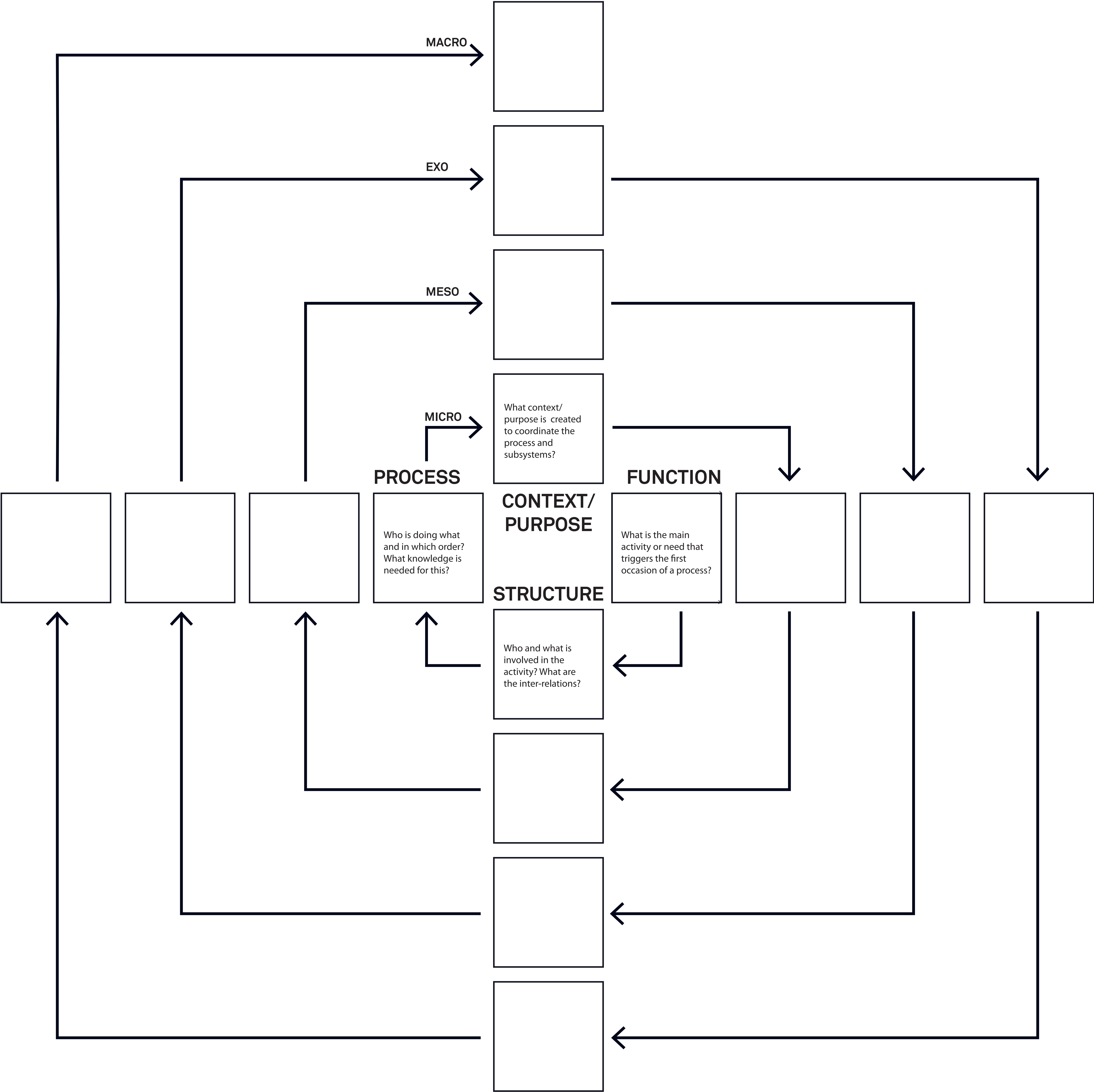
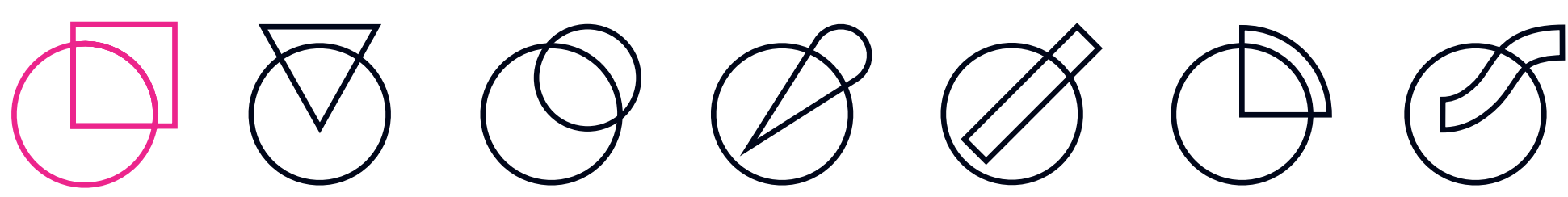
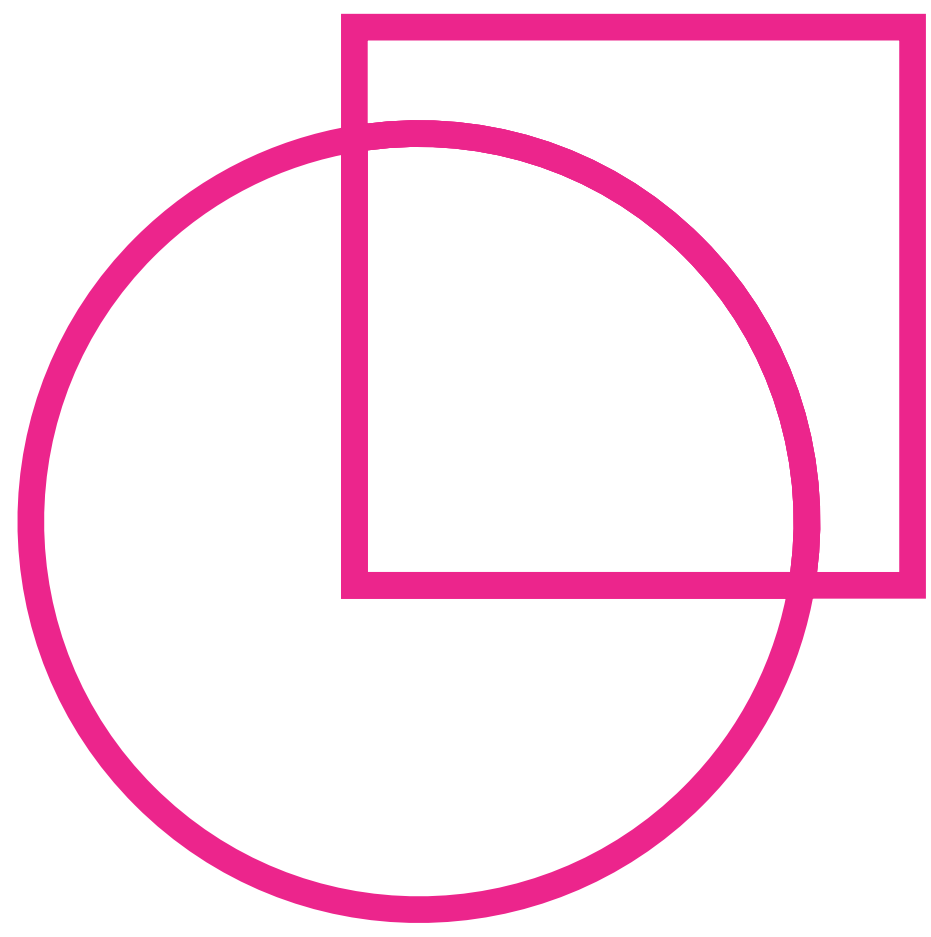


ITERATIVE INQUIRY

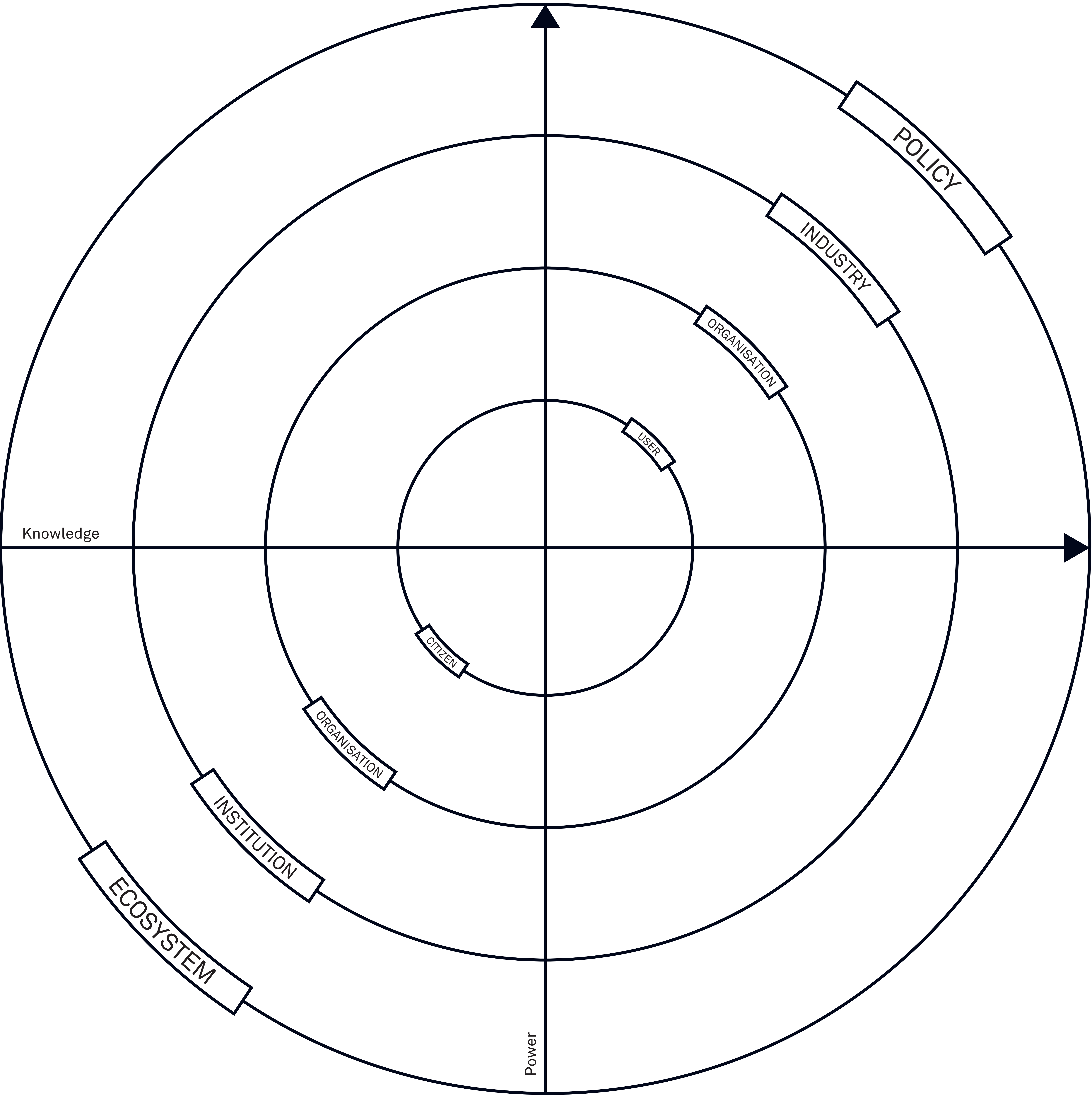
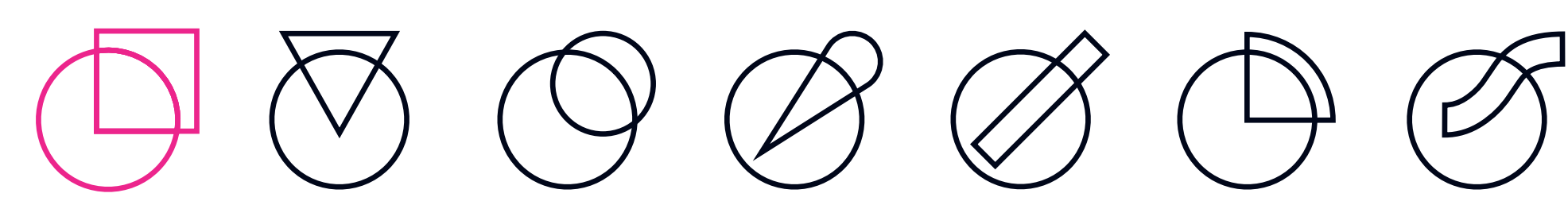
Framing the System

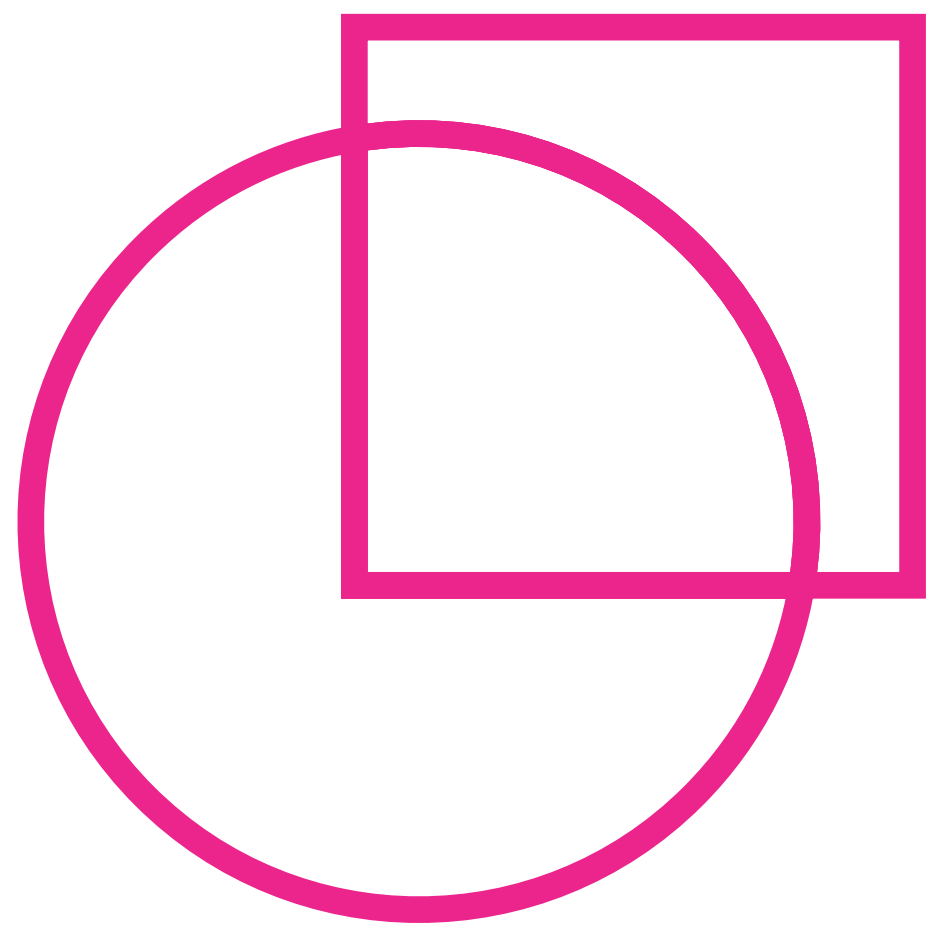




ACTORS MAP

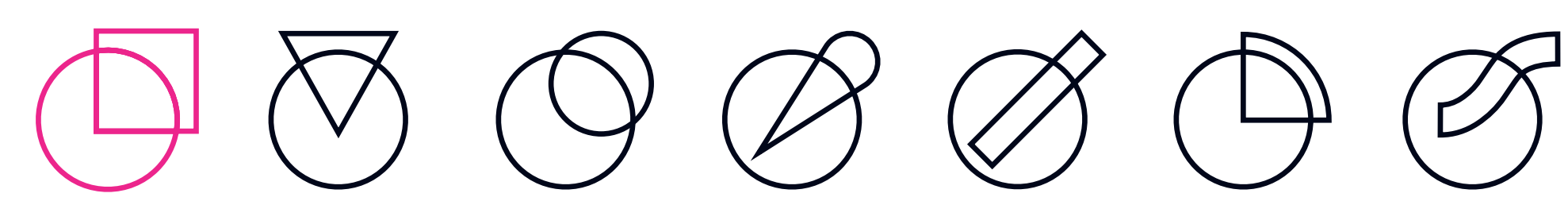
Framing the System

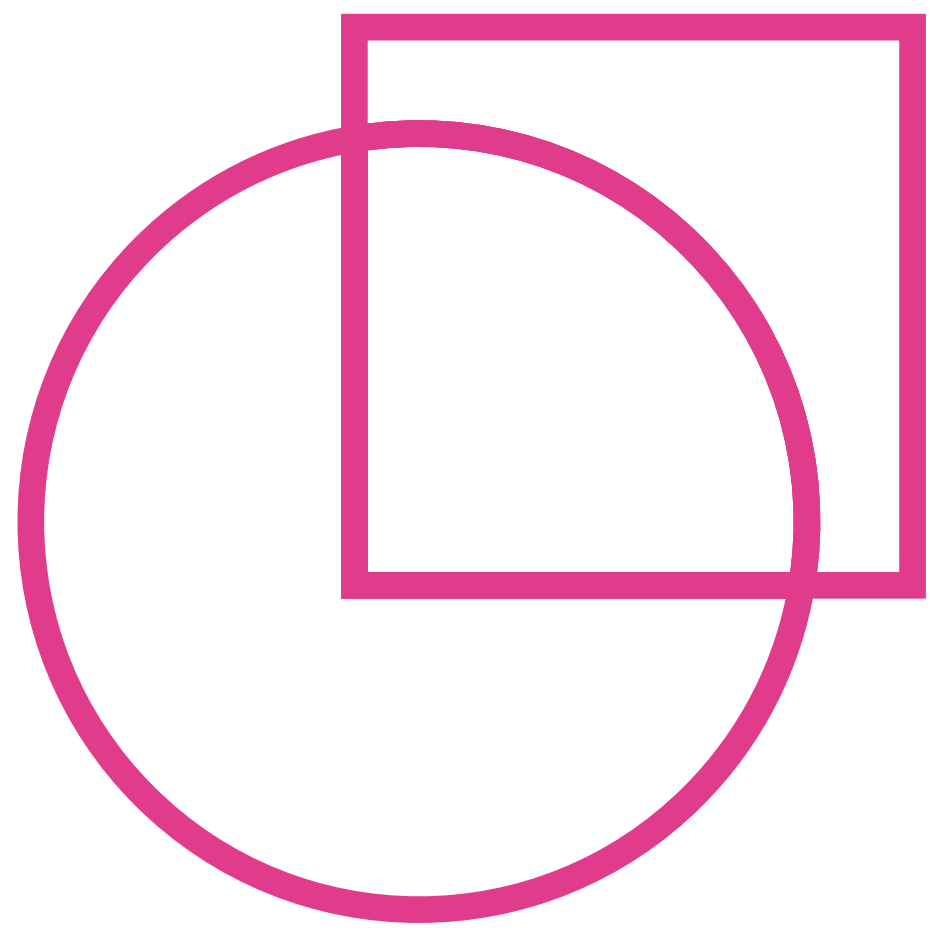




ACTORS MAP

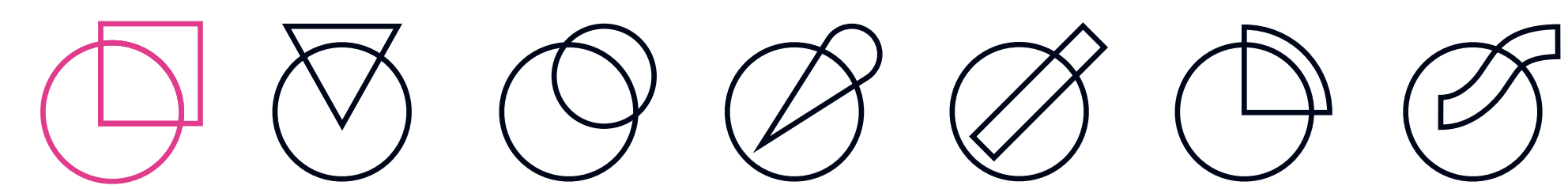
Framing the System



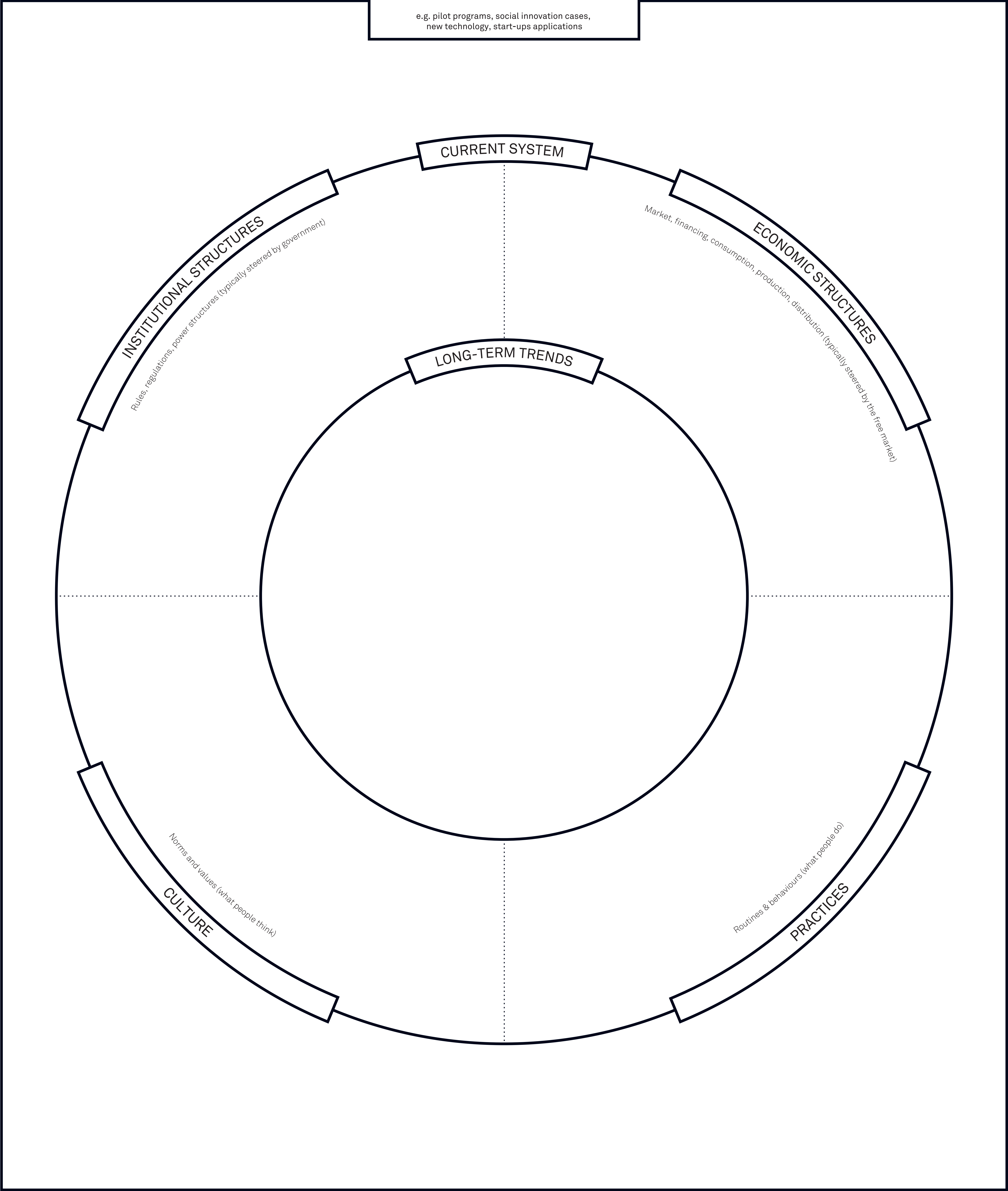


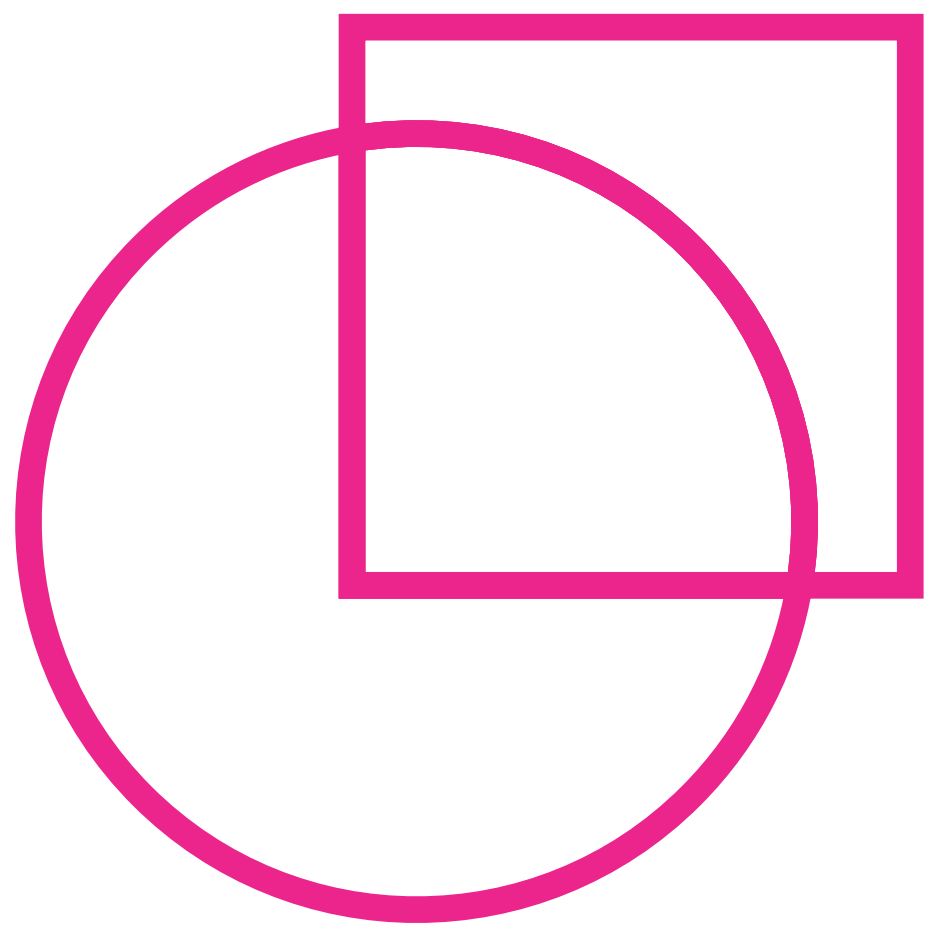
RICH CONTEXT

Framing the System



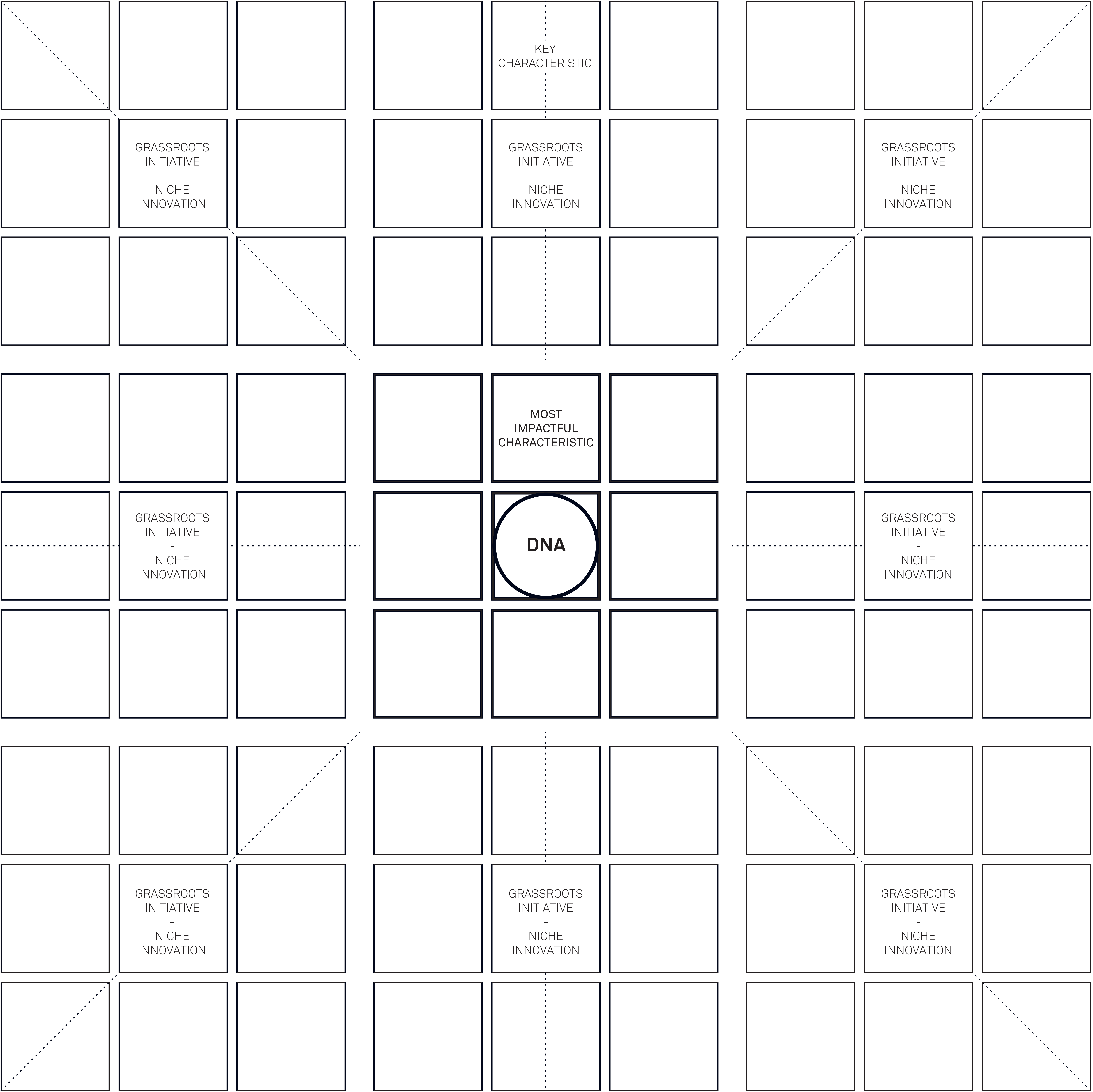
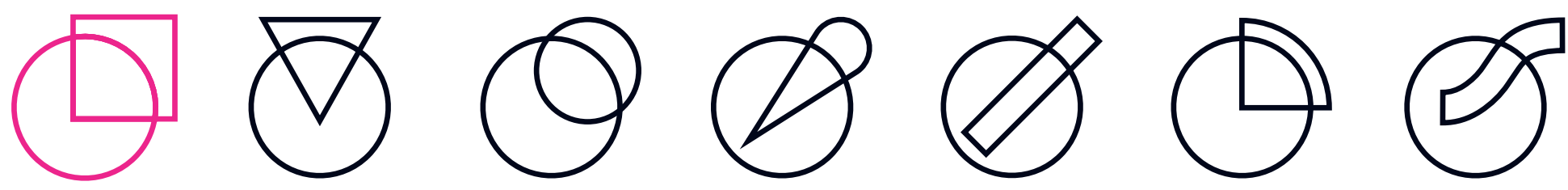
EMERGING NICHE INITIATIVES
e.g. pilot programs, social innovation cases,
new technology, start-ups applications

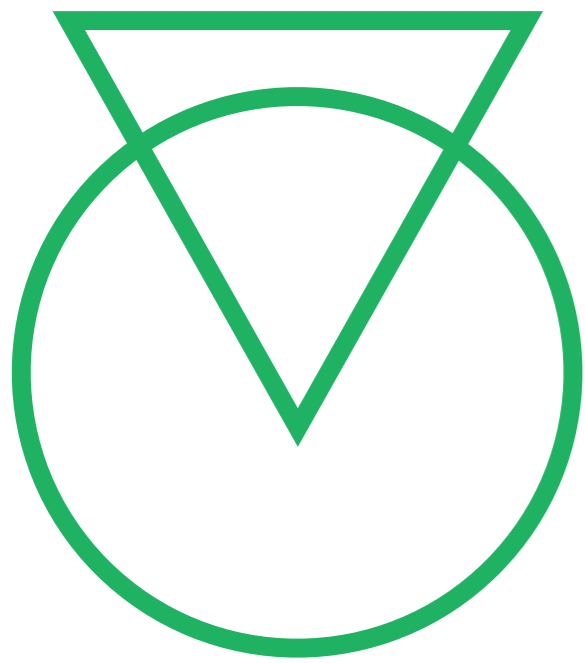




NICHE DISCOVERY

Framing the System





STAKEHOLDER DIMENSIONS

Listening to the System



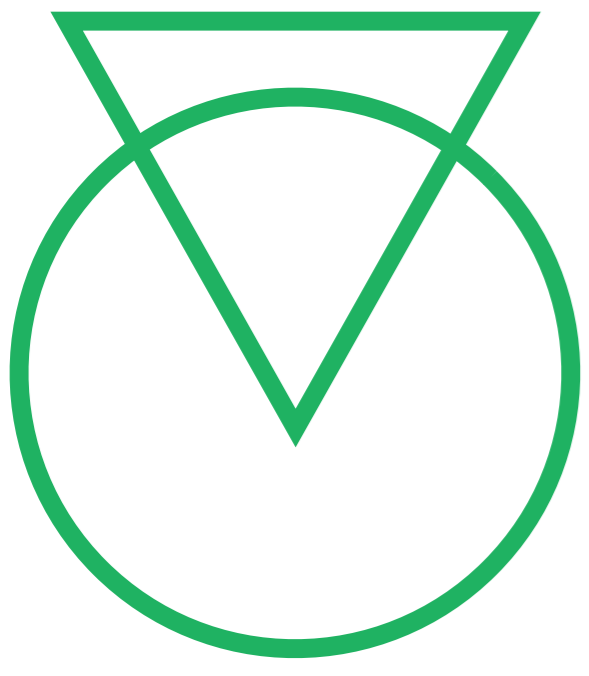
1 CHARACTERISTICS OF THE STAKEHOLDERS

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

EXTREME	CHARACTERISTIC	EXTREME

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)

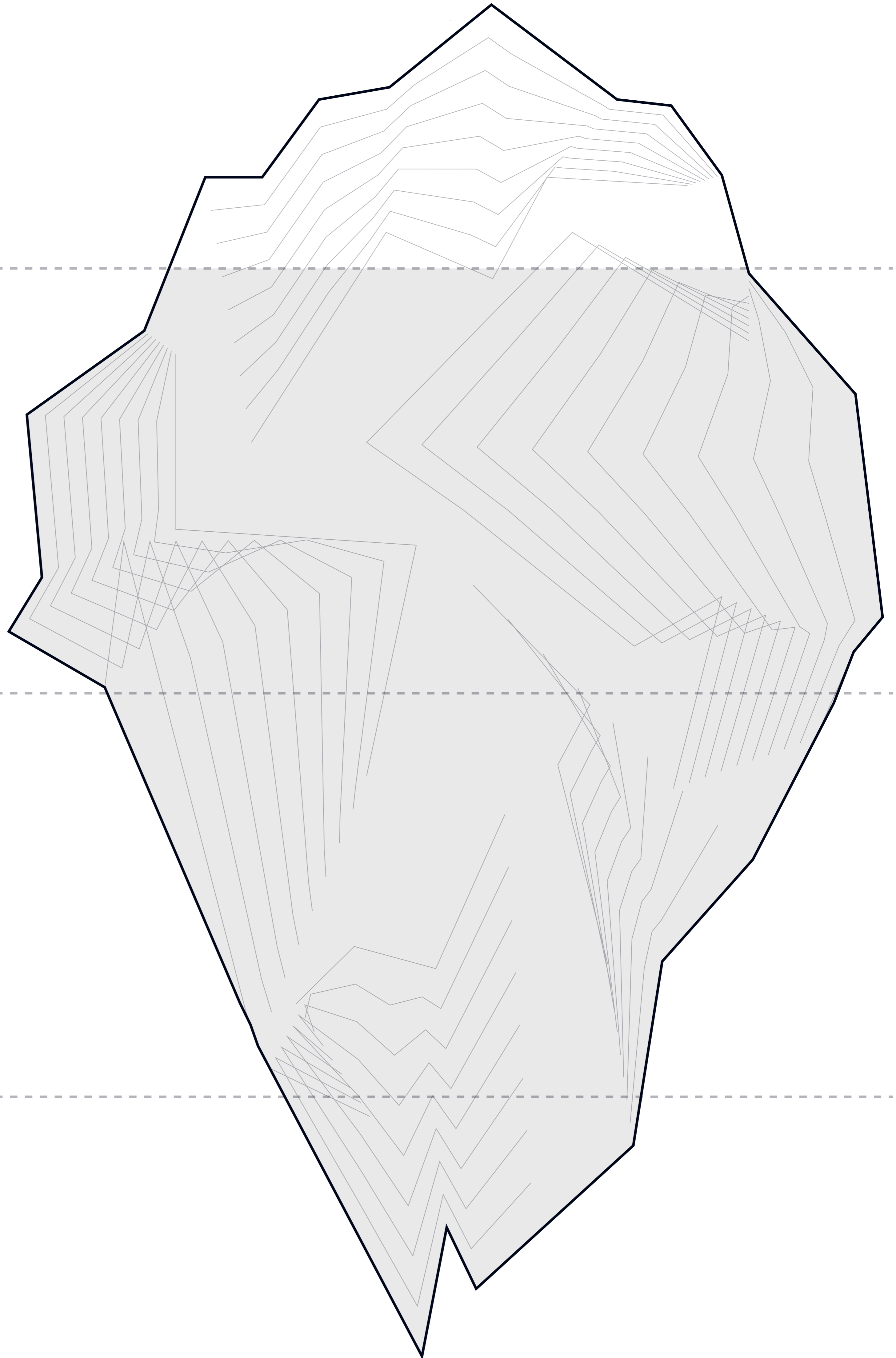
List questions that draw out the STEEP criteria: Social, technological, economic, environmental, political, as well as cultural-historical issues and evolutions.

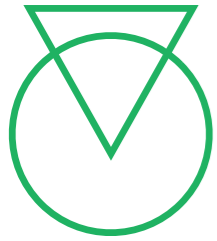
WORLDVIEW & VALUES (paradigms)

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?

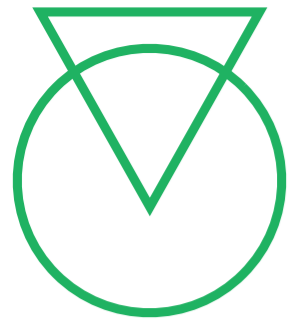


WHY QUESTIONS

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?	Environment What was the setting where the activity happens?	Services What systems or people enabled the activity?
Objects What things were used in the activity?	Messages How was the information transferred?	



ACTANTS MAP

Listening to the System



PURPOSE

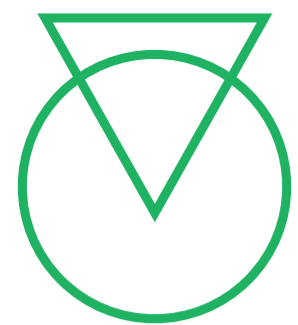
PURPOSE

SHARED PURPOSE

<div></div>	<div>Expectations, aspirations</div> <div>Concerns</div>		<div>Expectations, aspirations</div> <div>Concerns</div>	<div></div>
-------------	--	--	--	-------------

VALUE EXCHANGE

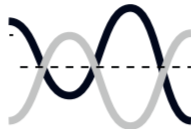


<div>gives (not) ></div>			<div>< gives (not)</div>
-----------------------------	--	--	-----------------------------

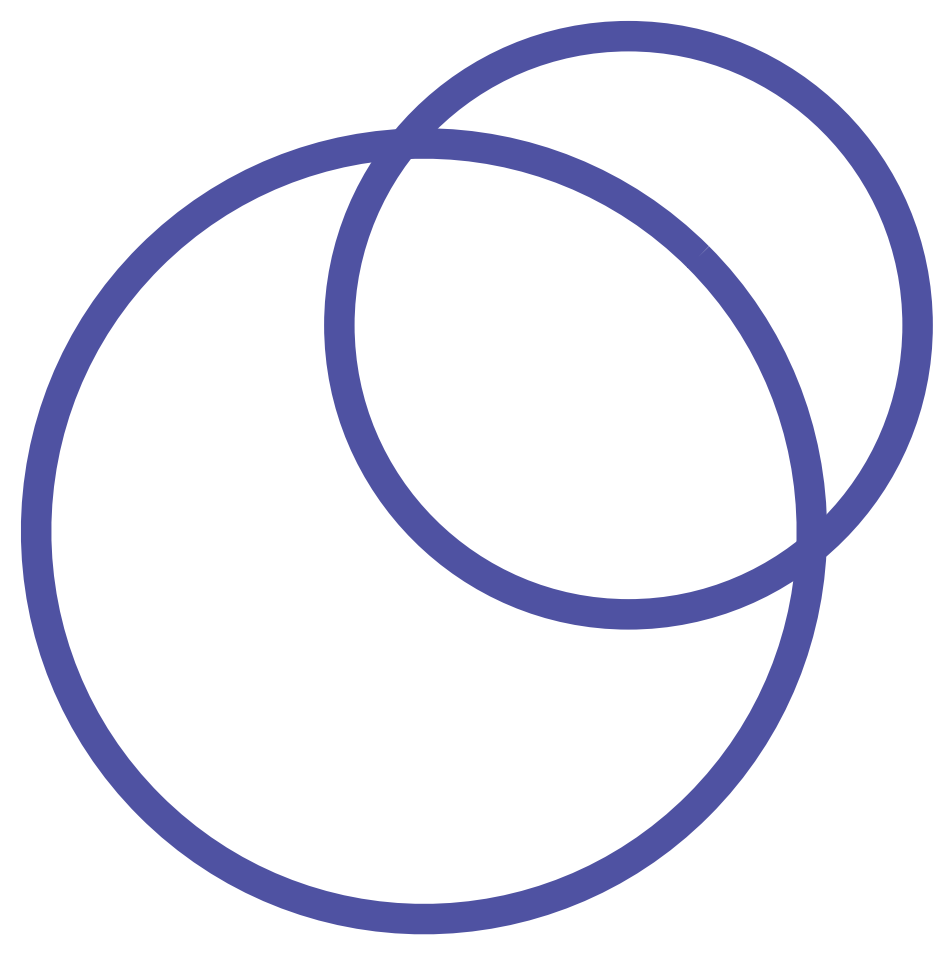


ACTANTS MAP

Listening to the System

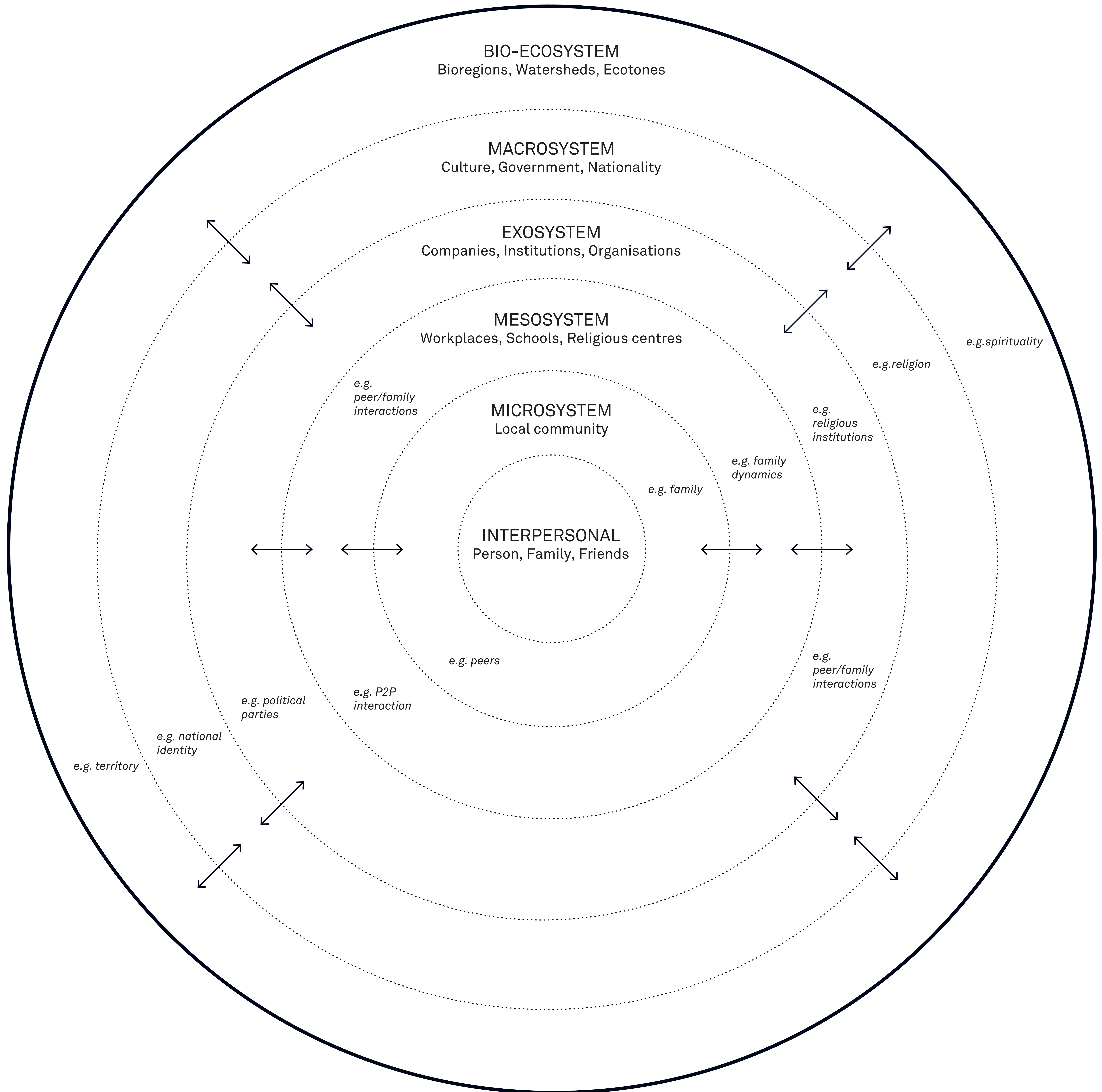
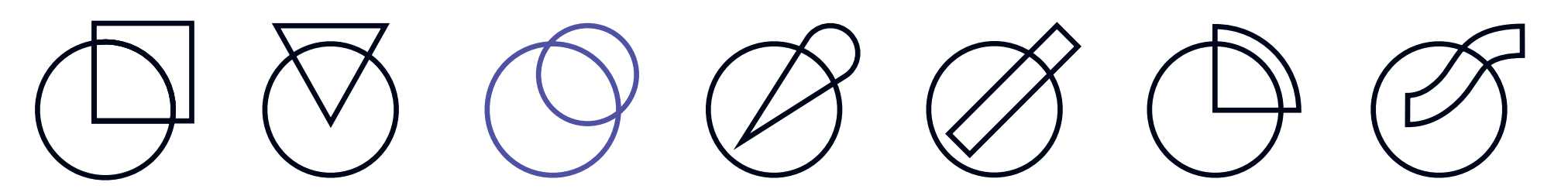


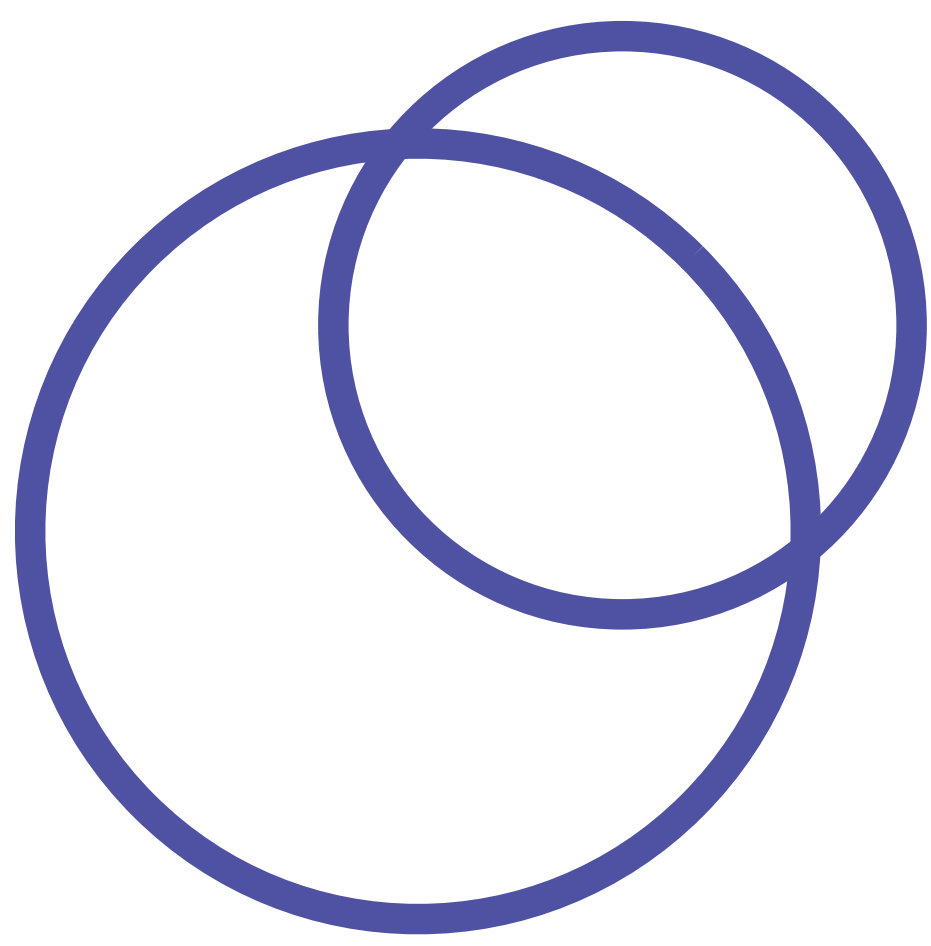
ACTANT 1	ACTANT 2	
<div></div>	<div></div>	<div><div> EXPERIENCE OVER TIME Draw the curves for both actants</div><div><div><div>+</div><div>-</div></div><div><div></div><div></div></div><div>time</div></div></div>
<div><div>“PERSPECTIVE” on the issue</div></div>	<div><div>“PERSPECTIVE” on the issue</div></div>	<div><div> What makes the experience change?</div><div><div> What explains the differences between the curves?</div></div></div>



SOCIAL ECOSYSTEM

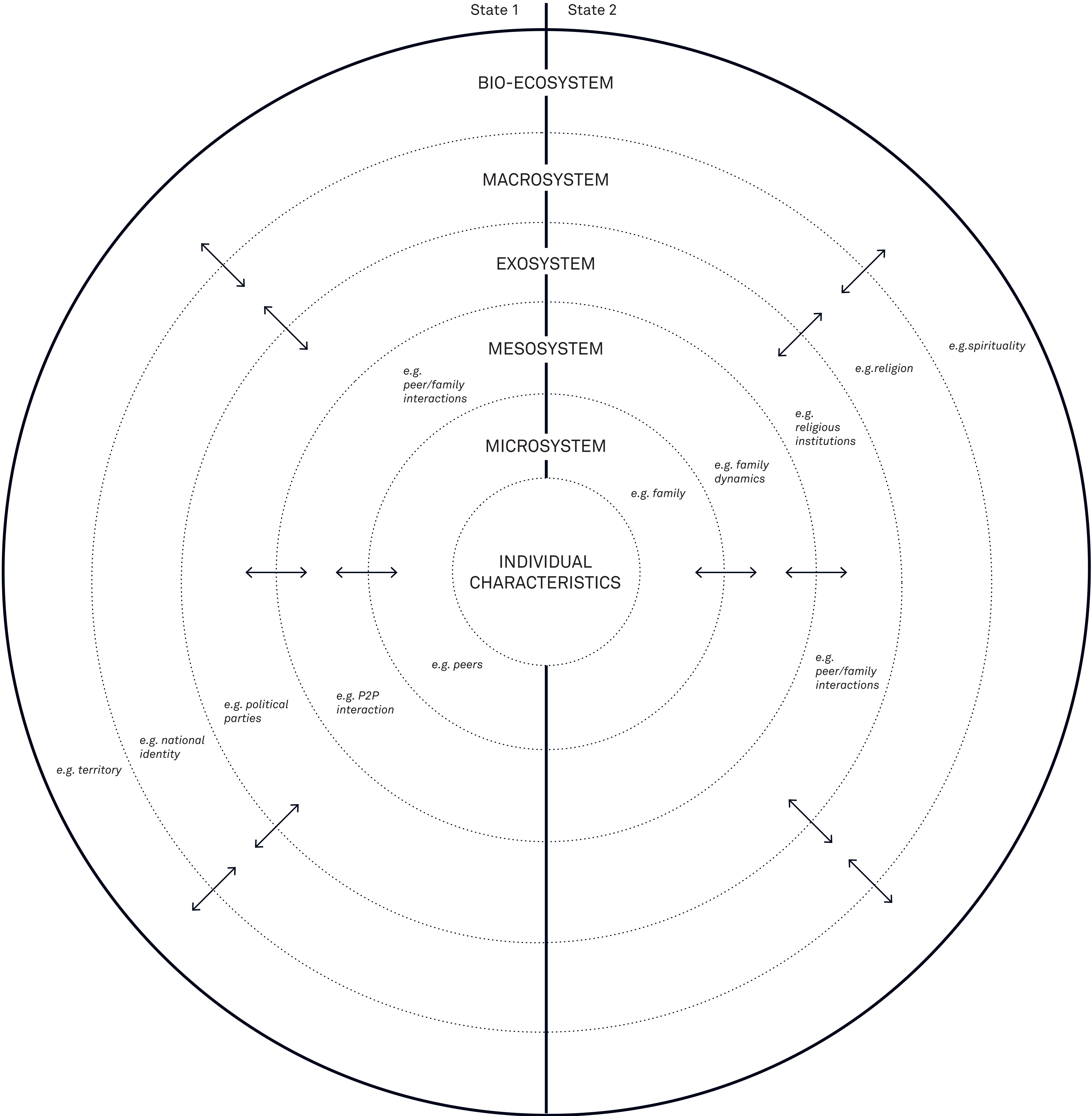
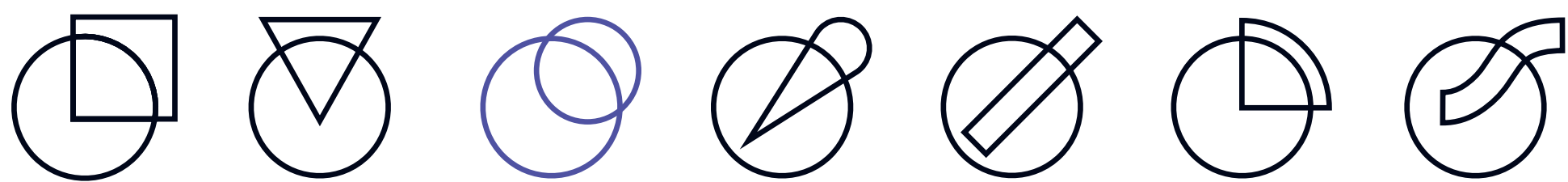
Understanding the System

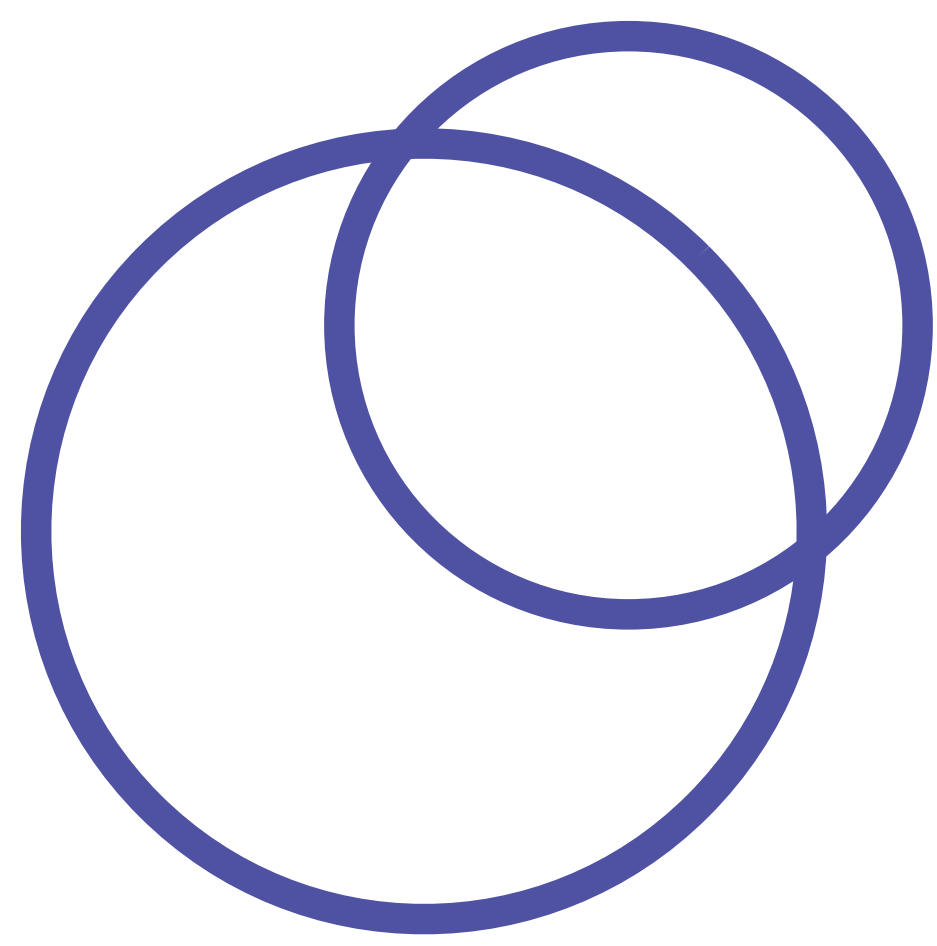




SOCIAL ECOSYSTEM

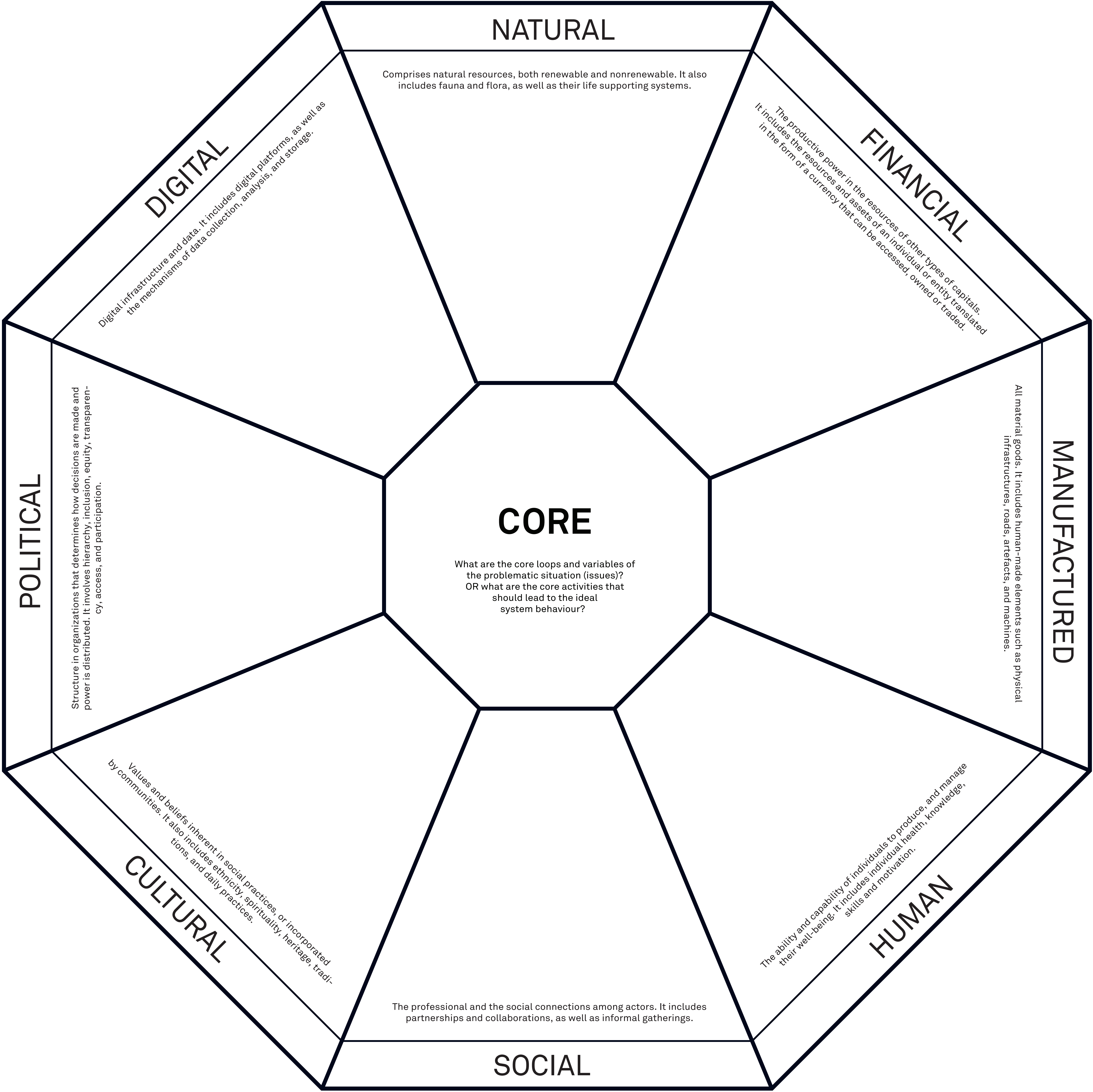
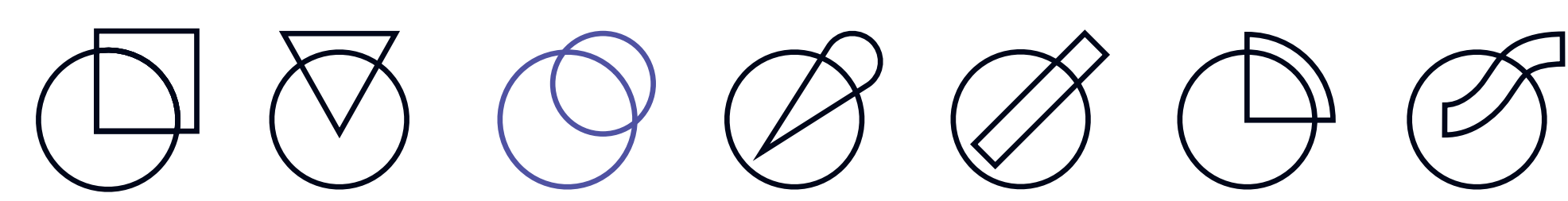
Understanding the System

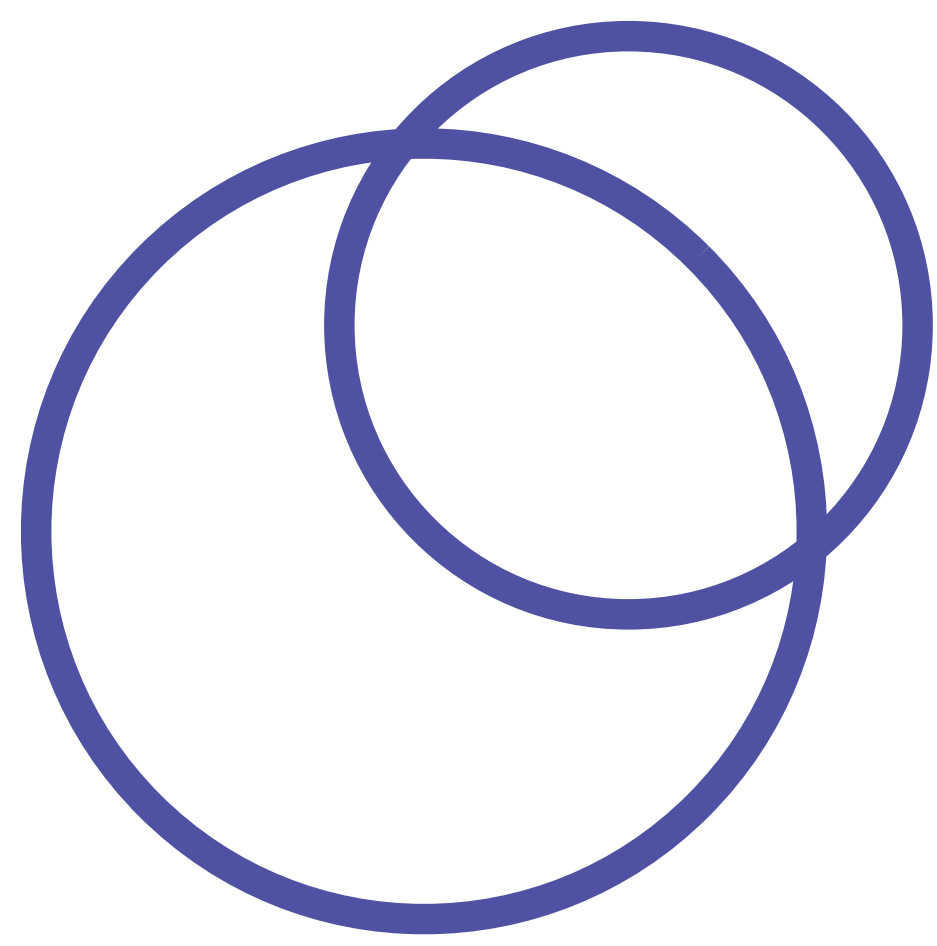




MULTICAPITALS SYSTEMS MAP

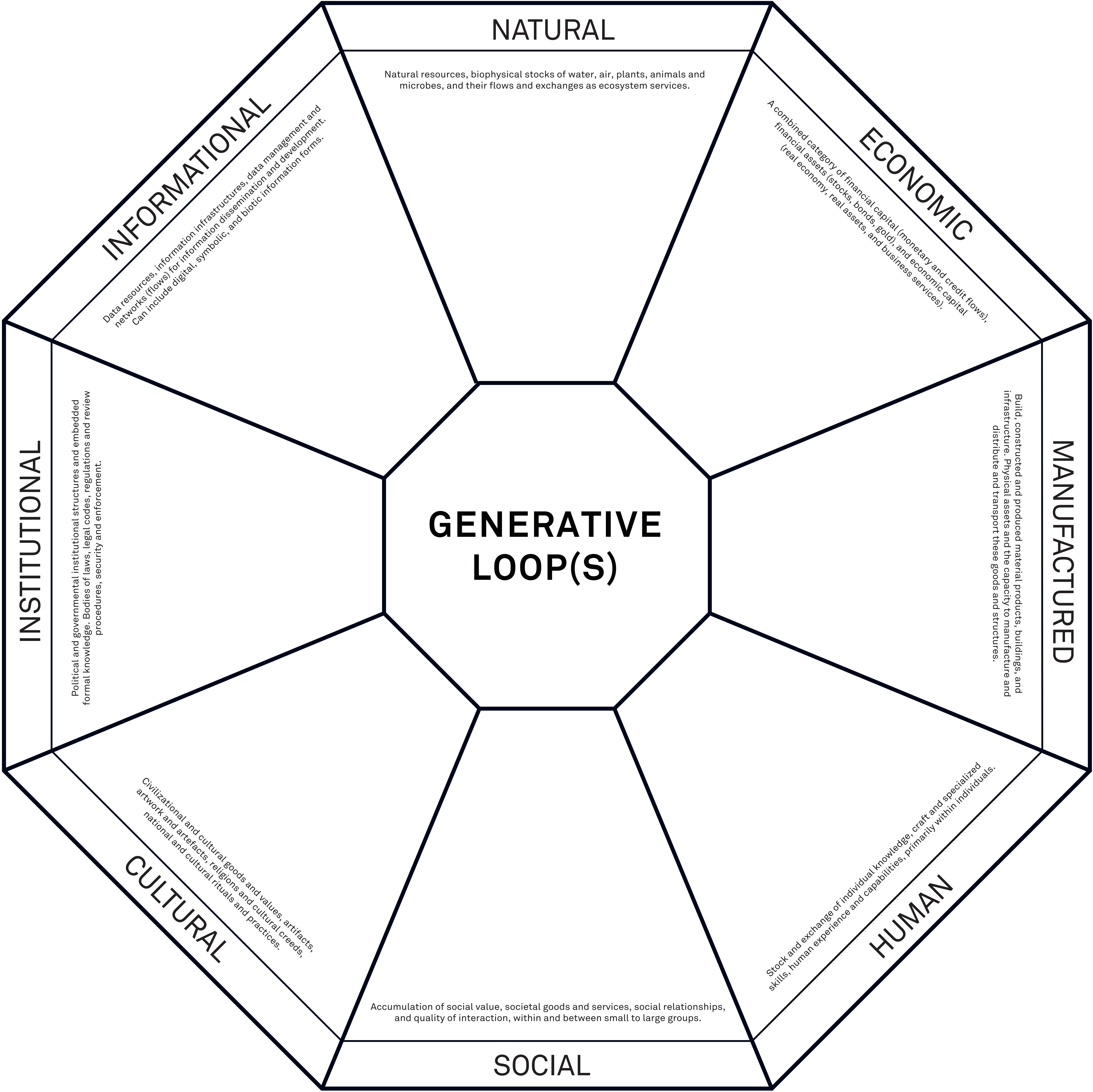
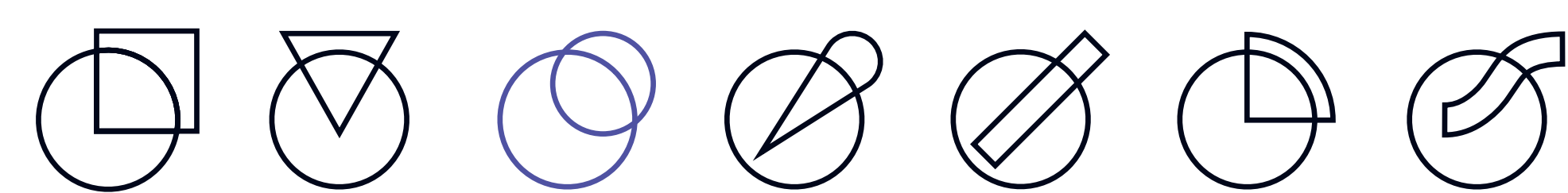
Understanding the System

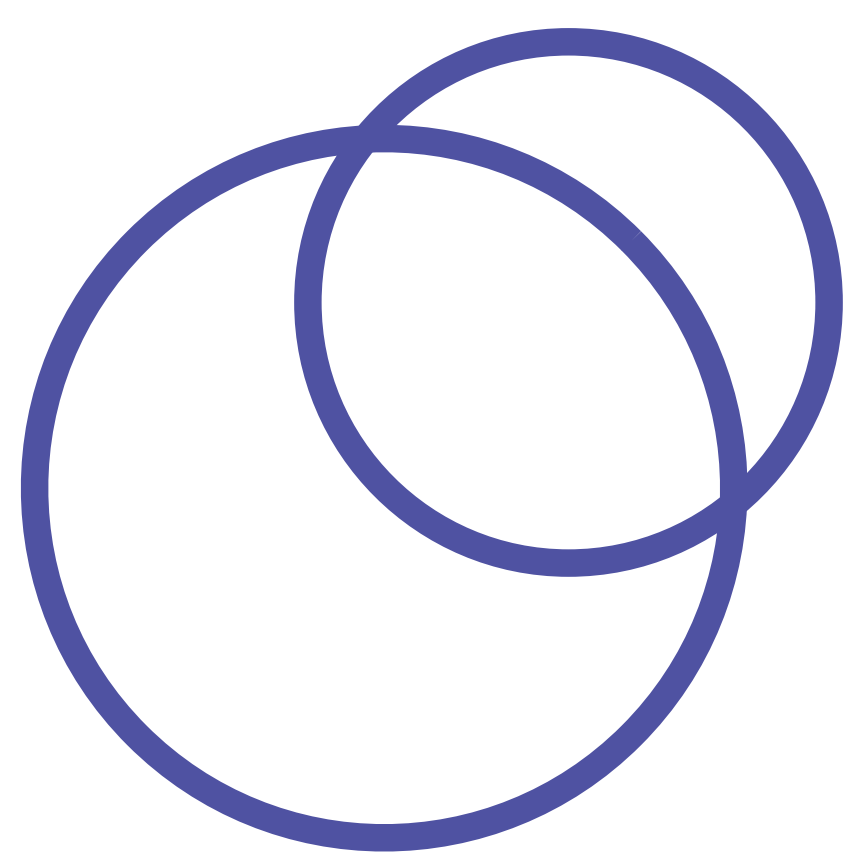




MULTICAPITALS SYSTEMS MAP

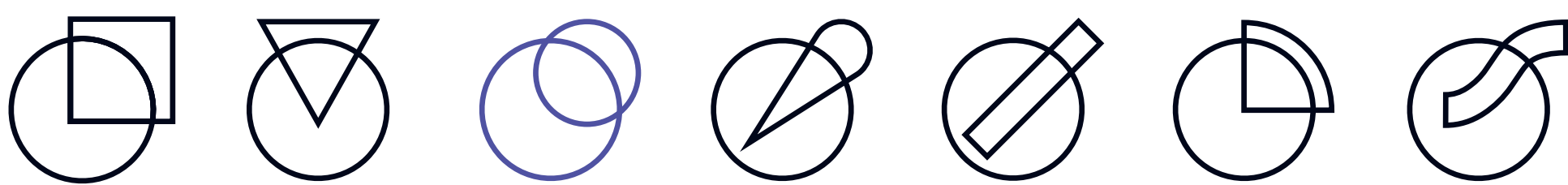
Understanding the System





INFLUENCE MAP

Understanding the System



IMPACT LEVELS

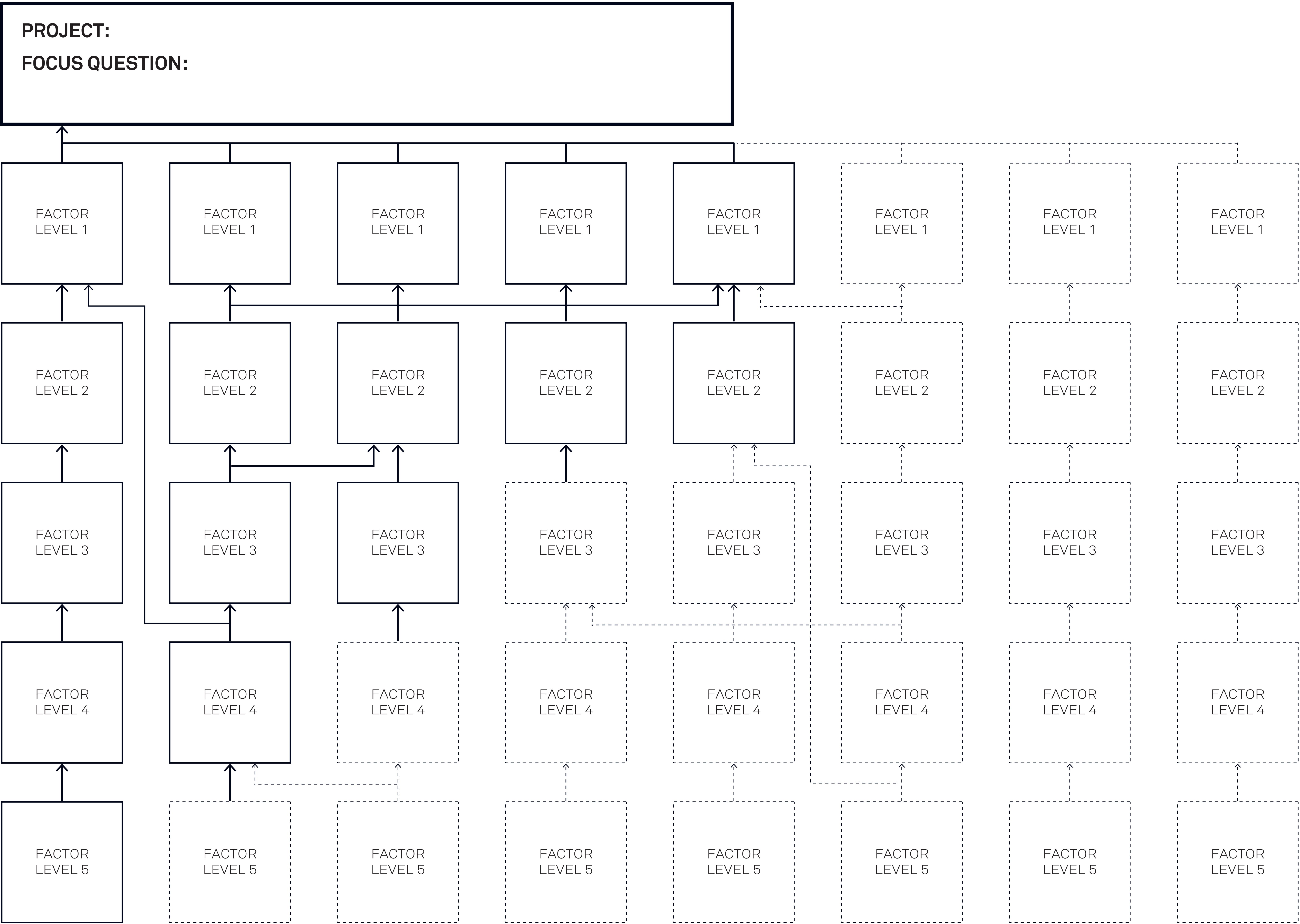
LEVEL 1 \\
STRATEGIC OUTCOMES
Most influenced factors,
influenced by all levels

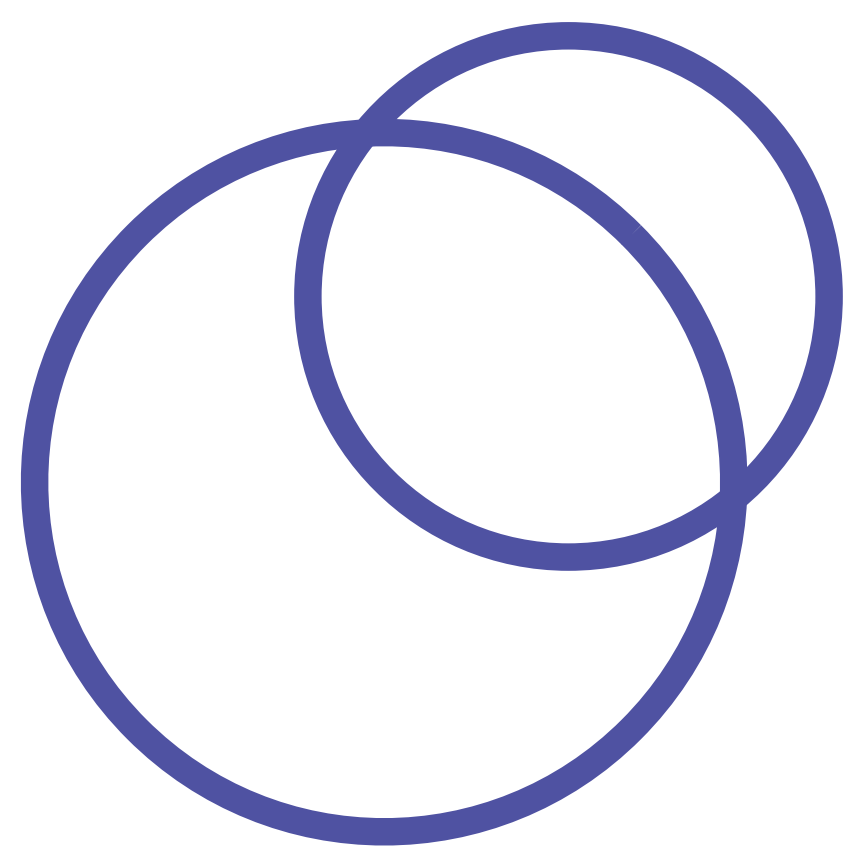
LEVEL 2 \\
OUTCOMES
Influenced factors that
are affected by levels 3-5

LEVEL 3 \\
ACTIVITY OUTPUTS
Mid-level factors that
impact levels 1&2

LEVEL 4 \\
INFLUENCES
Influential factors that
impact levels 1-3

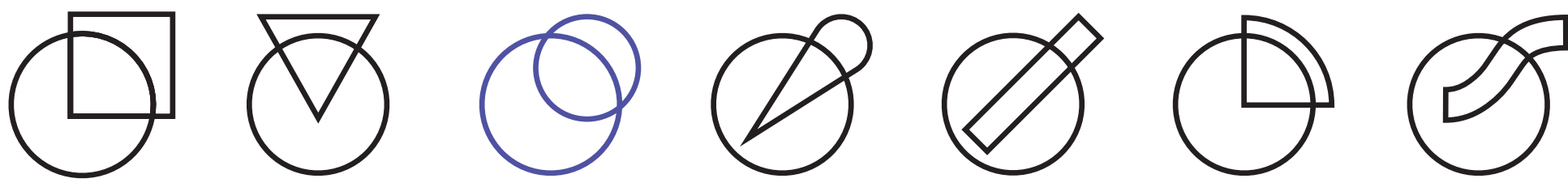
LEVEL 5 \\
DEEPEST INFLUENCES
Deep drivers, factors
influencing levels 1-4





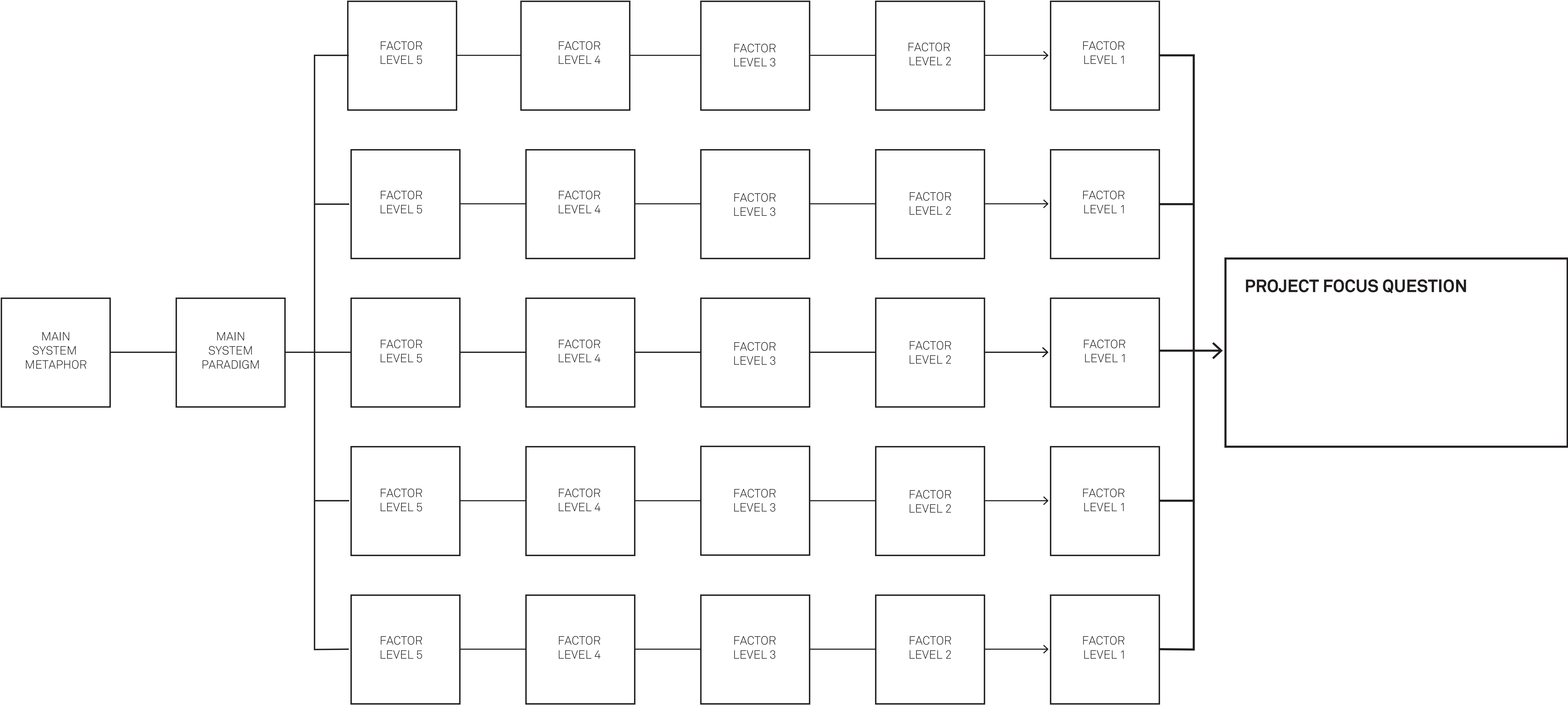
INFLUENCE MAP

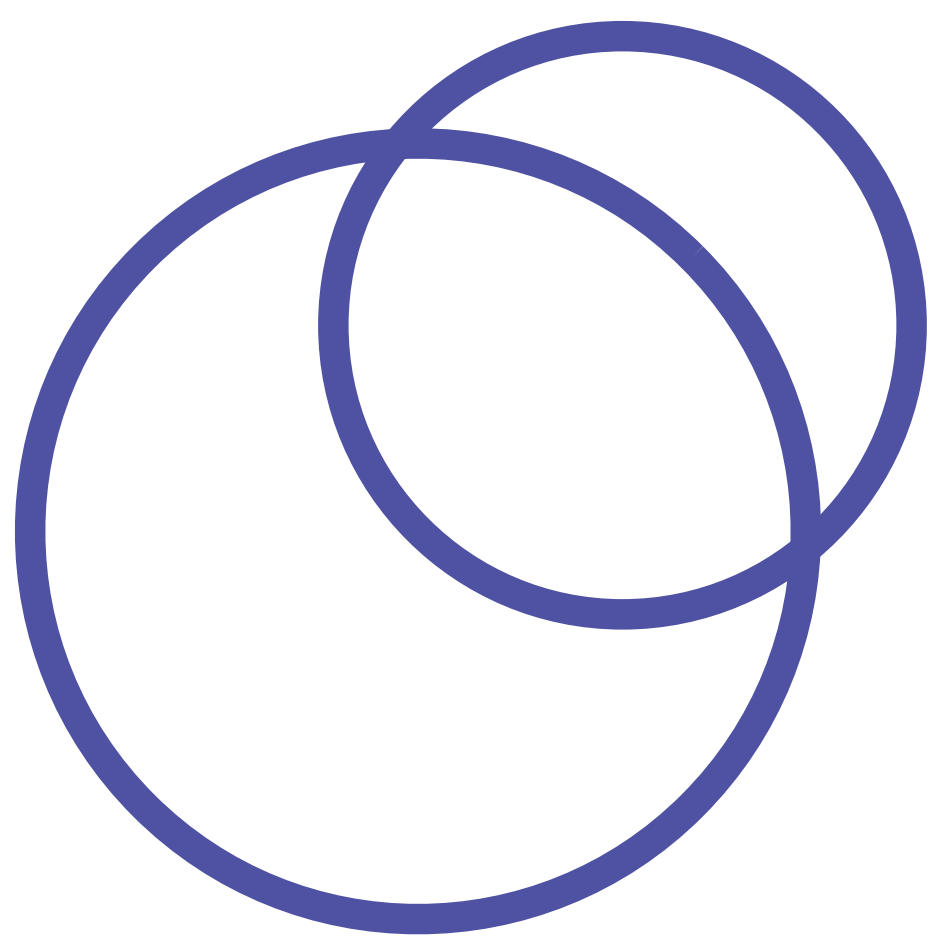
Understanding the system



INFLUENCE LEVELS

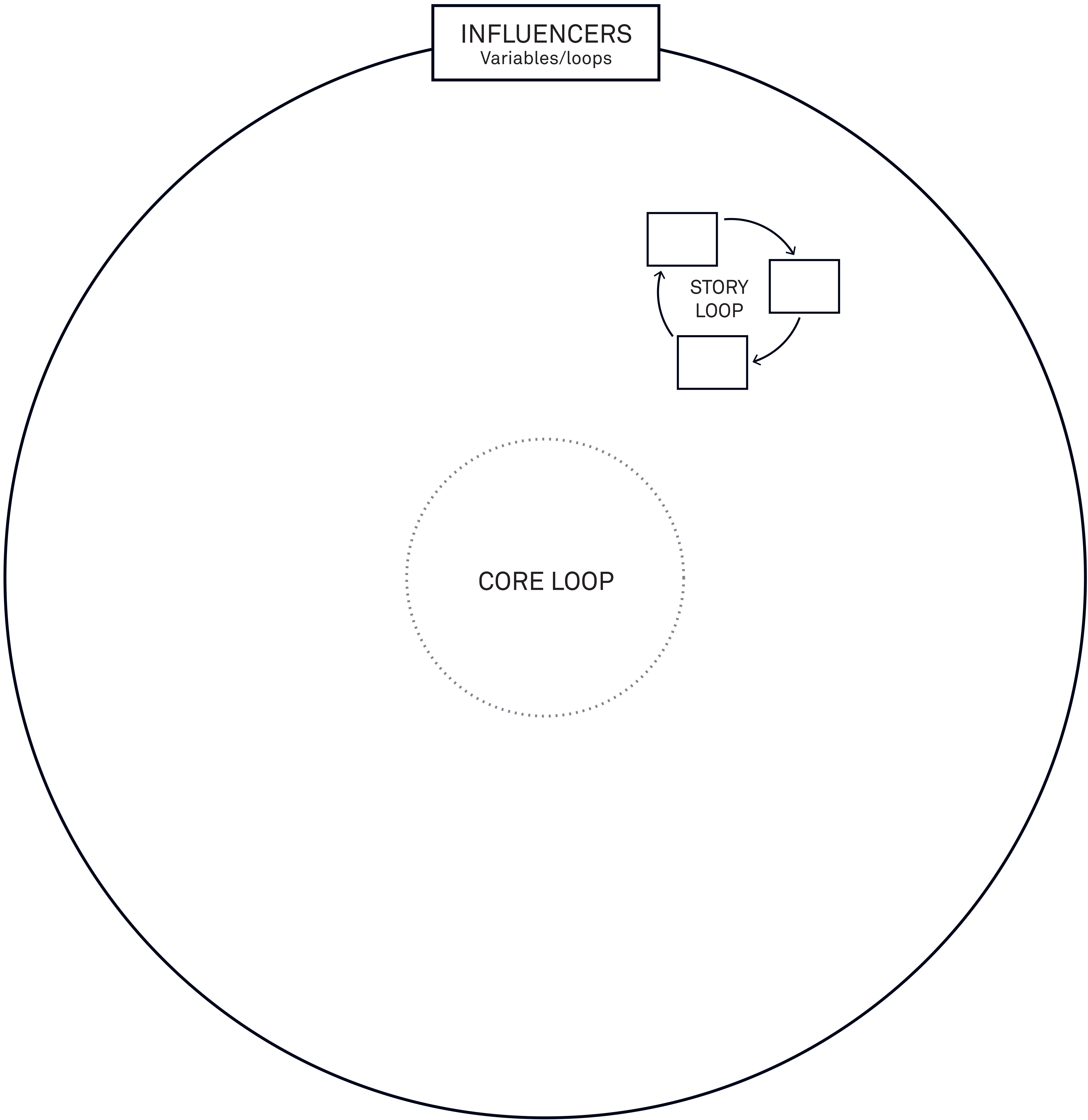
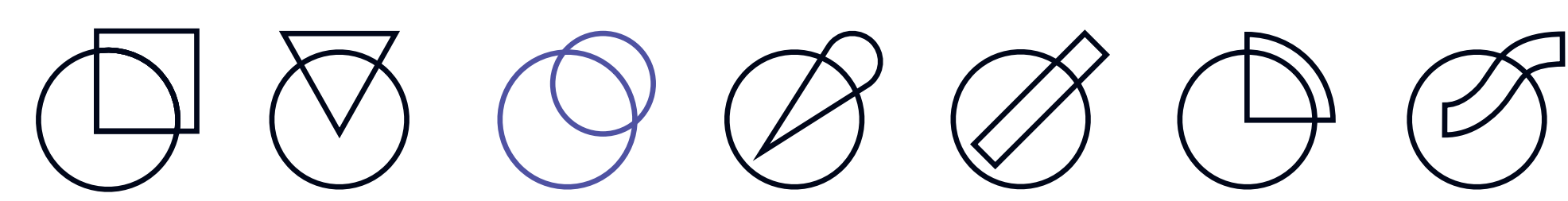
- LEVEL 5 \\
DEEPEST INFLUENCES**
Deep drivers, the deepest influencing factors that can affect the entire network
- LEVEL 4 \\
INFLUENCES**
Critical influences that might result from deepest influence factors
- LEVEL 3 \\
INTER-INFLUENCING**
Critical issues both affecting outcomes and driven by deeper factors
- LEVEL 2 \\
HIGHLY INFLUENCED**
Outcome issues influenced by deeper factors
- LEVEL 1 \\
MOST INFLUENCED**
Challenges resulting from confluence of deeper factors





STORY LOOP DIAGRAM

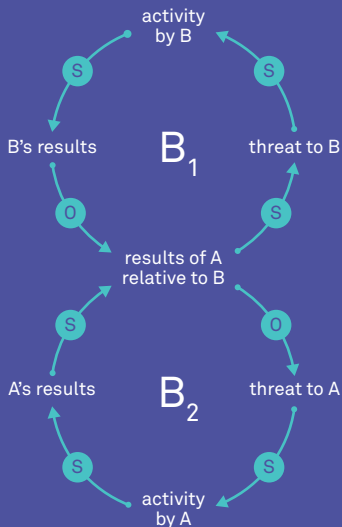
Understanding the System





System Archetype

Escalation



Behaviour

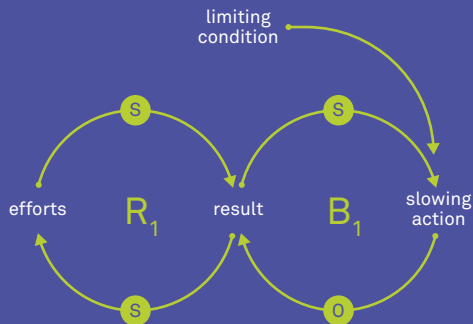
Parties take mutually threatening actions which make retaliation grow exponentially over time.

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.



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.

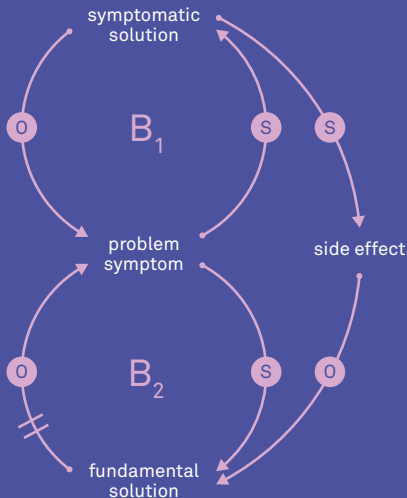
Possible strategy

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

Shiften 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

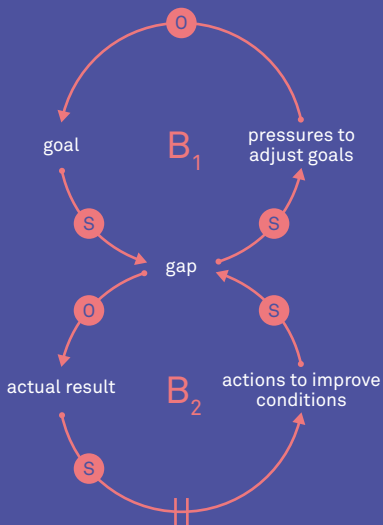
Humanitarian aid (as food distribution) provides temporary beneficial solutions that do not tackle hunger in its root causes.

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

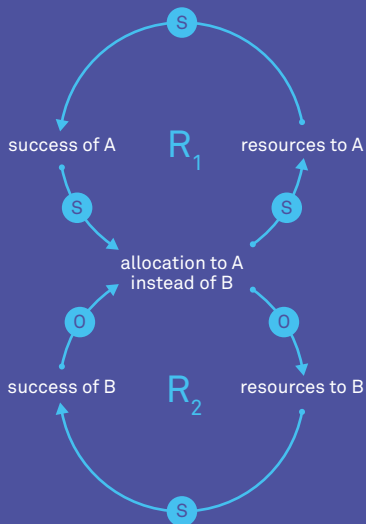
When there is a gap between goal and actual performance, the goal is lowered to close the gap. This will lead performance to deteriorate over time.

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.



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.

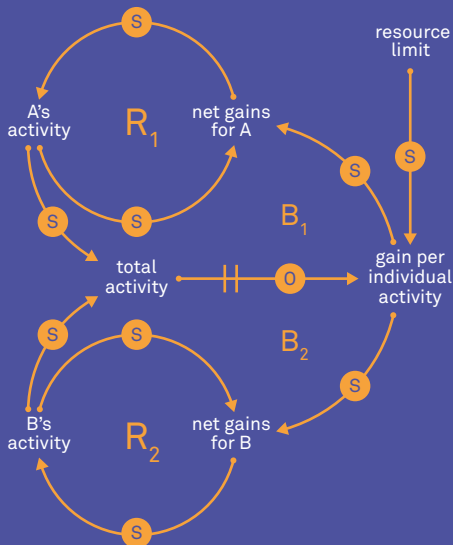
Possible strategy

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

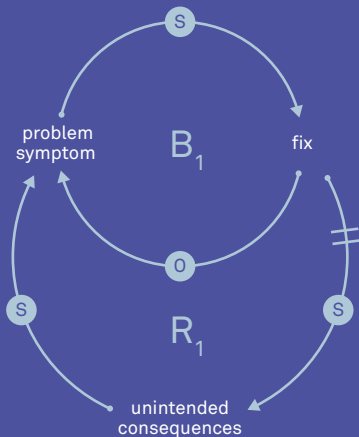
Scarce appreciation of the cleaning job decreases motivation, thus leading to depletion of the workforce resource.

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.

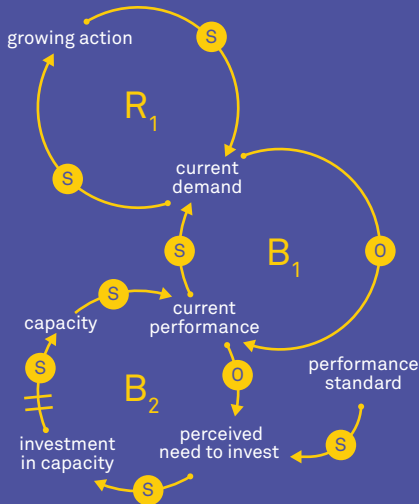
Possible strategy

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.

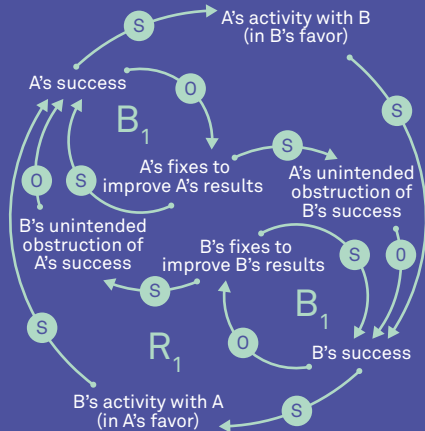
Possible strategy

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.

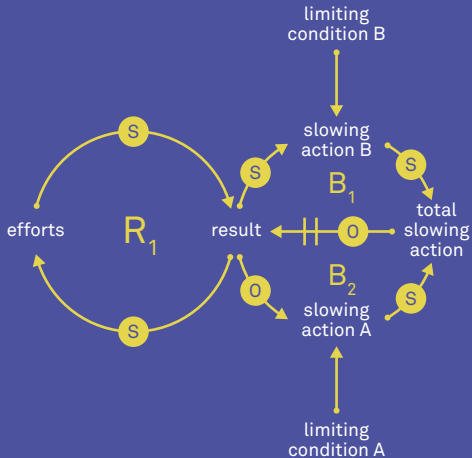
Possible strategy

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

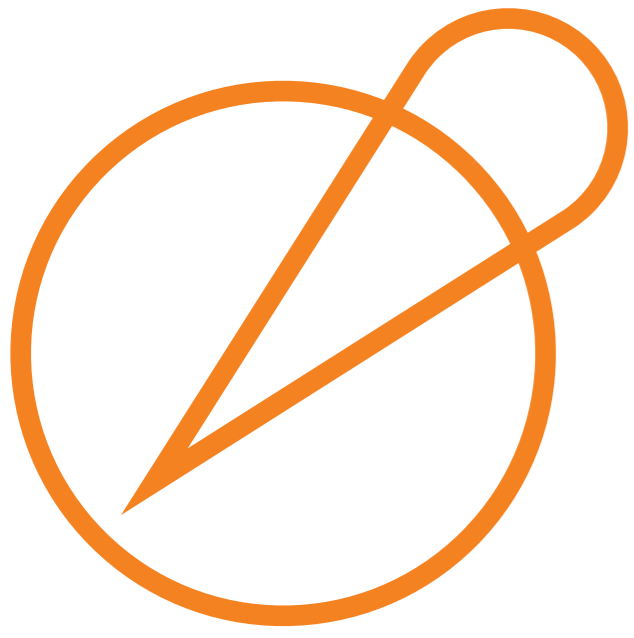
A growing action encounters multiple 'limits to Growth'. Addressing one limit puts more pressure on the other limits.

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.

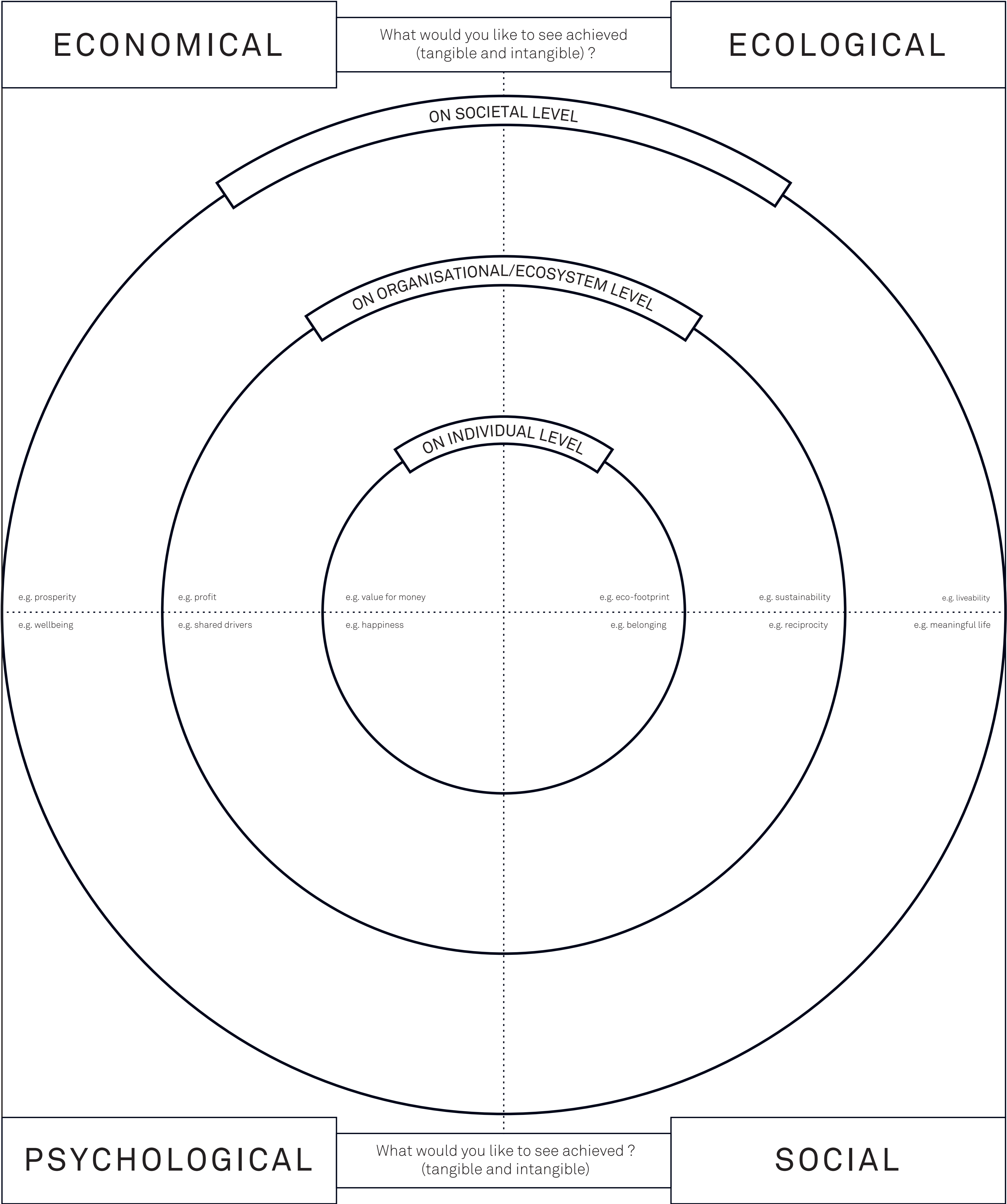
Possible strategy

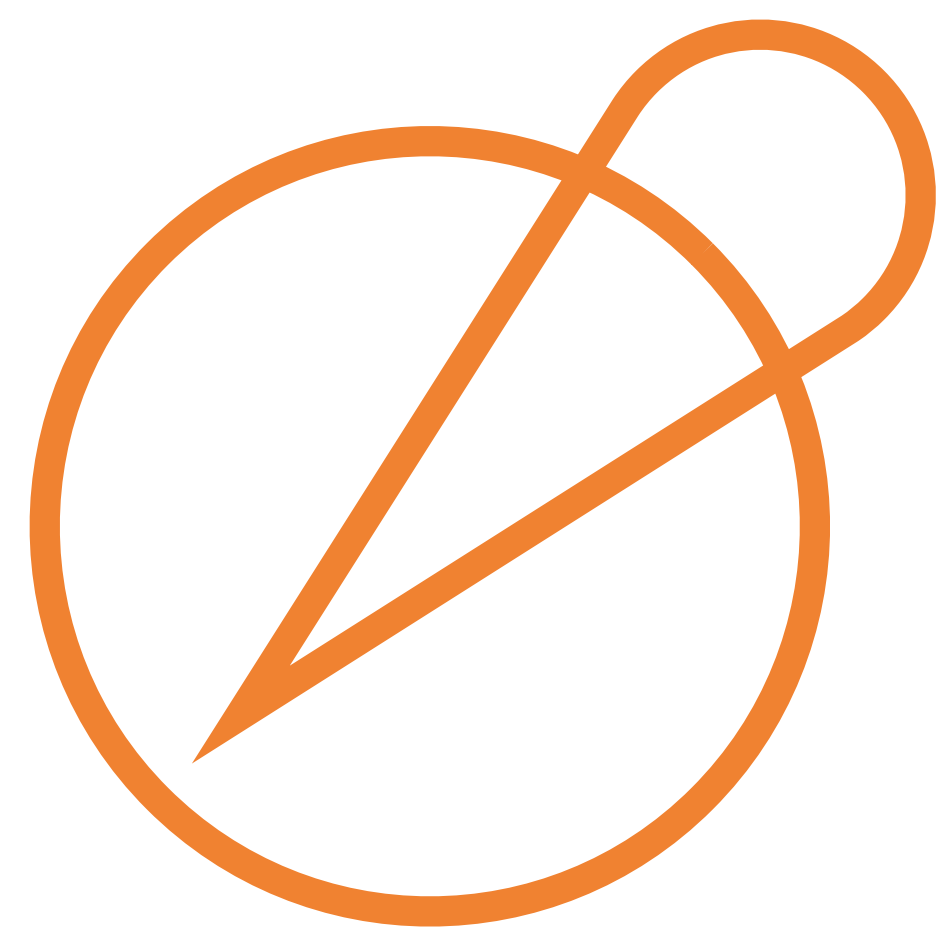
See how the factors interrelate; carefully match resources with the specific slowing actions.



VALUE PROPOSITION

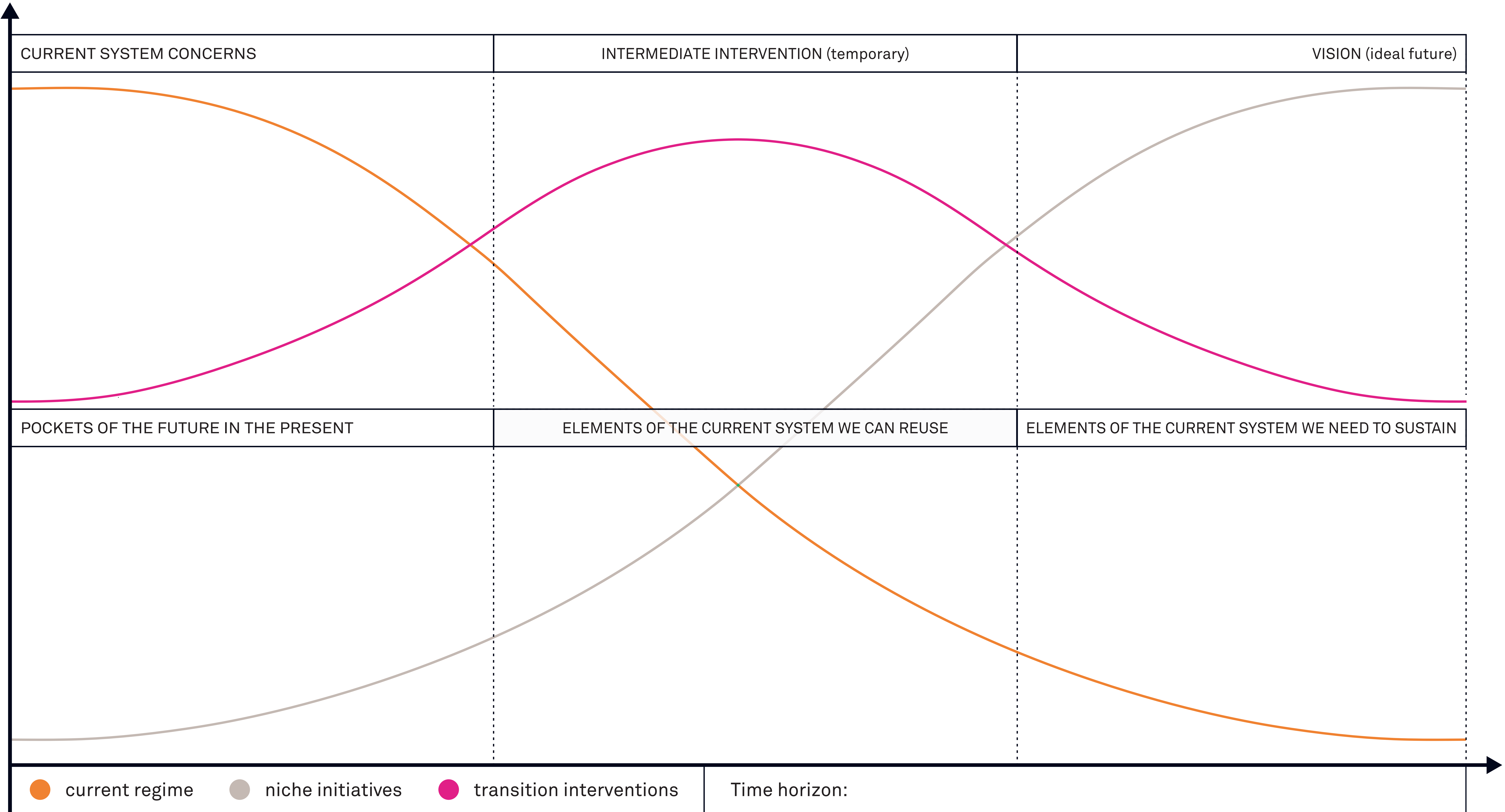
Envisioning Desired Futures

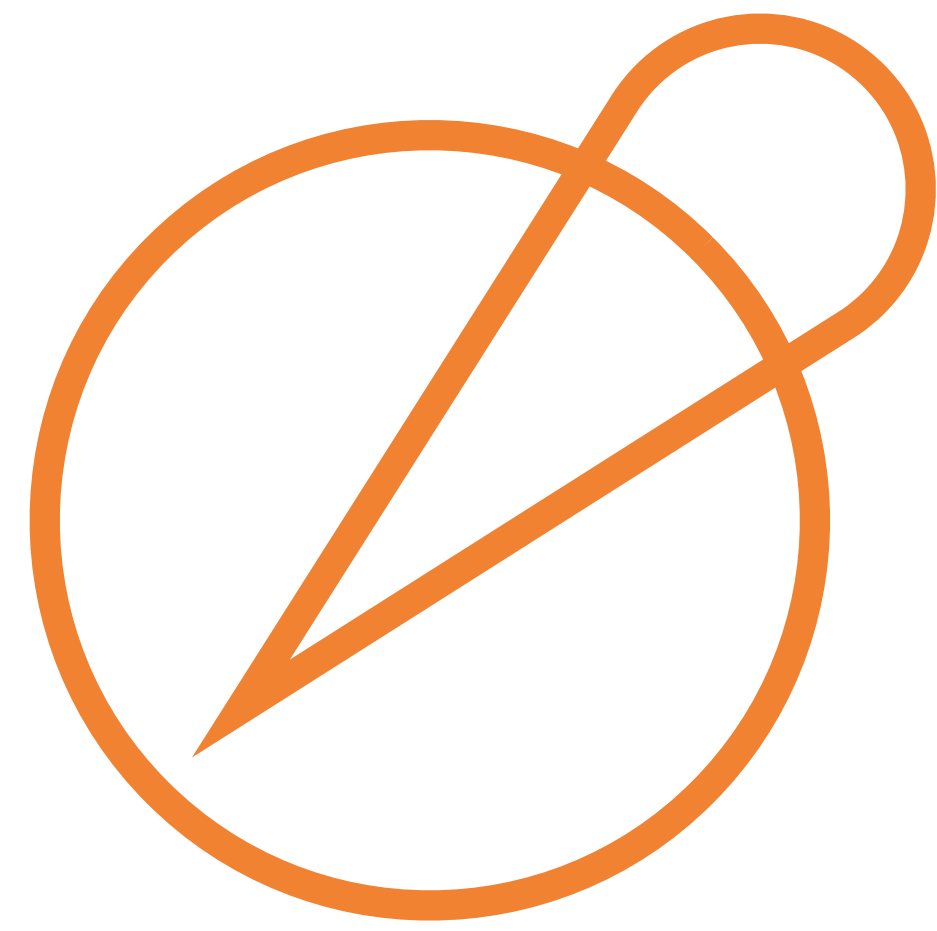




THREE HORIZONS

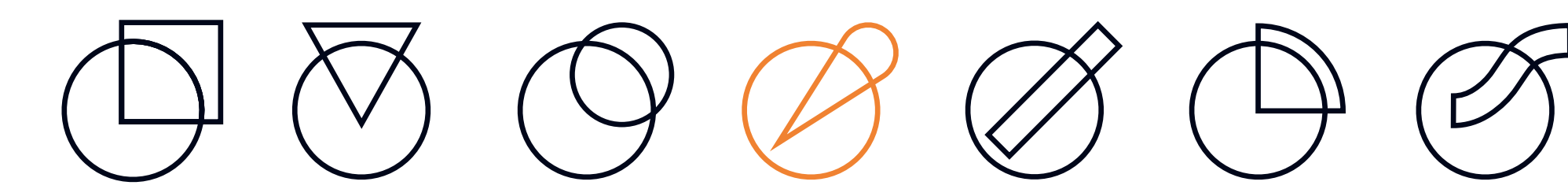
Envisioning Desired Futures



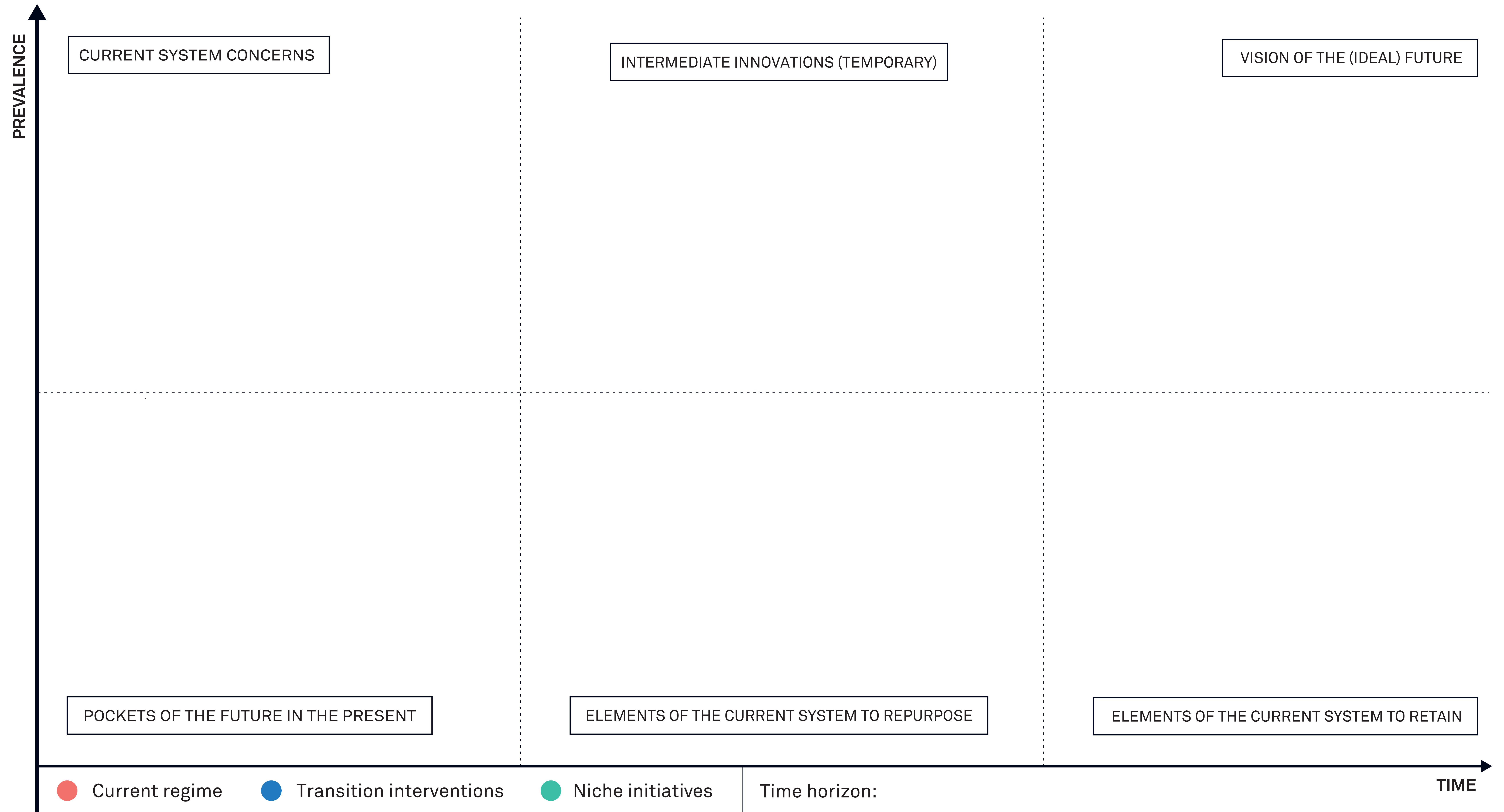


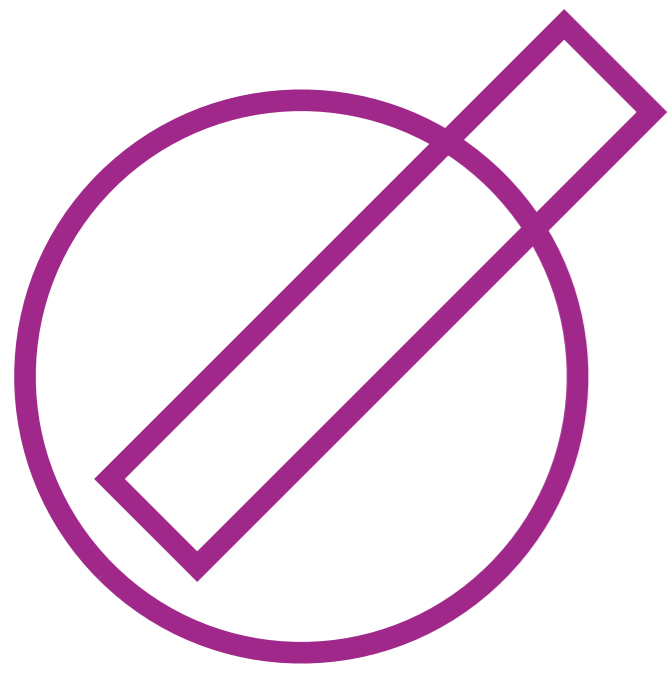
THREE HORIZONS

Envisioning Desired Futures



Time horizon:



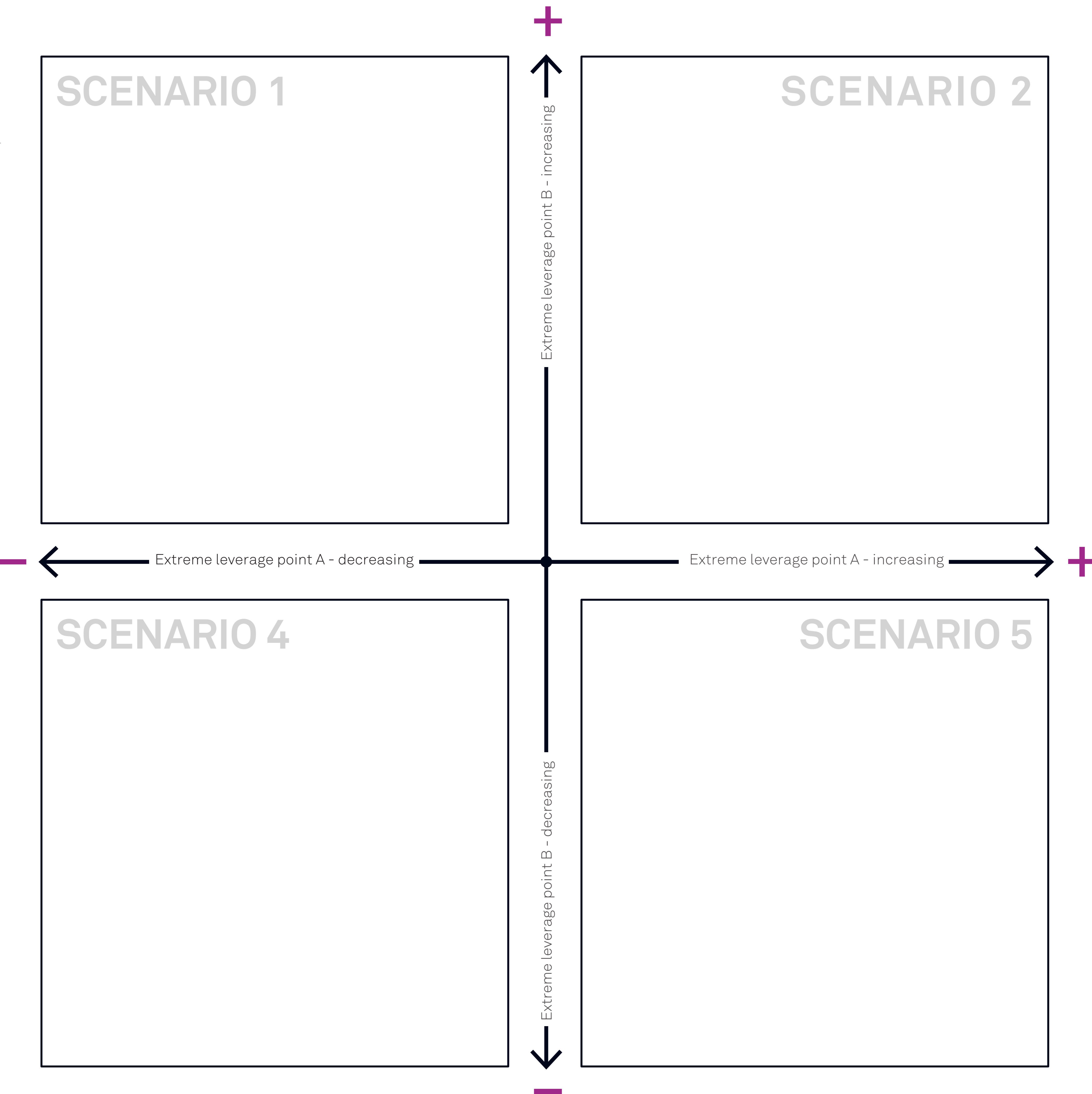


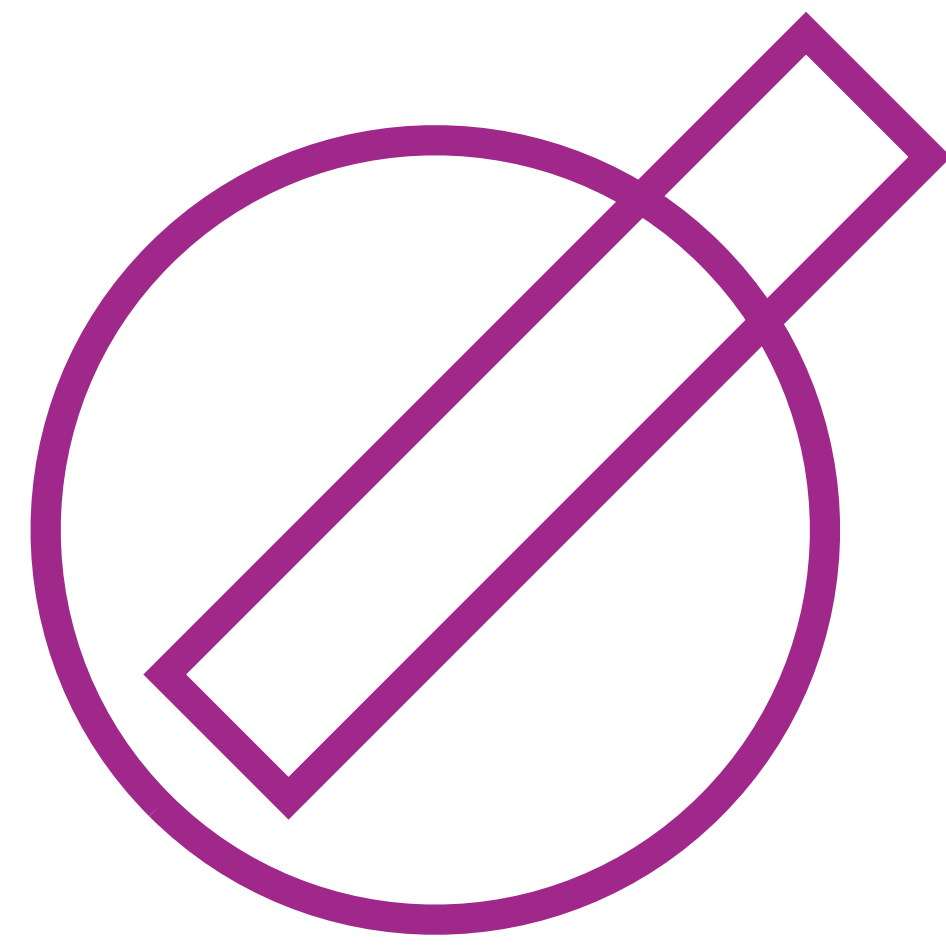
FUTURE STATE SCENARIOS

Exploring the Possibility Space

TIME HORIZON

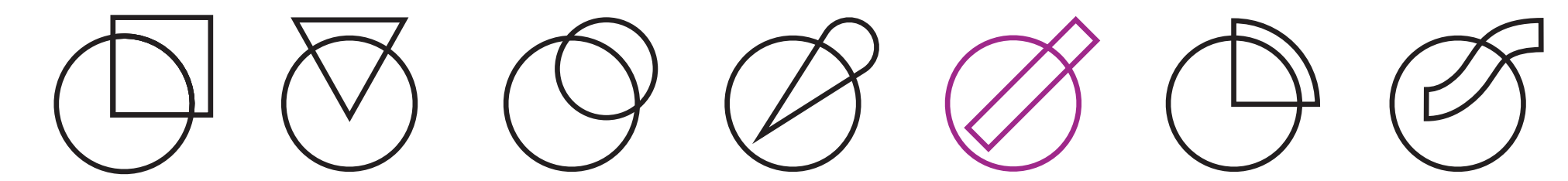
GEOGRAPHICAL SCOPE





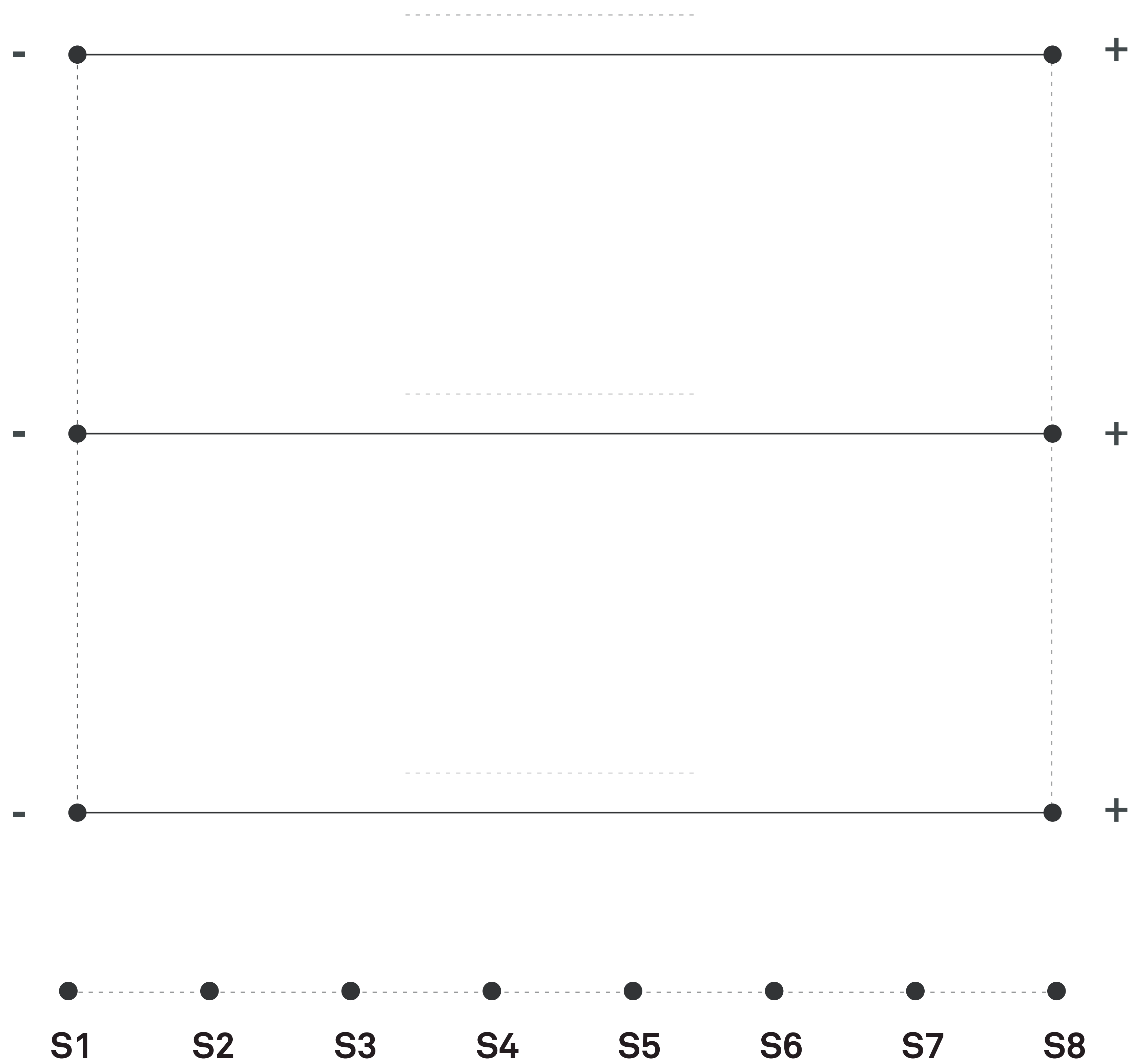
FUTURE STATE SCENARIOS

Exploring the Possibility Space



SCENARIO DIMENSIONS

TIME HORIZON :



FUTURE SCENARIOS

S1

S2

S3

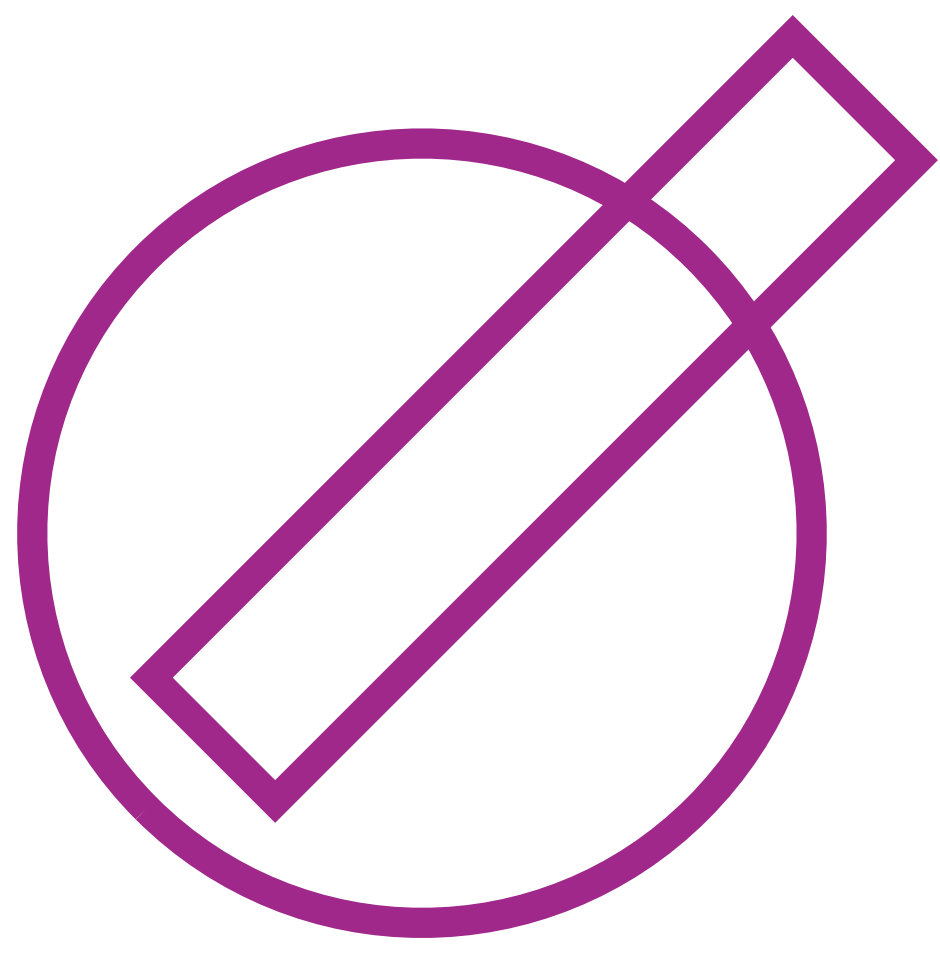
S4

S5

S6

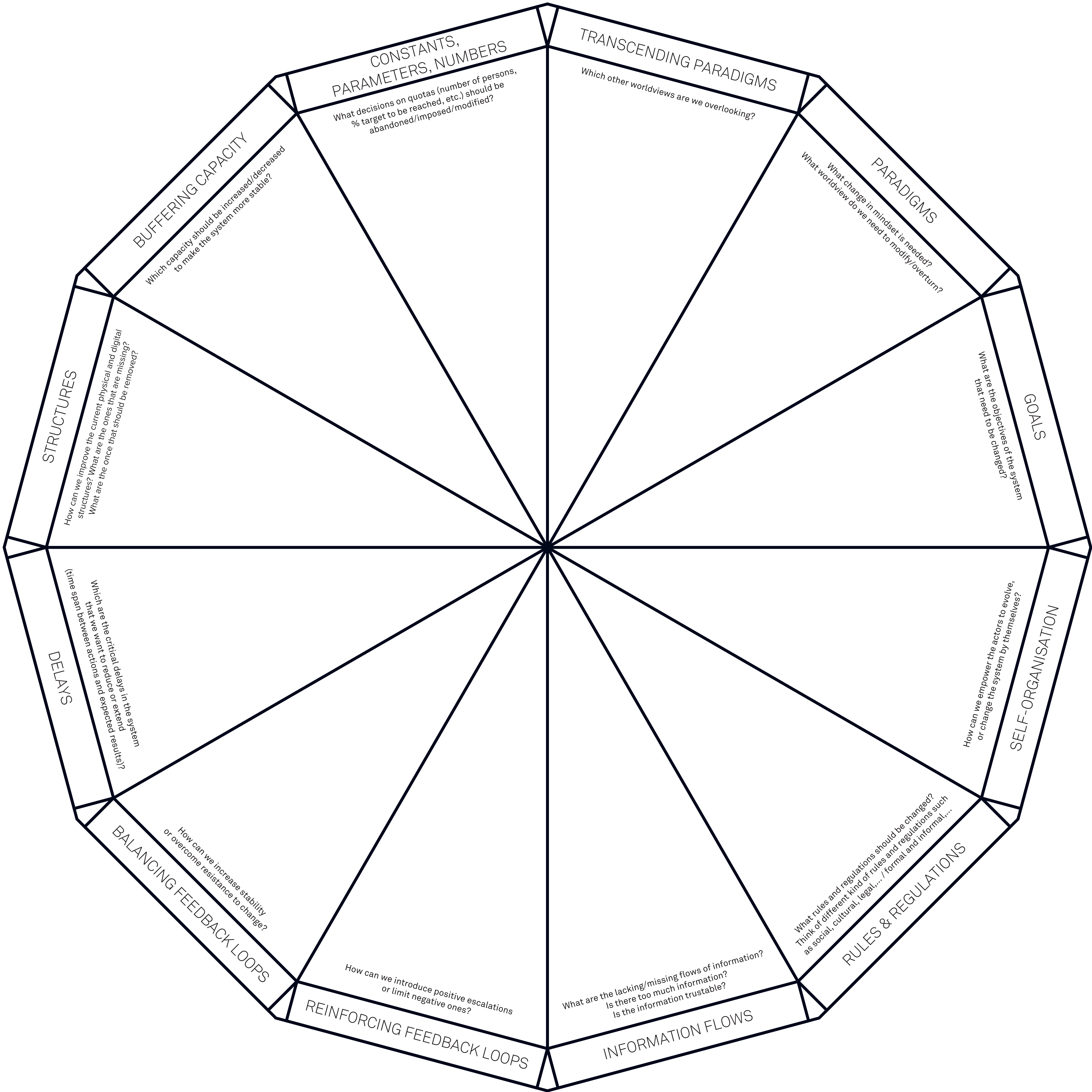
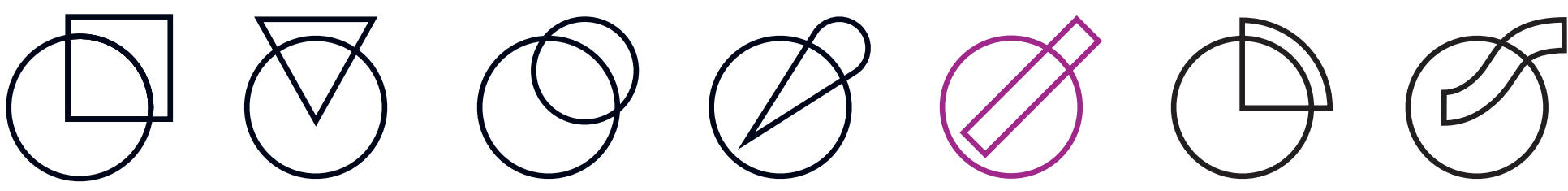
S7

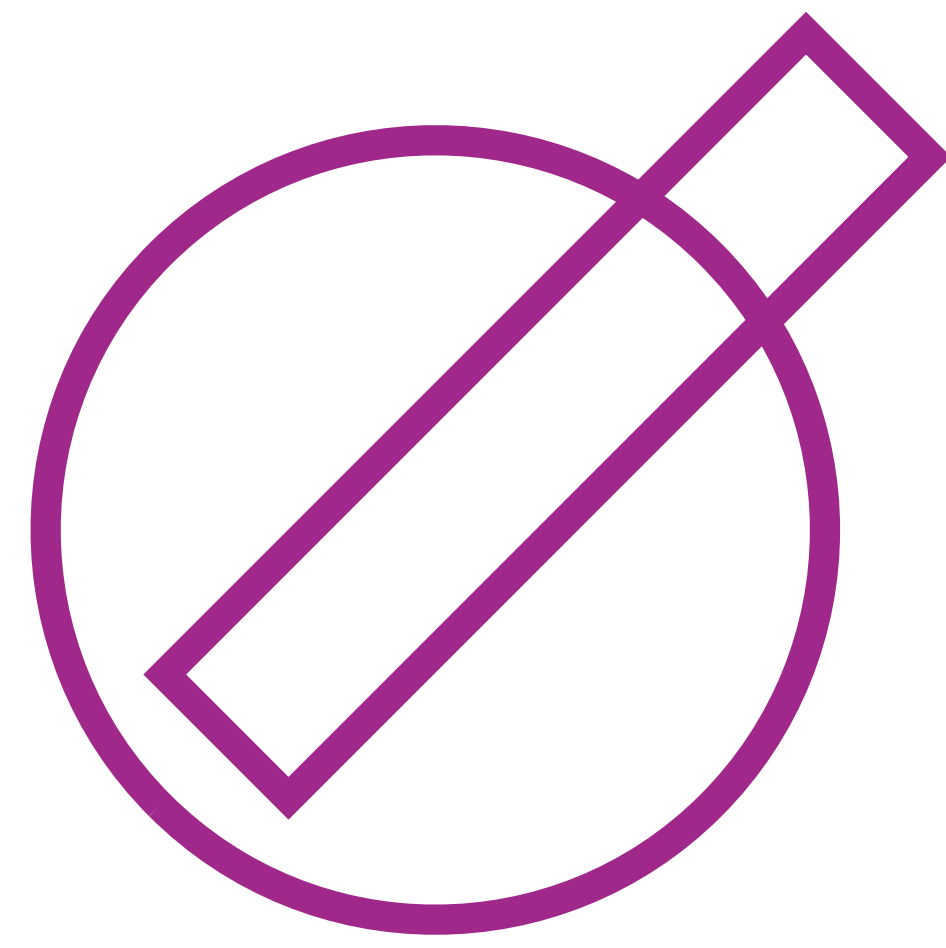
S8



INTERVENTION STRATEGY

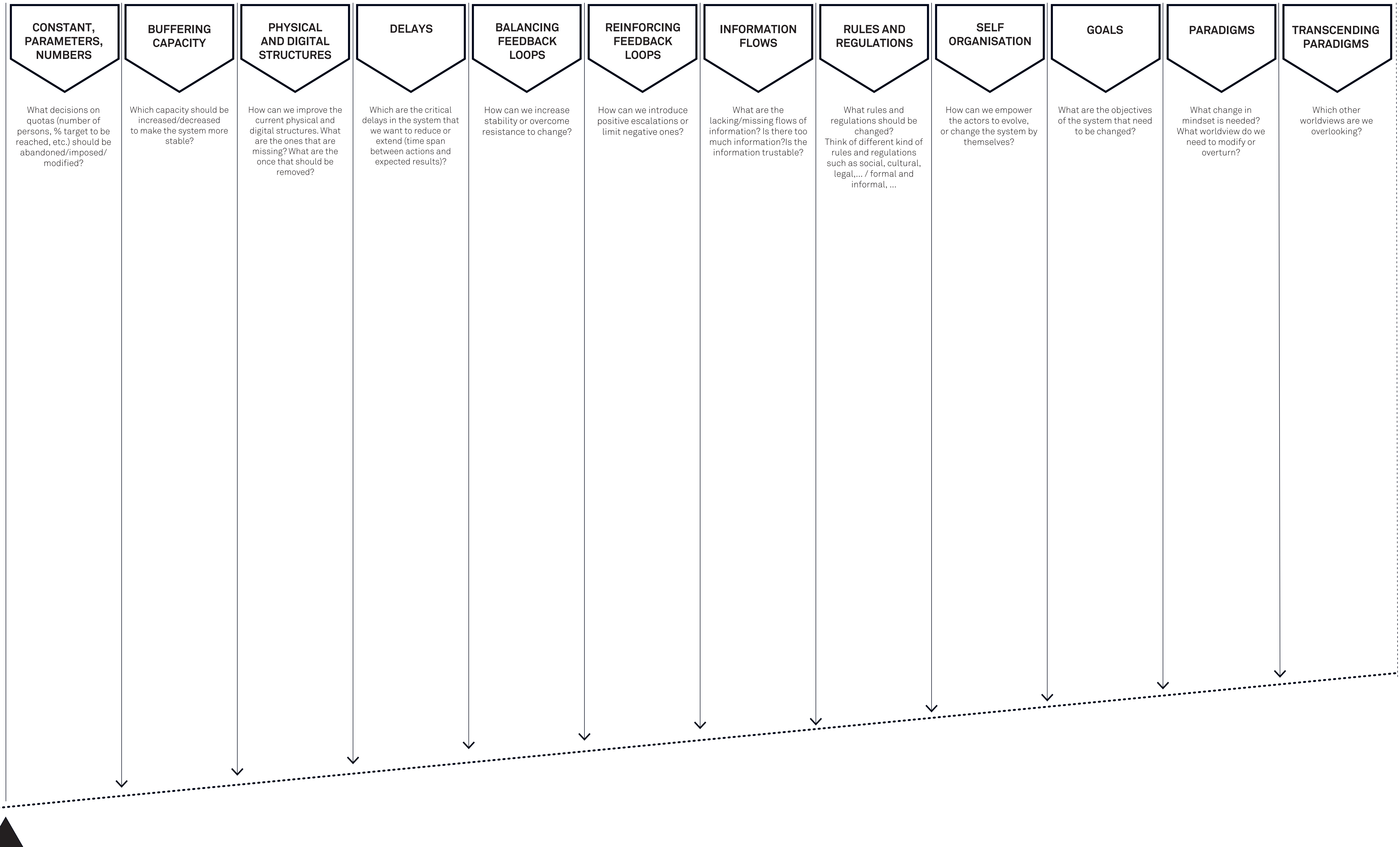
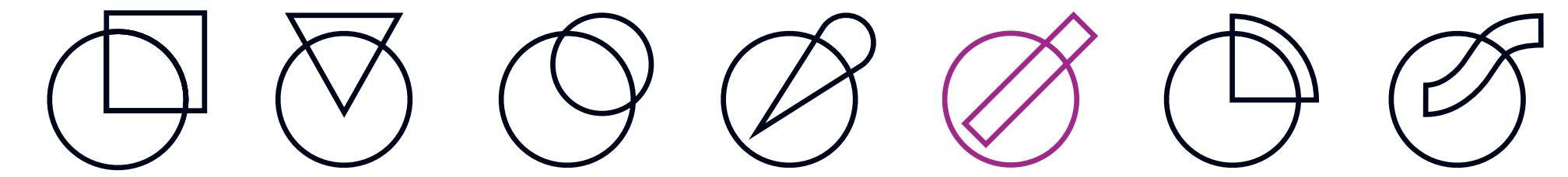
Exploring the Possibility Space





INTERVENTION STRATEGY

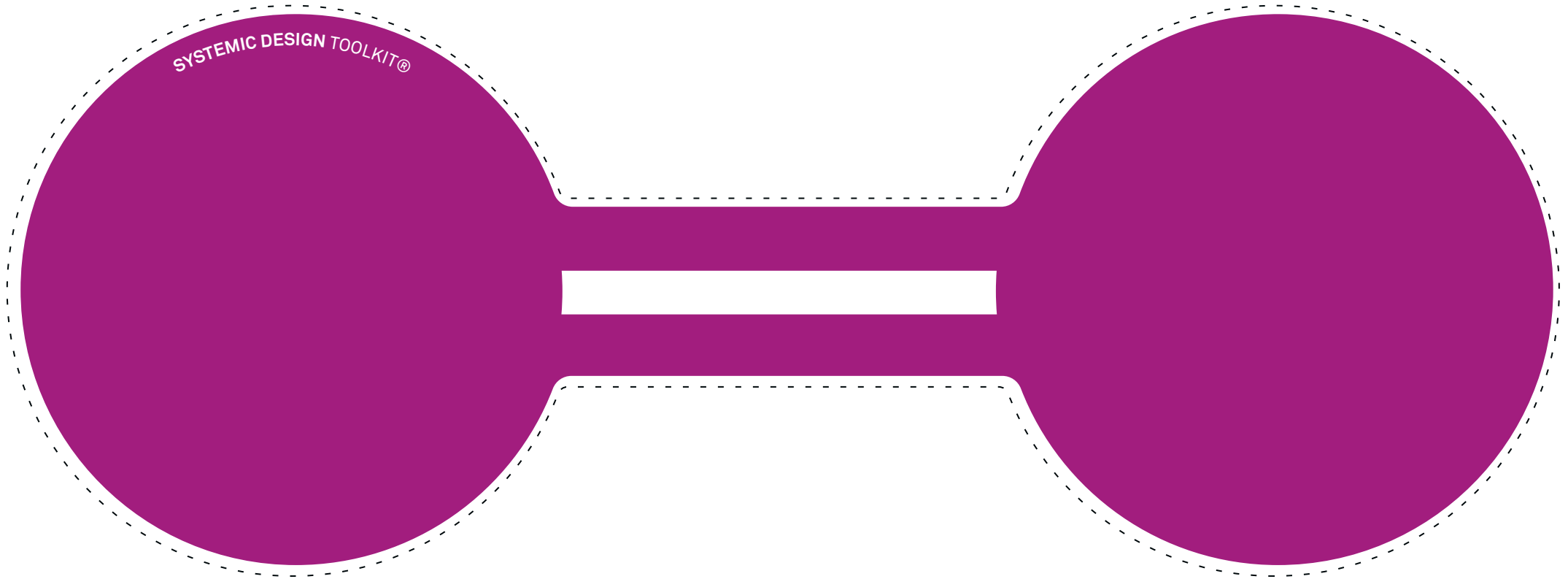
Exploring the Possibility Space

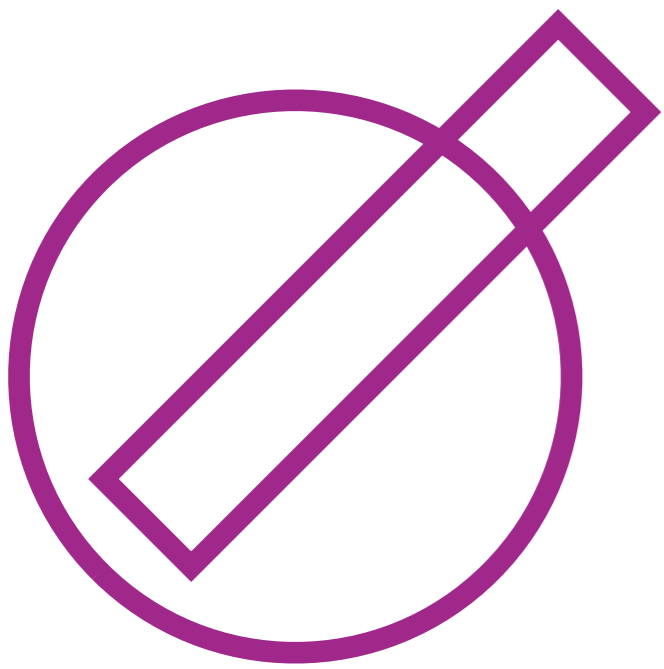




CONNECTOR

Exploring the Possibility Space



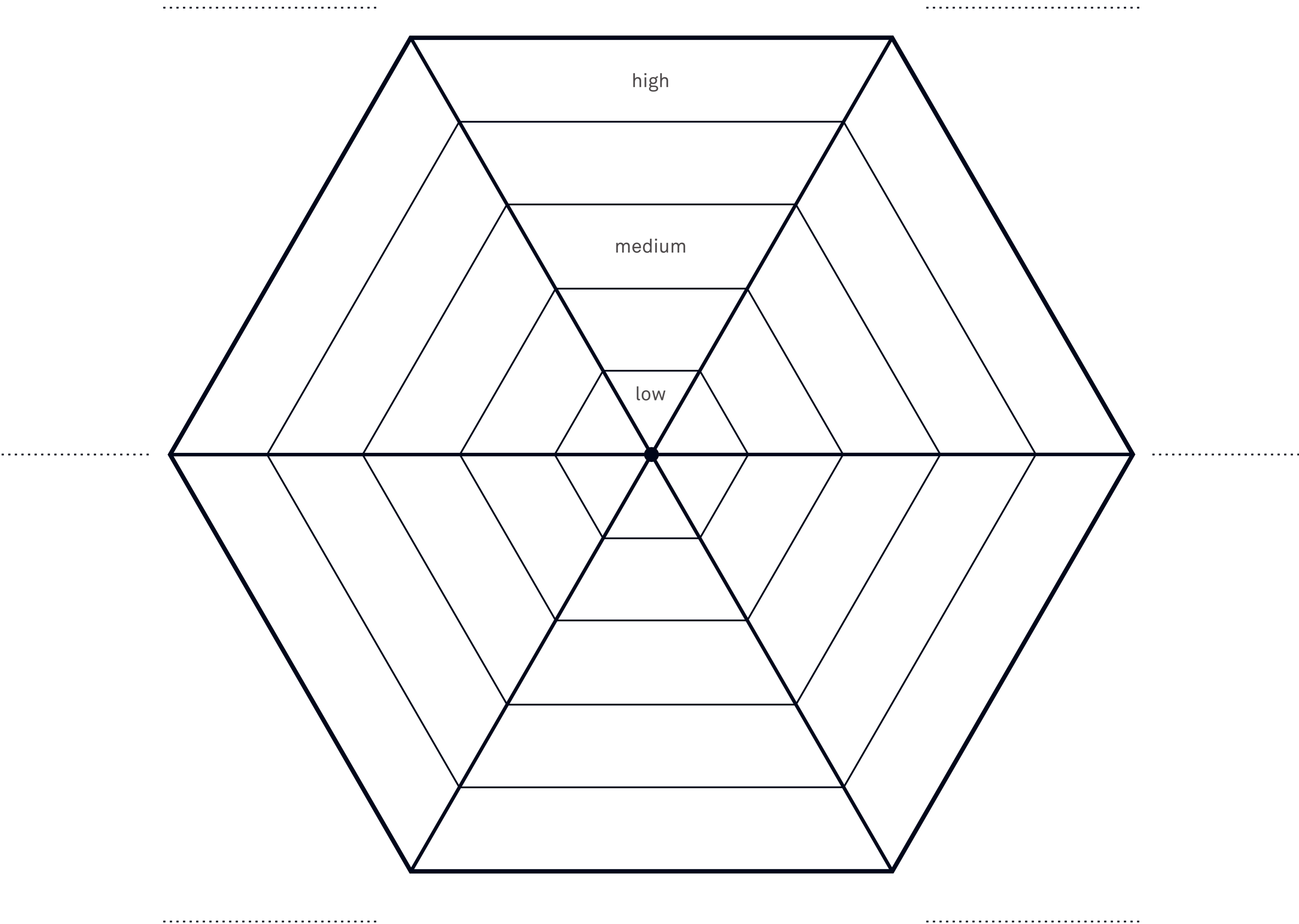


CONTEXTUAL VARIATIONS

Exploring the Possibility Space

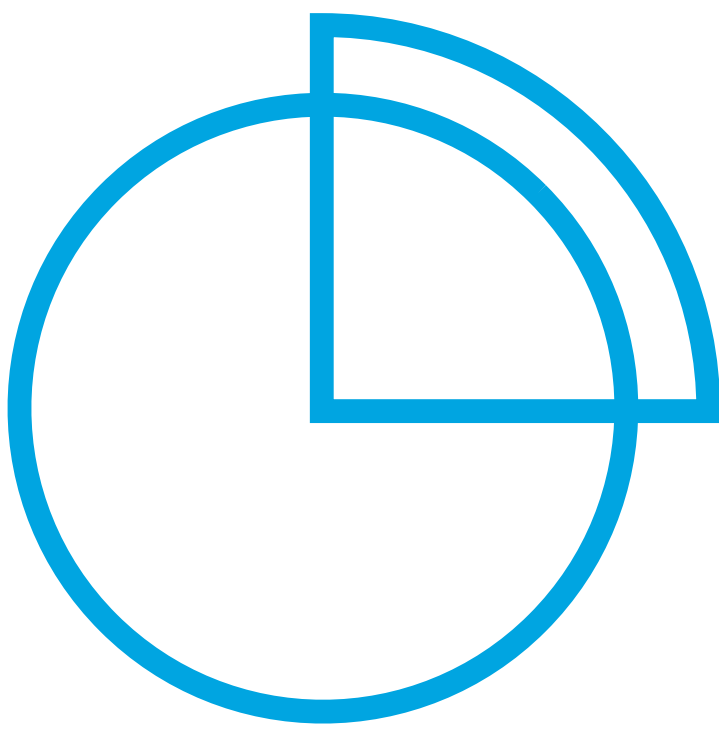


DIMENSIONS



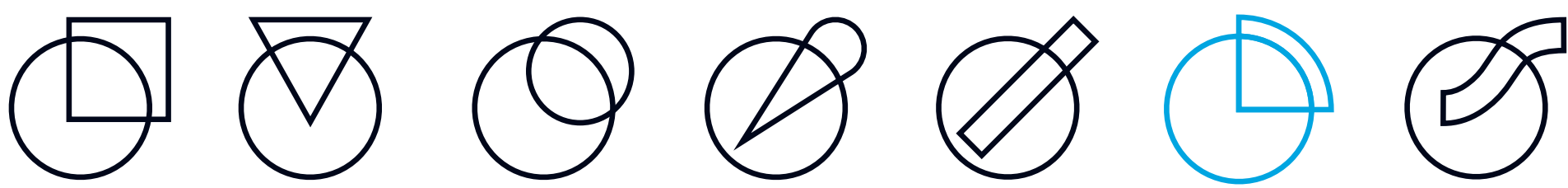
CONTEXTS

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

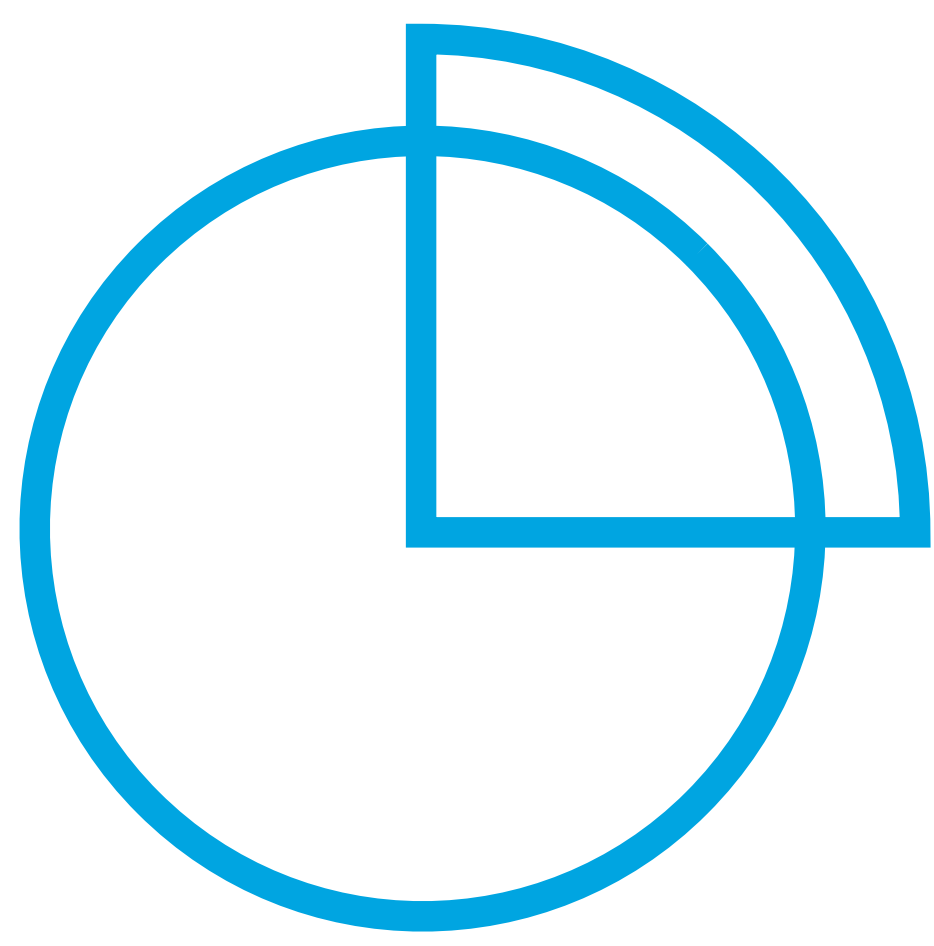


THEORY OF SYSTEMS CHANGE AND ACTION

Planning the Change Process

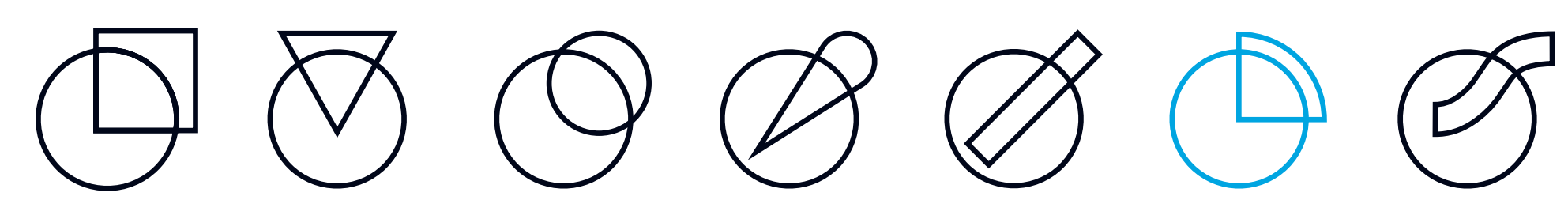


INPUTS/ACTIVITIES	OUTPUTS	OUTCOMES	SUSTAINING PURPOSES	IMPACTS	STRATEGIC IMPACT
SOCIETAL					
ECOLOGICAL					
SOCIOECONOMIC					
FINANCIAL					
OPERATIONAL					
YEAR 1	MID TERM: YEAR ...		LONG TERM: YEAR ...		
STRATEGIC ASSUMPTIONS		EXPECTED RISKS		TAIL RISKS	



PROCESS ENNEAGRAM

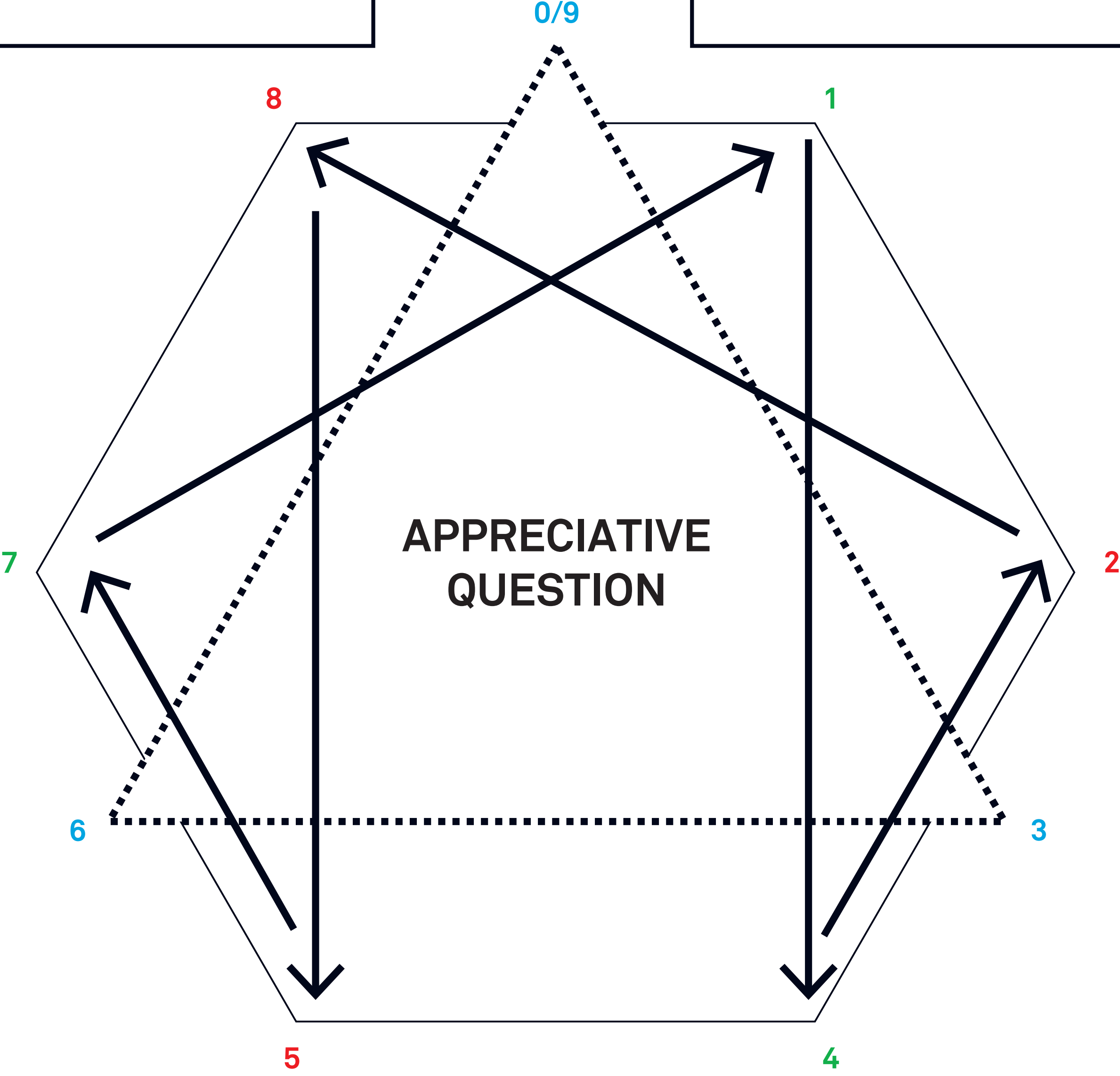
Planning the Change Process



8 \\ CONTEXT & STRUCTURE

1 \\ INTENTION

7 \\ LEARNING & POTENTIAL



2 \\ ISSUES AND AMBIGUITIES

5 \\ WORK

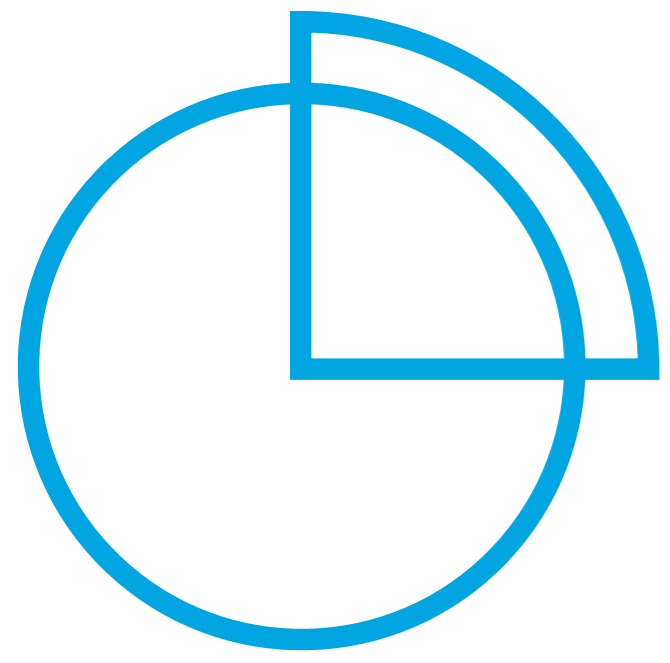
4 \\ PRINCIPLES & STANDARDS

TO DISCUSS IN ALL STEPS

3 \\ RELATIONSHIPS

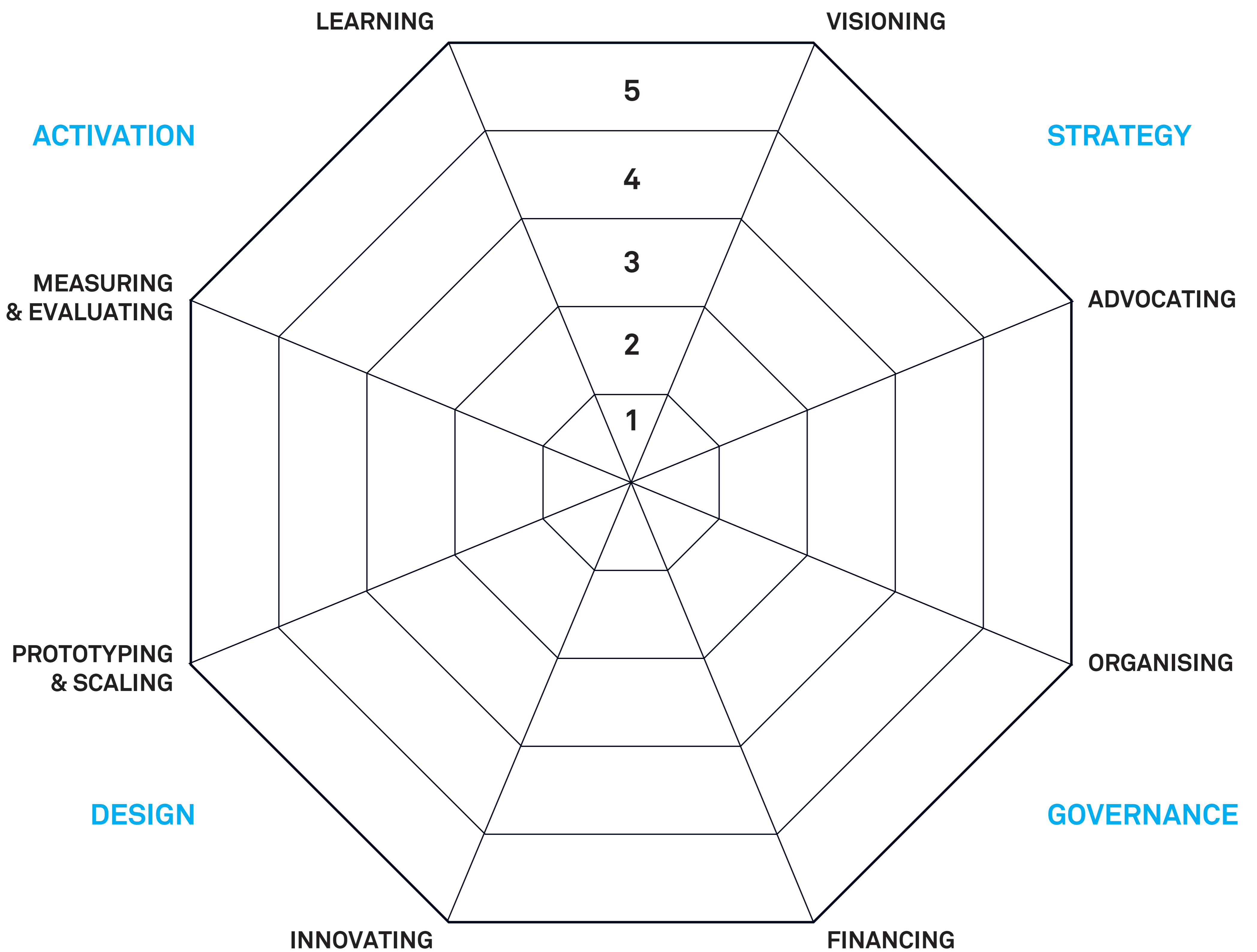
6 \\ INFORMATION

9 \\ IDENTITY



CHANGE READINESS

Planning the Change Process

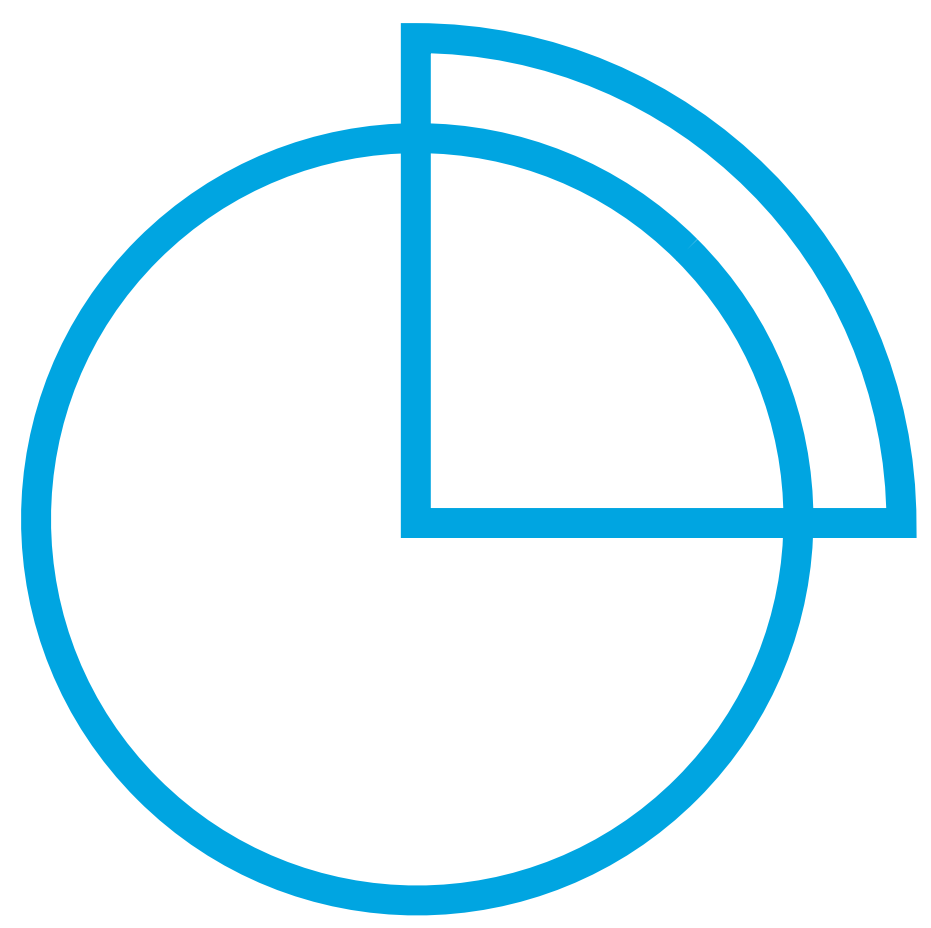




namahn shiftⁿ

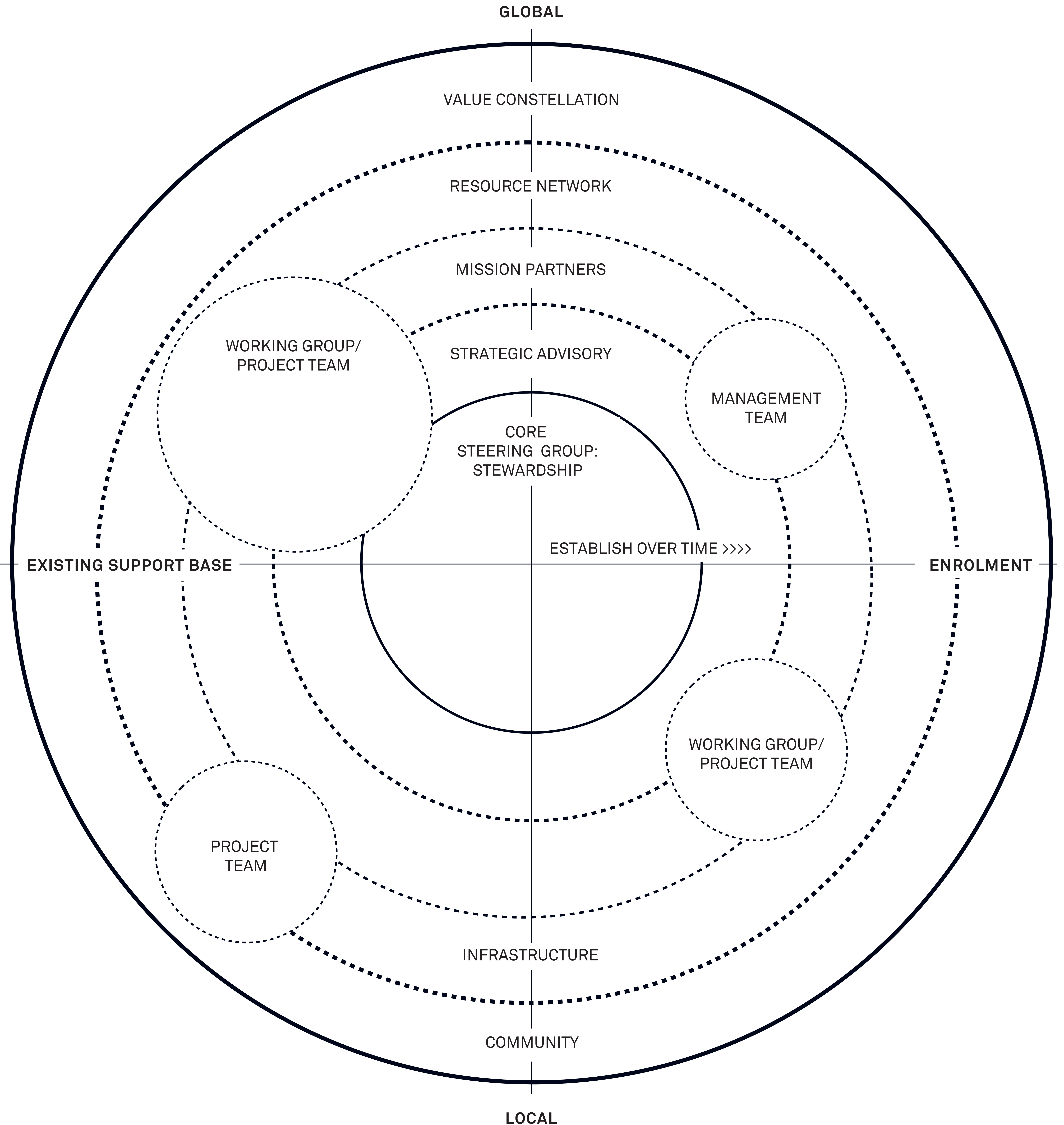
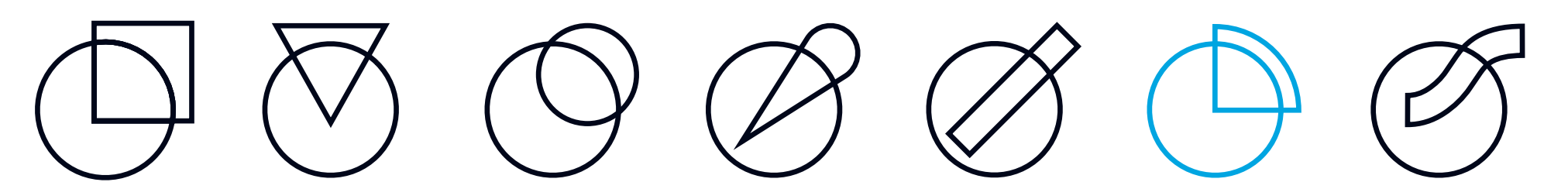
SYSTEMIC
DESIGN
ASSOCIATION

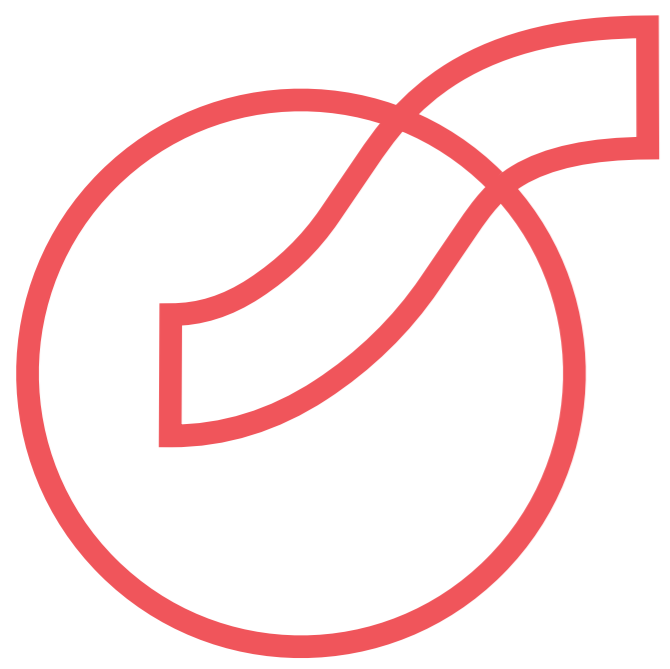




ECOSYSTEM GOVERNANCE

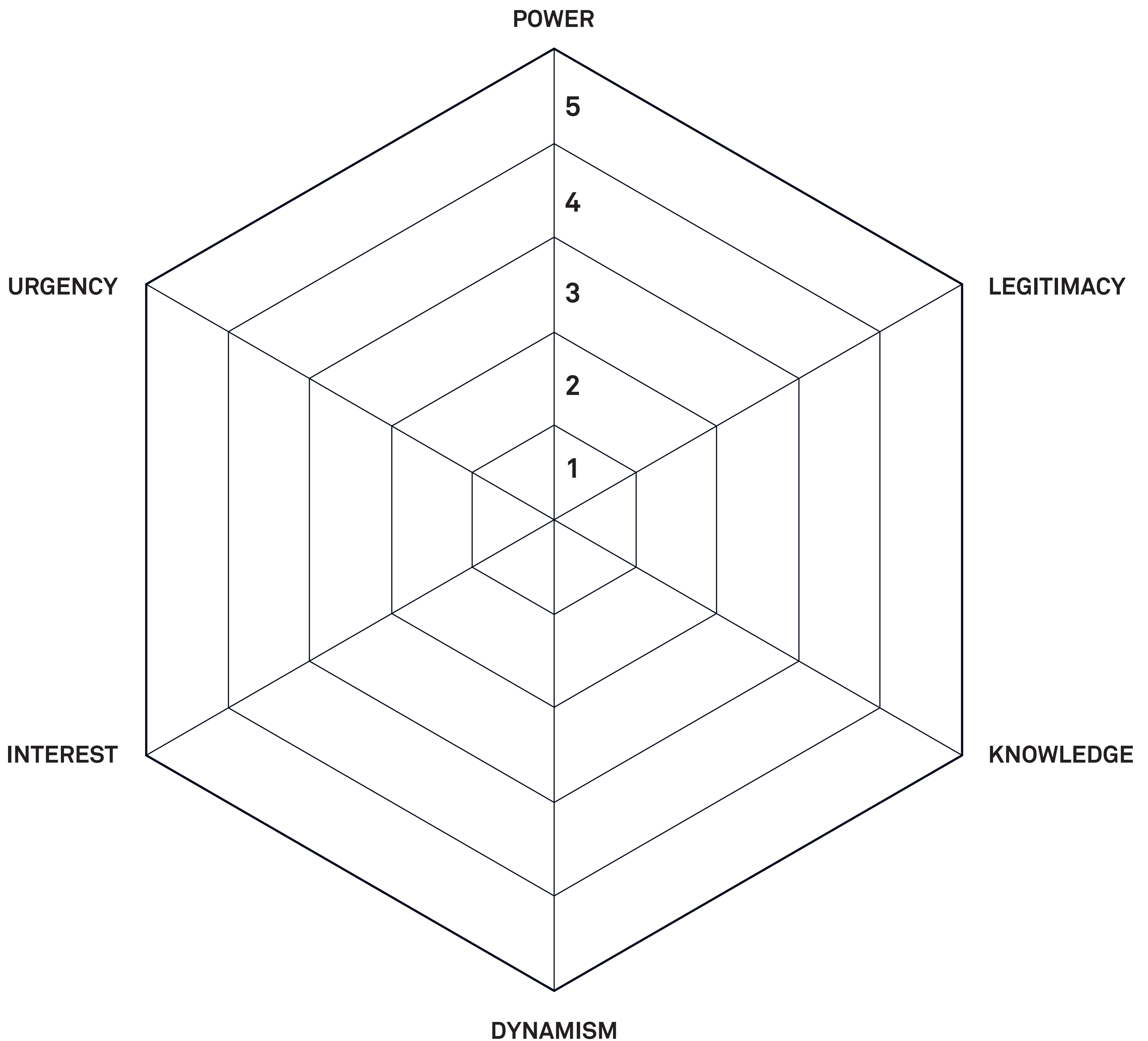
Planning the Change Process

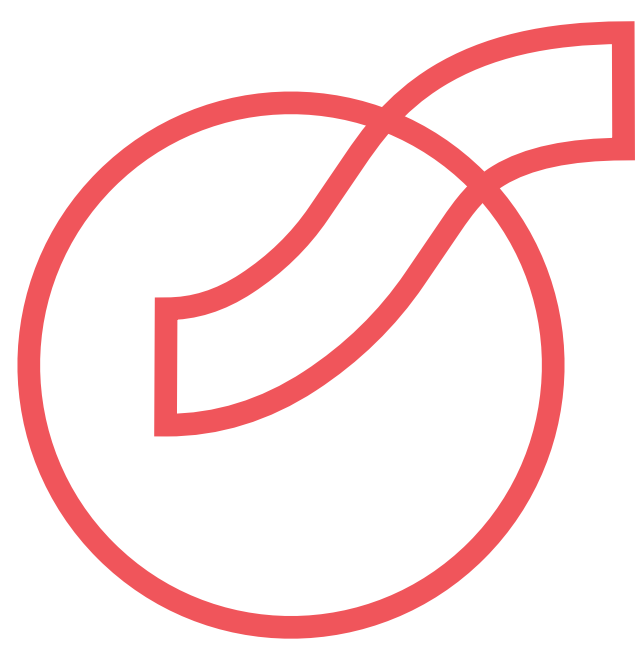




STAKEHOLDER MOBILISATION

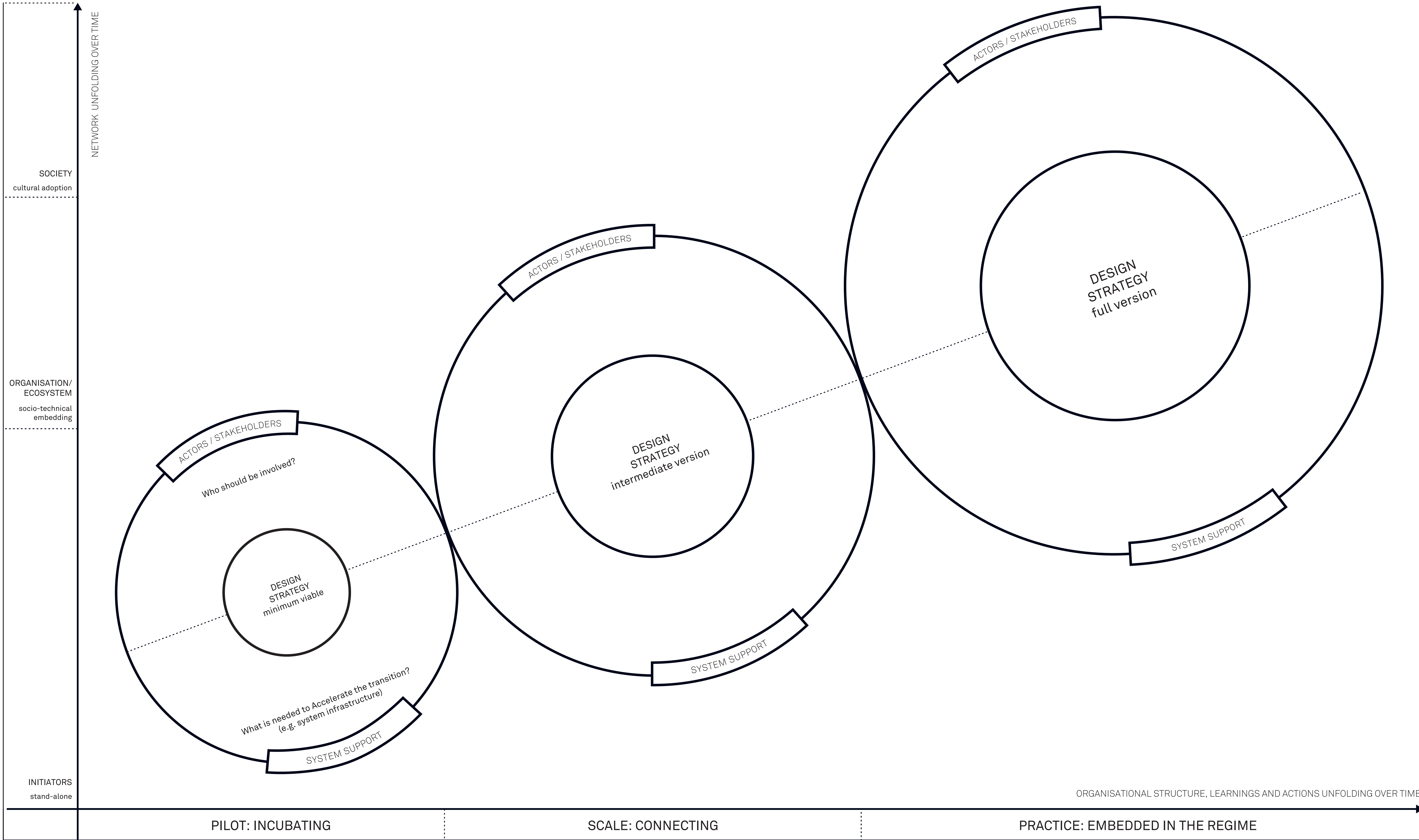
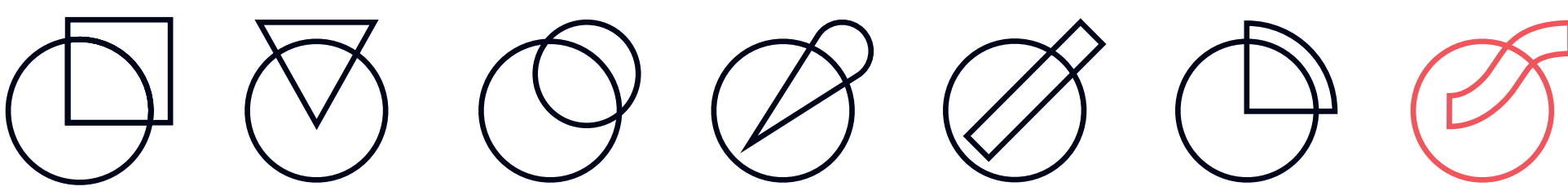
Fostering the Transition

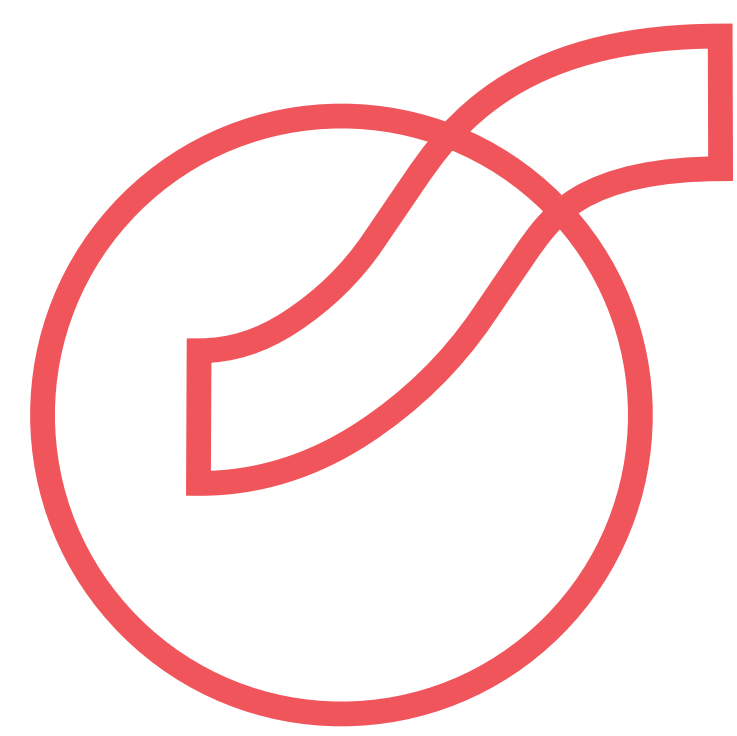




ROADMAP FOR TRANSITION BY DESIGN

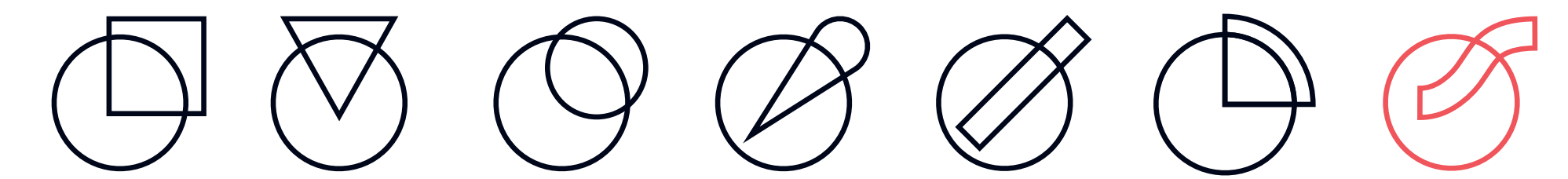
Fostering the Transition



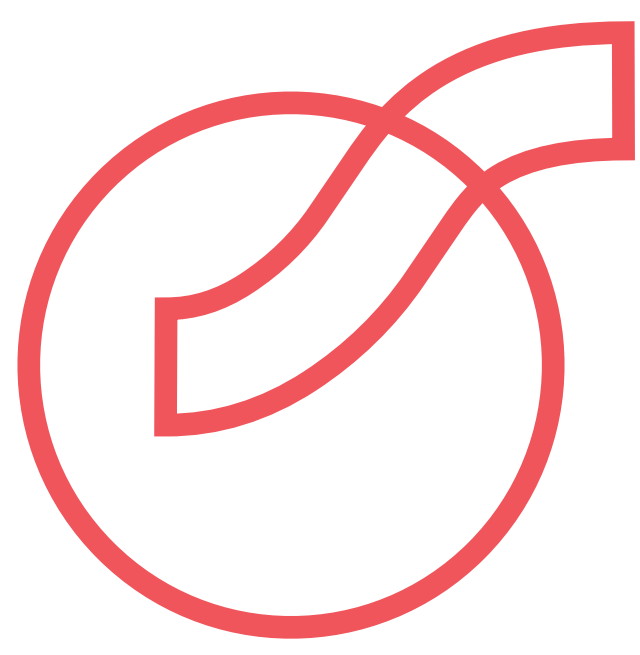


COLLABORATION MODEL

Planning the Change Process

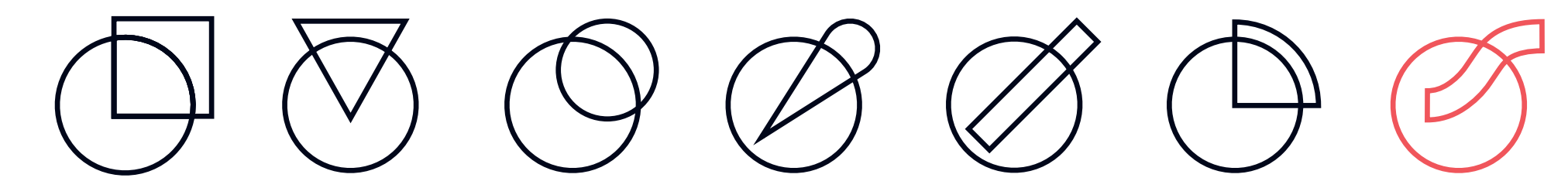


2 PURPOSE (WHY)	7 PRECONDITIONS		6 VALUE/IMPACT
<div data-bbox="249 680 973 1398">1 DNA</div>	4 INITIATIVE (WHAT)	5 ACTIVITIES (HOW)	
	8 RESOURCES AND COSTS		
3 CAPACITIES			
9 EVALUATION <div data-bbox="192 1900 2819 1942"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></div>			



ADAPTIVE CYCLE STRATEGY

Fostering the Transition



a

K

