Principles Observations Methods Augment Existing Strategies Diversity of Participants For Complex Issues, there is gridlock and dysfunction. Rich Picturing Pre-hypothesis Stage Exploration Egalitarian Engagement There is a avoidance of futuring and "stakeholder" engagement. Emergent Patterns and Themes Elicit Energy, Hope, and Confidence There is an over-reliance on "experts" Transparency Opportunity Statements Disciplined, Rigorous Processes Experiential Learning We default to decisions based on Power, Position, Personality and 3-Horizon Charting with Time/Resources Perceived Value at Each Step Trust Participants We are increasingly disengaged from things we care about Emergence Excitement as New Ideas Emerge Support Candor Through Anonymity Cynicism is rampant WindTunneling to Test for Resilience and Insurance We are modeling "learned helplessness" for our children Complicated Issues Complex Issues Recognizing Many variables, all changing and many Bring in experts who know how to Complex Issues are beyond our control Cause/Effect is knowable Cause/Effect knowable only **Barriers** retrospectively; high uncertainty is a Lower Uncertainty Illusions of control Goal: Improve our Position or Condition Goal: Solve the Problem Failure of Discernment re: Complex Issues Routine Issues Chaotic Issues Outcomes Attachmento to Prescribed Goals Cause/Effect is knowable Completely destabalized system Low Uncertainty: Failure to Recognize a New State of Being Bring in authority and rules and watch Emergent New Ideas and Pathways variables closely Goal: Solve the Problem/ Broad Engagement is Perceived as Burdensome/Annoying Best Practice Intellectual Humility Goal: Stabalize the system and try to enable it to return to "normal" Privacy and Protectiveness Resilience Assessment Acceptance of Close-Mindedness Increased Knowledge of the Complexity by All UNKNOWN The Seduction of Certainty Time-Effective Collaboration The Seduction of Efficiency

Systemic Approaches to Complex Issues' Management

The Seduction of Safety

Ignorance and Arrogance

Self-Optimization

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