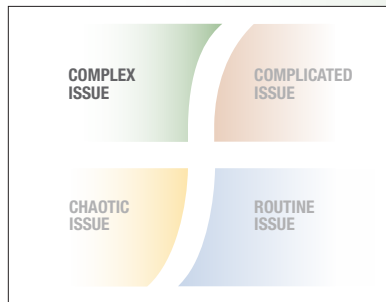
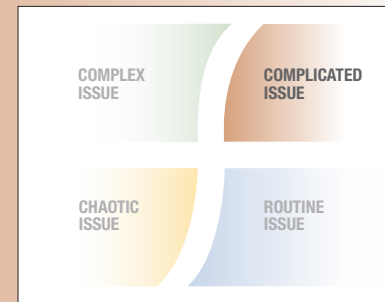


# COMPLEX ISSUE



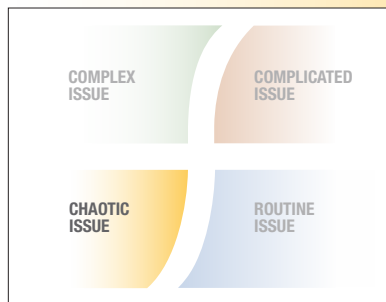
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# COMPLICATED ISSUE



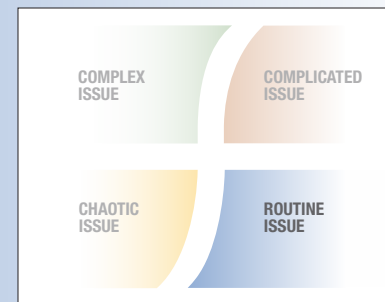
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# CHAOTIC ISSUE



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# ROUTINE ISSUE



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## COMPLICATED ISSUE

### Characteristics and nature of the issue:

Key variables are knowable, but that knowledge does not reside in our organization

**Uncertainty:** High | **LOW**

**State:** **EPISODIC** | Chronic

**Goal:** Bring in appropriate expertise and migrate issue to a Routine Issue when staff develops knowledge and practices.

**Shape of Leadership:** Oligarchy and effective networking/ research to identify qualified expertise

## COMPLEX ISSUE

### Characteristics and nature of the issue:

Many variables that are always changing

Relationships among the variables are always changing

Uncertain of causation among variables: does A cause B, or B cause A, or neither...or both?

Many variables out of your control - still need decisions!

**Uncertainty:** **HIGH** | Low

**State:** Episodic | **CHRONIC**

**Goal:** Continuously improve the position of the organization

**Shape of Leadership:** Systemic, bound by the systemic practices — diversity; egalitarian engagement; candor; trust the group; transparency; focus on relationships; design for time; holistic imaginations; and clarity of higher purpose

## ROUTINE ISSUE

### Characteristics and nature of the issue:

Key variables are known and the causation among the variables is known

**Uncertainty:** High | **LOW**

**State:** Episodic | **CHRONIC**

**Goal:** Solve the problem; correct our process, come within statistical parameters

**Shape of Leadership:** Hierarchy with strong communication up and down, and across the organization

## CHAOTIC ISSUE

### Characteristics and nature of the issue:

Many variables that are always changing

Relationships among the variables always changing

Uncertain of causation among variables: does A cause B, or B cause A, or neither...or both?

Many variables out of your control - still need decisions!

**Uncertainty:** **HIGH** | Low

**State:** **EPISODIC** | Chronic

**Goal:** Re-stabilize the systems

**Shape of Leadership:** Authoritarian assertion of control for a limited amount of time