

## Observations

For Complex Issues, there is gridlock and dysfunction.

There is a avoidance of futuring and "stakeholder" engagement.

There is an over-reliance on "experts"

We default to decisions based on Power, Position, Personality and Politics

We are increasingly disengaged from things we care about

Cynicism is rampant

We are modeling "learned helplessness" for our children

## Barriers

Illusions of control

Failure of Discernment re: Complex Issues

Attachment to Prescribed Goals

Failure to Recognize a New State of Being

Broad Engagement is Perceived as Burdensome/Annoying

Privacy and Protectiveness

Acceptance of Close-Mindedness

The Seduction of Certainty

The Seduction of Efficiency

The Seduction of Safety

Ignorance and Arrogance

Self-Optimization

## Principles

Diversity of Participants	Augment Existing Strategies
Egalitarian Engagement	Pre-hypothesis Stage Exploration
Transparency	Elicit Energy, Hope, and Confidence
Experiential Learning	Disciplined, Rigorous Processes
Trust Participants	Perceived Value at Each Step
Support Candor Through Anonymity	Excitement as New Ideas Emerge

## Methods

Rich Picturing

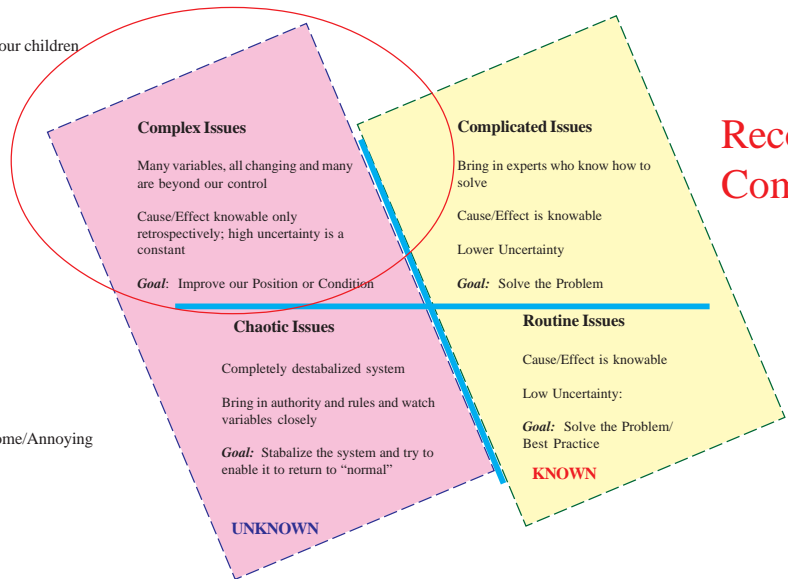
Emergent Patterns and Themes

Opportunity Statements

3-Horizon Charting with Time/Resources

Emergence

WindTunneling to Test for Resilience and Insurance



## Recognizing Complex Issues

## Outcomes

Emergent New Ideas and Pathways

Intellectual Humility

Resilience Assessment

Increased Knowledge of the Complexity by All

Time-Effective Collaboration

# Systemic Approaches to Complex Issues' Management