

# Characteristics of Complex Issues

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political, social, technological, financial, physical, media

**Variables**

Chronic v. episodic

High uncertainty v. low

Goal: improve our position over time <sup>ST</sup>/<sub>LT</sub>

Shape of leading + methods

- ★ lots of variables
- ★ variables are always changing
- ★ relationships among the variables are changing
- ★ we are not in control of many/most of the variables
- ★ we don't know all the variables
- ★ the future amplifies the variables
- ★ causation UNKNOWN OR UNKNOWABLE