Identifying perception of leverage: Where do managers point to for fixing issues, and for explaining what/where to change.

12 PLACES OF INTERVENTION IN A SYSTEM:

(In increasing order of effectiveness).

		T	M	F
1.	Constants, numbers, parameters (e.g., discounts, interest rates, rewards, subsidies, standards, taxes, etc.).	❑	❑	❑
2.	Sizes of buffers and other stabilizing stocks (relative to their flows).	❑	❑	❑
3.	Structure of material stocks and flows (e.g., customer segments, employee morale, inventory levels, population groups, transport networks, etc.).	❑	❑	❑
4.	Delays – how long it takes for things to change relative to system change rate.	❑	❑	❑
5.	Strength of negative feedback loops – relative to the impacts they are trying to correct against.	❑	❑	❑
6.	The gain(s) around driving positive feedback loops.	❑	❑	❑
7.	Structure of information flow – who does and does not have access to information flow, and who can and cannot act on that information.	❑	❑	❑
8.	The rules of the system (e.g., constraints, incentives, punishments, etc.).	❑	❑	❑
9.	The power to add, change, evolve, or self-organize system structure.	❑	❑	❑
10.	The goals of the system.	❑	❑	❑
11.	The mindset (i.e., paradigm) out of which the system arises (including its goals, rules, delays, structure, parameters, etc.).	❑	❑	❑
12.	The power to transcend paradigms.	❑	❑	❑

Adapted and modified from Donella Meadows, The Sustainability Institute, 1999.

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Check after meetings with managers.

Clarifying focus for systemic leverage: A metaphorical depiction of where deeper, futuristic focus secures highest rewards.

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4 LEVELS OF INFLUENCE TO CHANGE A SYSTEM:

(In increasing order of effectiveness as we go deeper).

Focus		*Action Mode*	*Time Orientation and Leverage*	*Typical Questions*
EVENTS & OUTCOMES		REACTIVE	PRESENT	*What is the fastest way to react to this event NOW? How an organization is experienced? Its culture?*
PATTERNS OF EVENTS		ADAPTIVE		*What kinds of **trends** or patterns of events recur?*
SYSTEMIC STRUCTURES		CREATIVE		*What are the formal and informal organizational frameworks that create the patterns?*
MENTAL MODELS		GENERATIVE	FUTURE	*What are the assumptions and beliefs about how things work; about other people and their agendas? What are the stated or unstated visions that generate the structures?*

Adapted and modified from various parts of *The Fifth Discipline Fieldbook, by* Peter Senge, Currency, 1994.

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Systemic leverage has 3 places: system interaction, institution-structure, and values-based – ranging feedback, design, intent.

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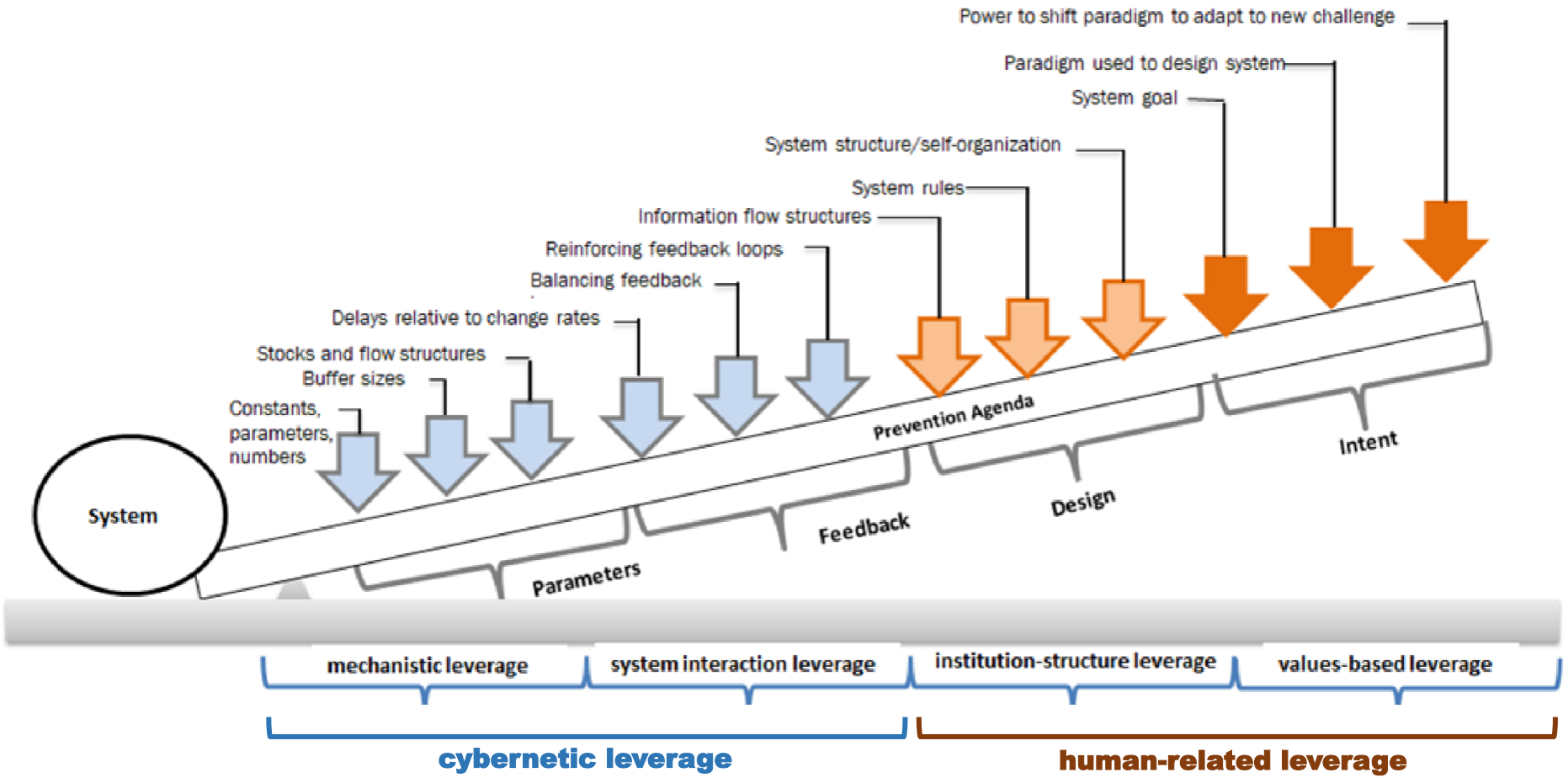
TYPICAL & DYNAMIC INTERVENTIONS:

(Moving onward and upward for greater impact).



Adapted from Donella Meadows and modified from Jacobus Van't Hoff, *Thinking in Systems. 2014.* https://csl4d.wordpress.com/2014/03/19/thinking-in-systems.

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