

Preface

We live and work in a highly complex and interconnected world. Small decisions made by individuals may have large effects in a wider context. Actions taken within one organization can have an impact upon many different organizations, on government, on society and on the natural environment. This book has been motivated by a recognition that complex questions are increasingly asked of institutions and individuals in situations of change and uncertainty. The book addresses such questions not by offering ‘new’ tools, but rather by providing five approaches – systems tools – each embodying at least 25 years of experiential use. They not only provide robust methods, but moreover with the benefit of time and experience, the evolution of these approaches in different contexts has exposed new offerings; new enlightenment on how to use these approaches better in the light of experience. The five systems approaches presented in this compilation are presented not as ‘new’ tools to replace ‘old’ tools, but rather as evolving radical ways of thinking that have been nurtured in different contexts to complement and give added value to existing practices. They are specially updated for this publication, with each approach authored by the originators and/or experienced practitioners. This book is about intervention, or more precisely how to improve human intervention to help change situations for the better, to navigate the interrelated dimensions of making more effective strategic decisions in the twenty-first century.



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Guide

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