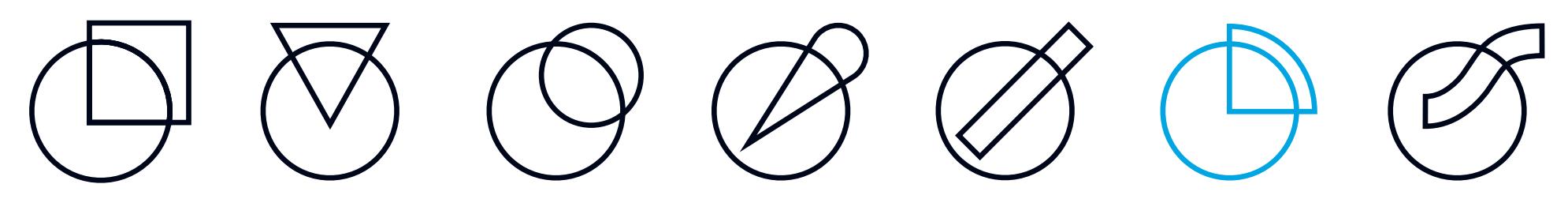
| INPUTS/ACTIVITIES | OUTPUTS | OUTCOMES | SUSTAINING PURPOSES | IMPACTS | STRATEGIC IMPACT |
|-------------------|---------|--------------------|---------------------|---------|---------------------|
| SOCIETAL | | | | | |
| ECOLOGICAL | | | | | |
| SOCIOECONOMIC | | | | | |
| FINANCIAL | | | | | |
| OPERATIONAL | | | | | |
| YEAR 1 | | | | | |
| | | MID TERM: YEAR ... | | | LONG TERM: YEAR ... |

| | | |
|-----------------------|----------------|------------|
| STRATEGIC ASSUMPTIONS | EXPECTED RISKS | TAIL RISKS |
|-----------------------|----------------|------------|



PROCESS ENNEAGRAM

Planning the Change Process



8 \\ CONTEXT & STRUCTURE

1 \\ INTENTION

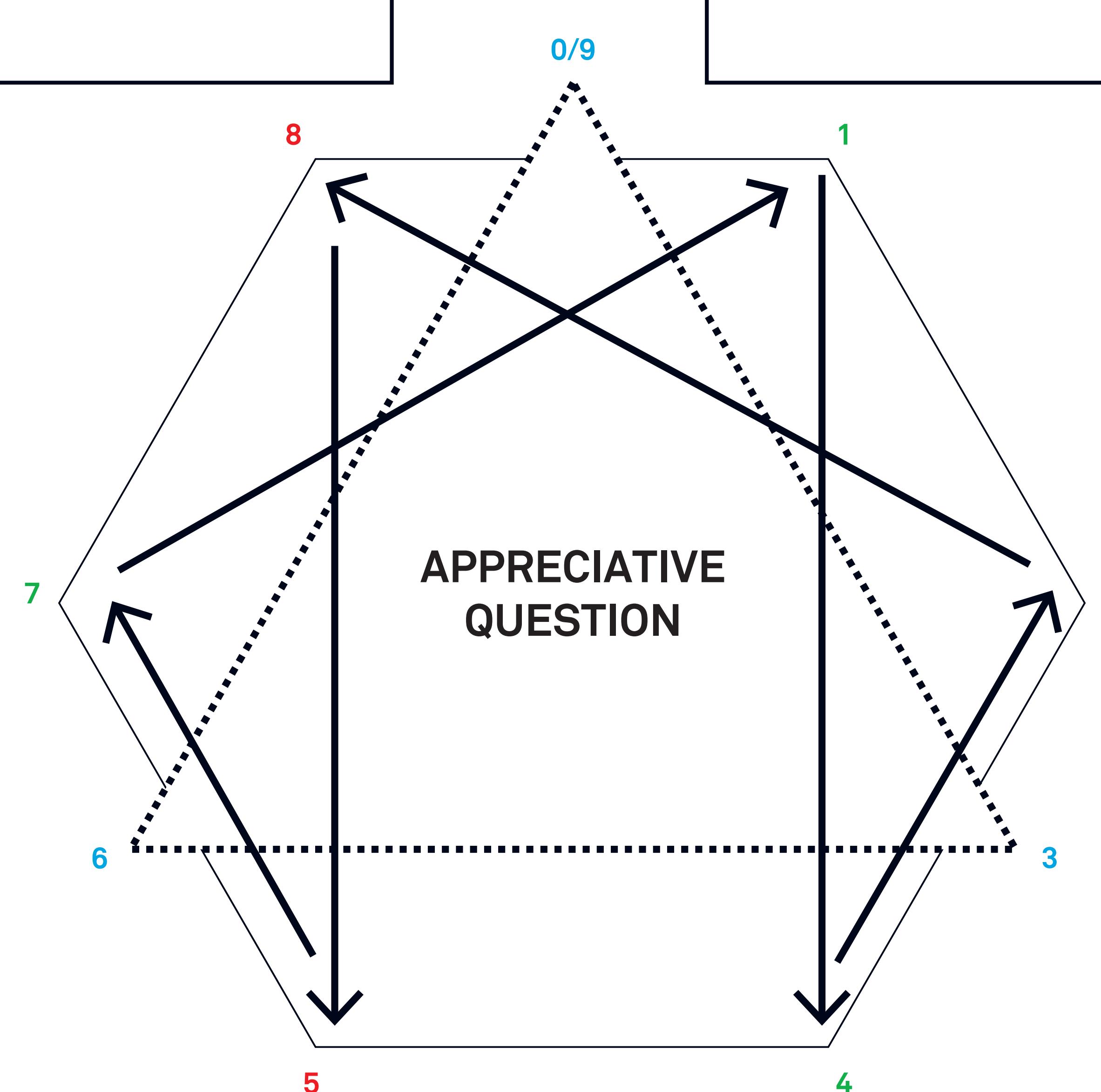
7 \\ LEARNING & POTENTIAL

2 \\ ISSUES AND AMBIGUITIES

APPRECIATIVE
QUESTION

5 \\ WORK

4 \\ PRINCIPLES & STANDARDS

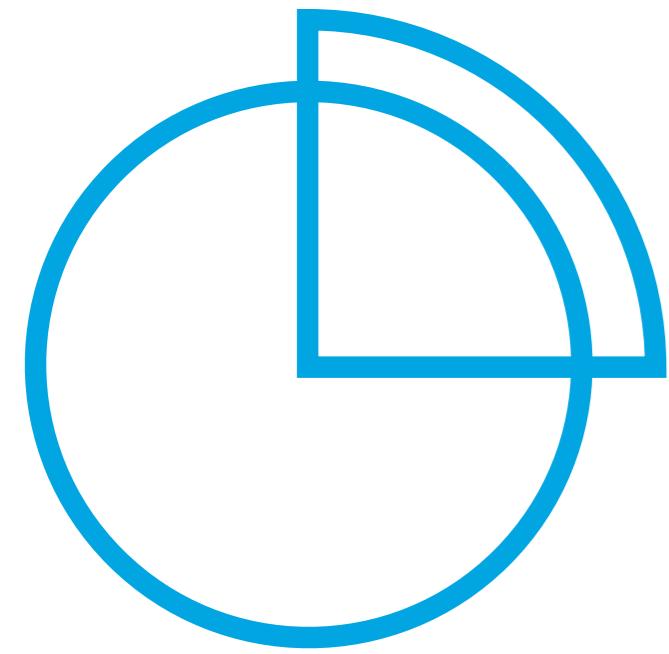


TO DISCUSS IN ALL STEPS

3 \\ RELATIONSHIPS

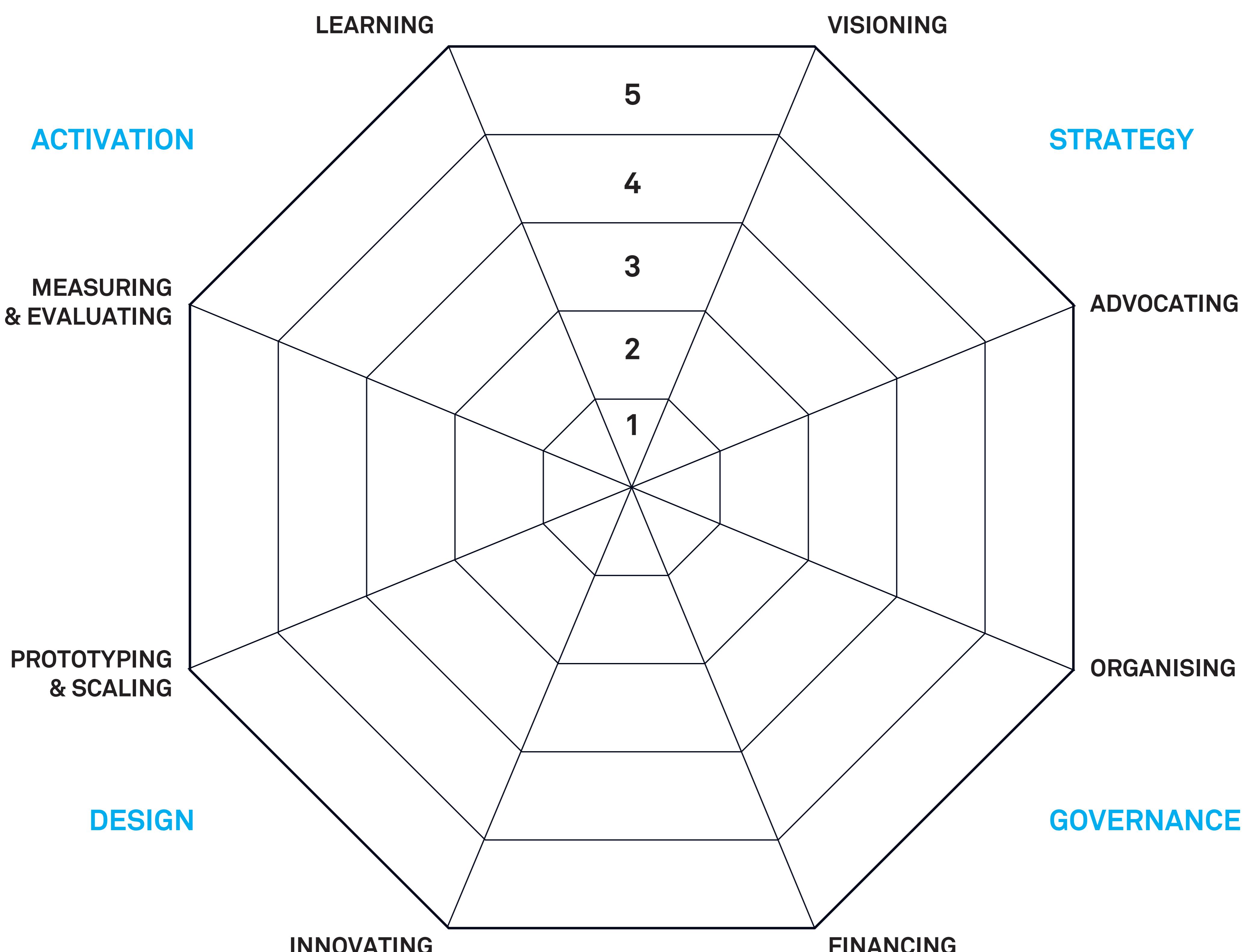
6 \\ INFORMATION

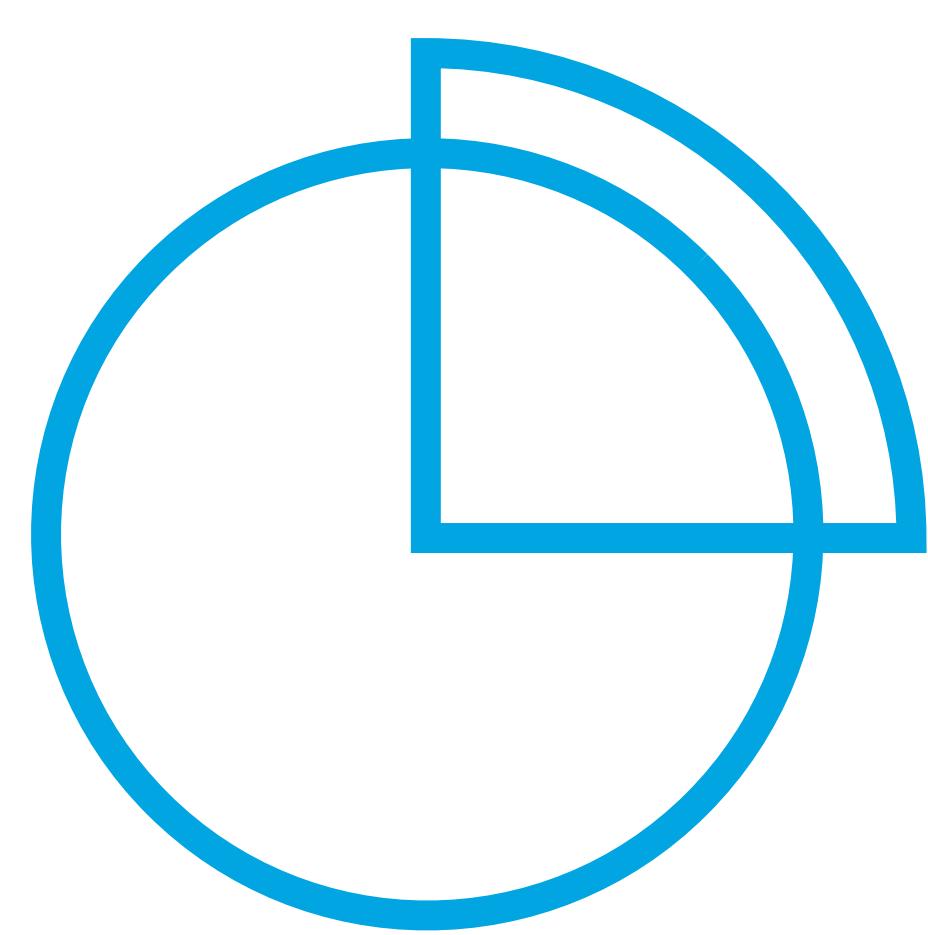
9 \\ IDENTITY



CHANGE READINESS


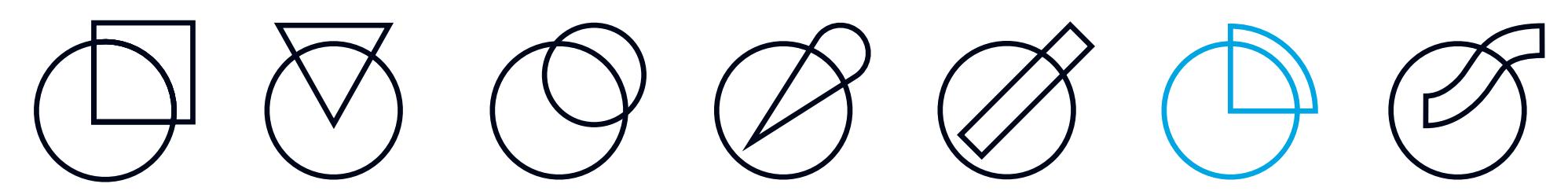
Planning the Change Process

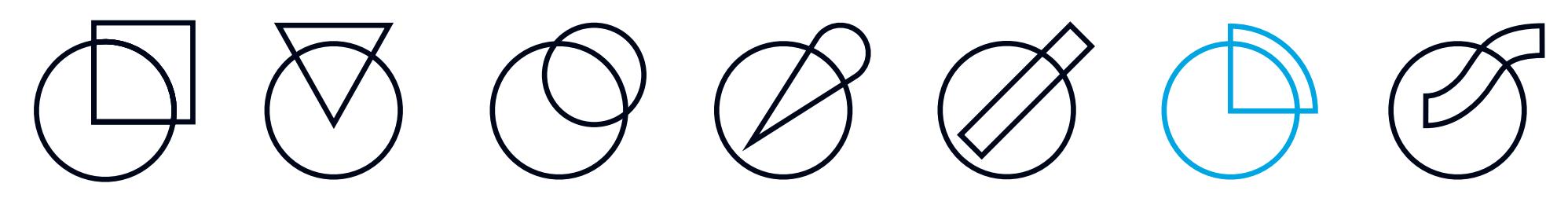
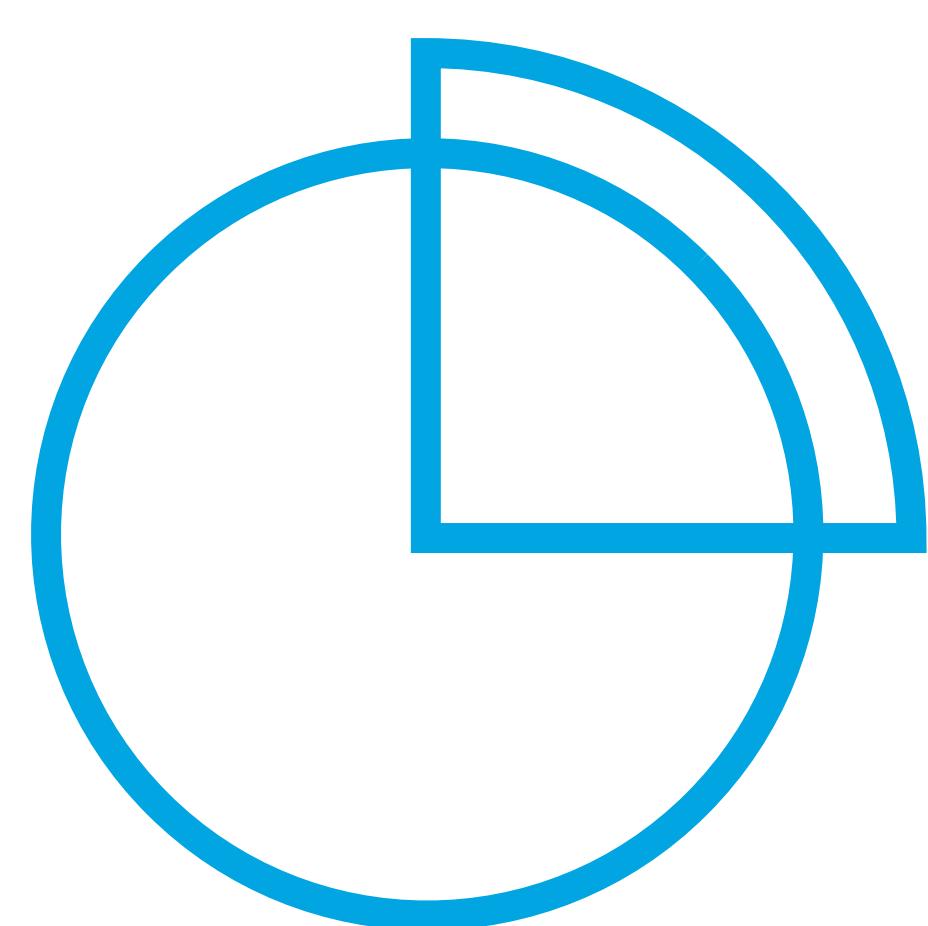




ECOSYSTEM GOVERNANCE


Fostering the Transition

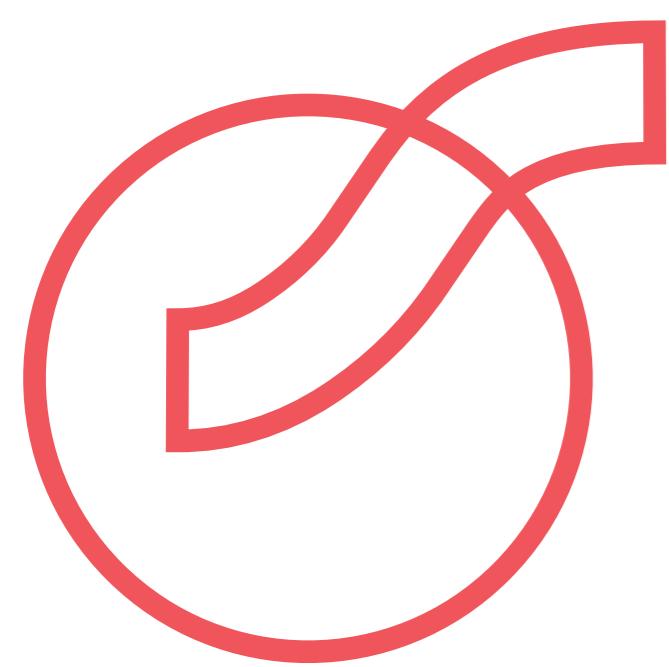




ECOSYSTEM GOVERNANCE

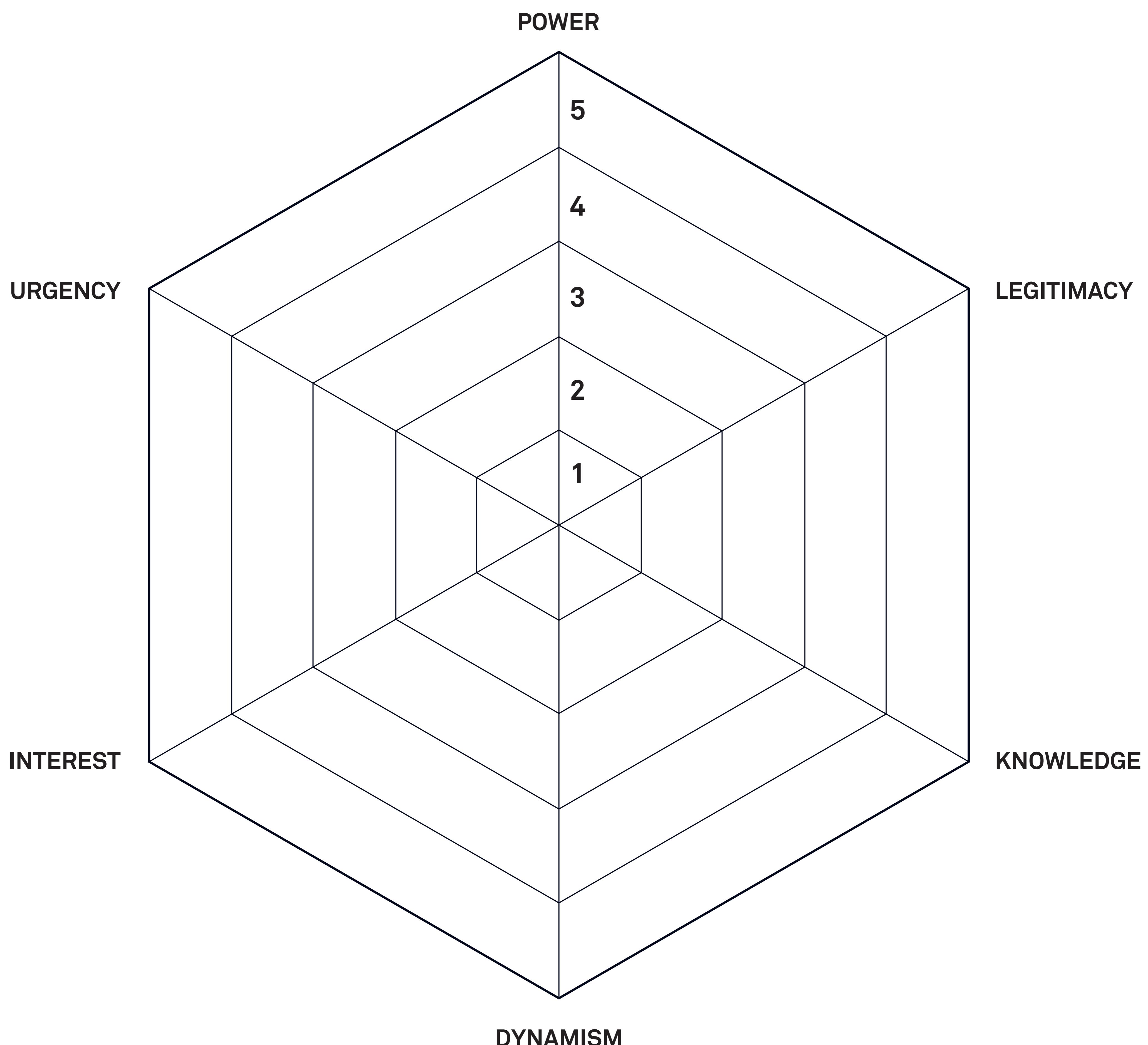
Planning the Change Process

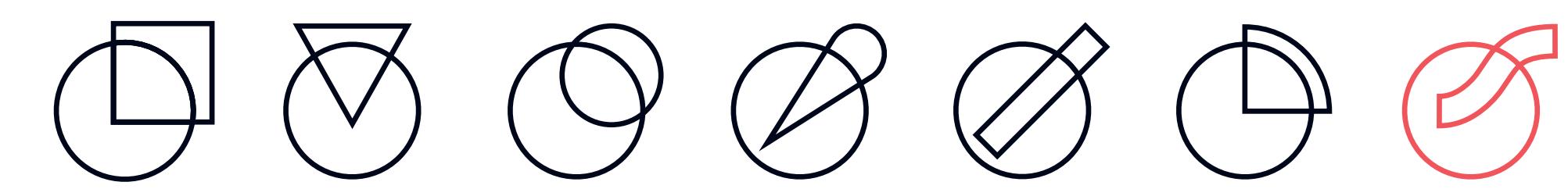
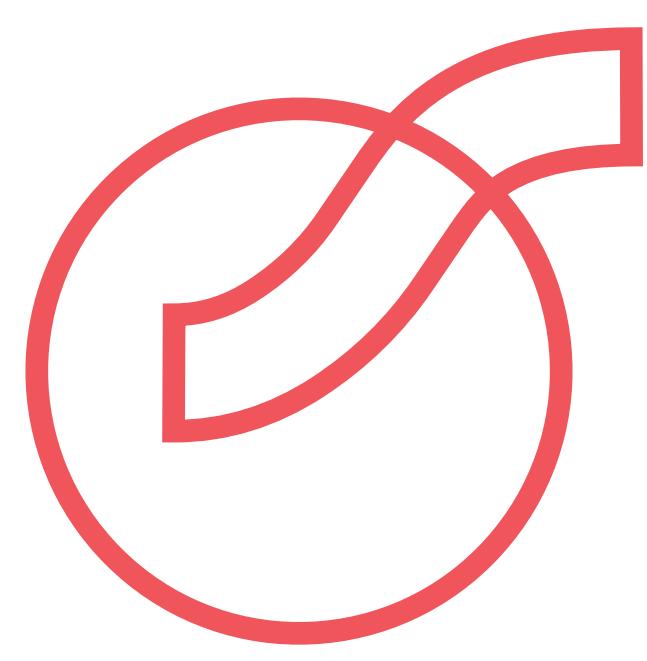




STAKEHOLDER MOBILISATION


Fostering the Transition

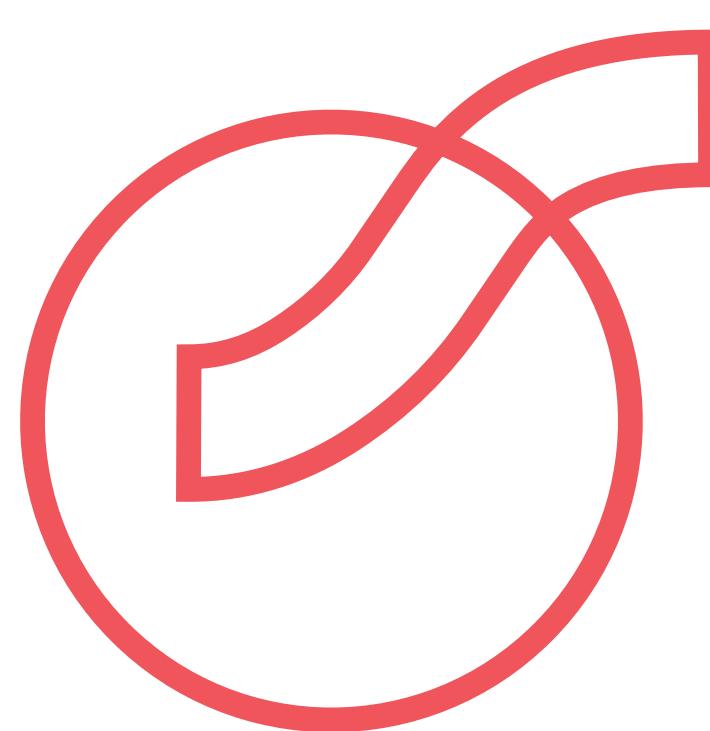




ROADMAP FOR TRANSITION BY DESIGN

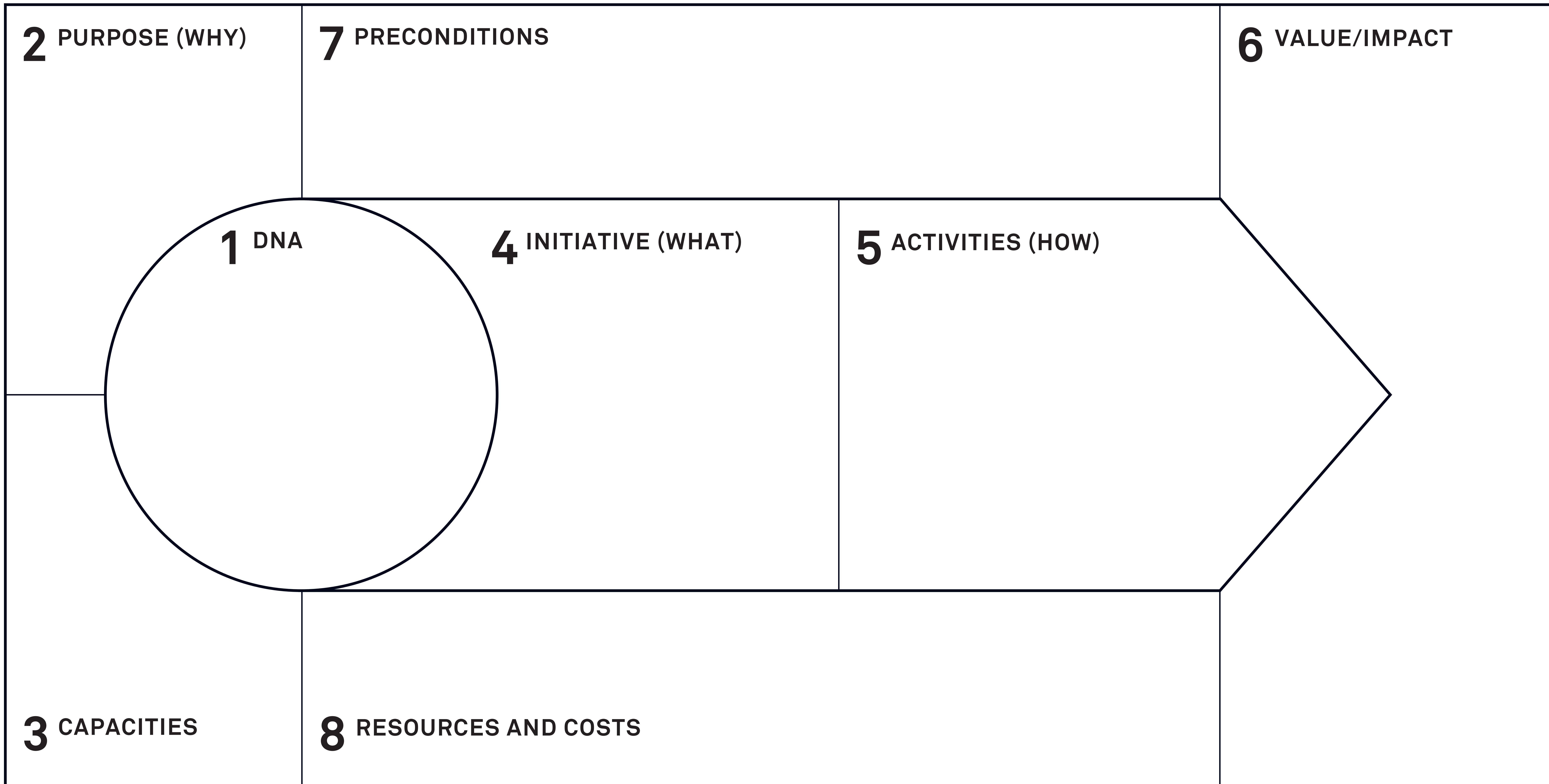
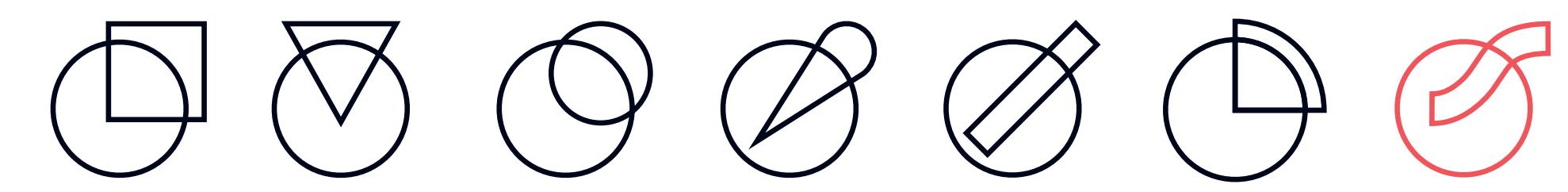
Fostering the Transition

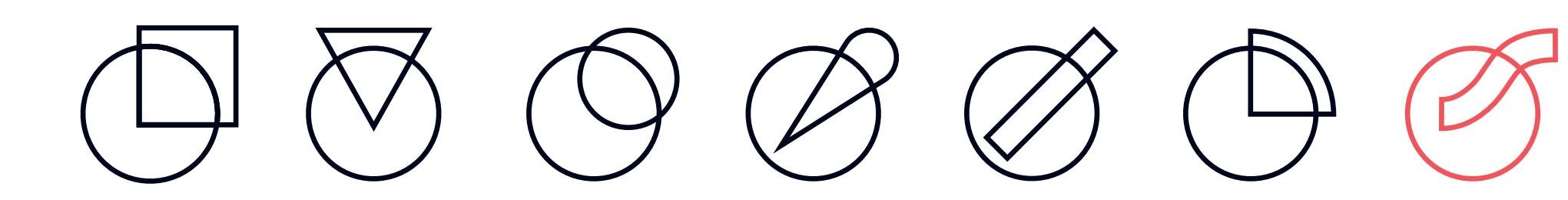
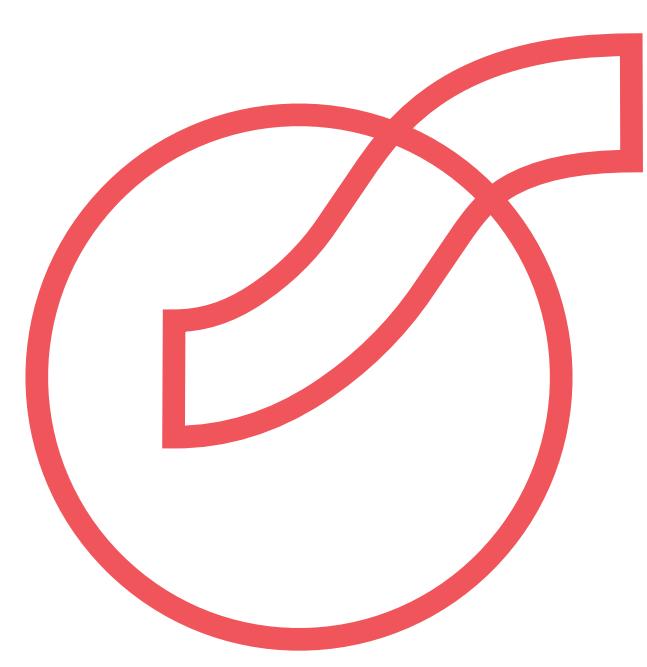




COLLABORATION MODEL

Planning the Change Process





ADAPTIVE CYCLE STRATEGY

Fostering the Transition

