## CONTENTS

Prologue XVII

1 **Introduction: Systemic Governance for Participatory Design and Accountability** 1
   1.1 Vignette: Reconsidering Governance and International Relations 1
   1.2 The Relevance of Systemic Design to Governance 11
   1.3 Dialogue and Ethical Governance 18
   1.4 The Praxis of Systemic, Sustainable Governance 26
   1.5 Molar and Molecular Identities and Knowledges 33
   1.6 When is Australia Australia? 36

2 **Power and Praxis for Social and Environmental Justice** 39
   2.1 Striving for Balance 39
   2.2 Working and Re-Working the Boundaries of Knowledge International Relations and Governance through Questioning 46
      2.2.1 Design and Transformation: Scanning the Policy and Governance Horizons 46
      2.2.2 Considering Bonds Boundaries and Norms 47
   2.3 Enhancing Participatory Democracy 57
   2.4 Appreciating Complexity when Making Public Policy through Systemic Learning and Lived Experience 60
   2.5 Challenges for Participatory Democracy 61
   2.6 Accountability, Self Interest and the Will to Participate 62
   2.7 Methodology 65

3 **Knowledge, Identity and Culture: Molar and Molecular Identity and Politics** 69
   3.1 Appreciating Diversity for Risk Management 69
      3.1.1 Facilitation Styles 70
   3.2 An Overview of Critical Systems Thinking and Practice (CSP) 75
      3.2.1 Accountability and Complexity Thinking 76
      3.2.2 Facilitating the CSP Learning Process 78
4 The Design of an Inquiry System for Systemic Governance 83
  4.1 Introduction: C. West Churchman and Systemic Praxis 83
  4.2 Relevance of Critical, Systemic Thinking and Practice to Governance in Australia and Internationally 86
  4.3 Critical Systemic Praxis, Dramatic Narrative, Participatory Action Research and Knowledge Creation: Relevance for Governance 89
  4.4 Entering the Metatheoretical Domain 92
    4.4.1 Constructing a Mandala of Knowledge 94
  4.5 Bateson’s Approach to Working the Boundaries 97
  4.6 Implications of Assumptions for Thinking and Practice 99
  4.7 The Teträd applied by McLuhan and Powers 101
  4.8 West Churchman’s ‘Sweeping in’ and ‘Unfolding’ Approach 102
  4.9 Thinking about Theory and Methodology: Banathy’s Maps of Ontology and Epistemology 104
  4.10 Mindfulness, Policy Making and Governance 107
  4.11 Dey’s Complementary Approach to Methodology 107
    4.11.1 Rich Pictures 109
  4.12 The Iterative Research Cycle and its Relevance to Participatory Design 111
    4.12.1 The POMA Approach: Questioning as a Process for Addressing Perspectives, Methods and Areas of Concern 111
    4.12.2 Big Picture and Small Picture Design 111
    4.12.4 A Checklist for Effective Research 113
    4.12.5 The Iterative Research Cycle and its Relevance to Participatory Design 113
  4.13 Groupwork and Modeling Respectful Communication for Problem Solving 115

Part 2. SHAPING OURSELVES AND OUR FUTURES: Vignettes and Case Studies from Australia, Africa and Asia 119

5 Systemic Governance from Mode 1 to Mode 2 Consciousness 125
  5.1 Choosing How We live our Lives at the Local Level 125
    5.1.1 Appreciating Complexity When Making Public Policy through Systemic Learning and Lived Experience 125
5.2 Bonds, Boundaries and Norms: Making a Difference through Being the Change 126
  5.2.1 Choosing Well Being 126
5.3 The Future Direction of Governance; Critical Systemic Praxis to Scale up Participation through Community Networks 131
  5.3.1 Communication and Participation for Governance 133
  5.3.2 The Praxis of Systemic, Sustainable Governance 138
  5.3.3 Vignette of a Systemic Approach 141
  5.3.4 Time, Place, ‘Know How’ and the Systemic Approach 149
5.4 Culture, Diagnosis and Mental Health: Indigenous Healing Networks in Apartheid South Africa: An Example of a Complex, wicked Problem 152

6 Subsidiarity, Sustainability and Regionalism 161
  6.1 Linking the Local and the Regional Patches 161
  6.2 Empowered Democracy within National Boundaries 161
  6.3 European Union Model of Federalism 161
    6.3.1 The Hijab and Cultural Values 165

7 Traversing the Divide: Knowledge, Representation and Power 169
  7.1 Case Study 1: The Responsibility of the Policy Researcher 169
    7.1.1 Welfare Policies and Power 175
    7.1.2 The Concepts of Child and Childhood 177
    7.1.3 The Concept of Work 178
    7.1.4 Welfare Policies 179
    7.1.5 Reasons Given by the Children for Working on the Street 182
  7.2 Case study 2: Constructivist Approaches to Policy Change 188
  7.3 Case study 3: Promotion of Life Chances 193
  7.4 Case study 4: Involving Ex Offenders in Crime Prevention 197
    7.4.1 Process and Its Relevance to Participants 198
  7.5 Conclusion: Considering Imprisonment and Discourses on Prison Management 199
    7.5.1 A Comment on the Implications for Democracy, the Enlightenment and Open Systems 199

8 New Leadership for Designing the Future of Public Education 201
  8.1 Introduction: Context and Overview 202
  8.2 Complex Systems, Culture and Educational Reform 204
    8.2.1 Definitions of Old and New Science 204
8.2.2 Participatory Design is the Goal 205
8.3 Assumptions and Core Concepts of the Learning Edge Leadership Strategy 206
  8.3.1 Process and Core Assumptions of the Strategy 206
8.4 Reflection on Compartmentalised and Systemic Approaches 206
8.5 Practical Recommendations 208

9 Grounded Knowledge: Power, Powerlessness and a Community Response 211
  9.1 Purpose of the Research 213
    9.1.1 Phases of the Research 213
    9.1.2 Ongoing Process of Co-creation and Capacity Building 213
  9.2 Issues Raised by Staff and Volunteers 214
  9.3 Service Users 215
  9.4 Analysis and Recommendations 216
  9.5 Suggestions from Staff to Overcome the Challenges 218
    9.5.1 Knowledge Management to Address Complex Problems 220

10 Grounded Knowledge: Power, Powerlessness and a Community Response 225
  10.1 Introduction 225
  10.2 Design of Inquiring System to Enhance Social Inclusion and Governance 225
  10.3 Systemic Conceptualisation, Categorical Thinking and Slippage 226
  10.4 A Panning Shot of the Case Studies to Give Insights on Australian Governance 228
    10.4.1 Australian Governance and the Need for Holistic Practice and Joined up Thinking 228
  10.5 A Close up Shot of the Case Studies: The Experiential Basis for the Conceptual Design 229
  10.6 Case study 1: Setting up a Community of Practice for State Government 229
    10.6.1 Potential of Systemic Techniques: Joining up the Knowledge Patchwork for Ethical Governance 241
    10.6.2 Suggestions to Overcome the Challenges through Knowledge Management and Capacity Building 241
  10.7 Case study 2: An Aboriginal Housing Association 242
    10.7.1 Mapping the Context 244
    10.7.2 Good Governance Processes 256
10.7.3 The Relationship between Ontology, Epistemology and Systemic Praxis (Thinking and Practice) 256
10.7.4 Spiritual Wellbeing as a Holistic Concept to Heal Fragmented Thinking and Practice 258
10.7.5 Spiritual Wellbeing not Social Capital: A Community of Practice Approach to Participatory Policy Design and Governance 258

10.8 Case study 3: Participatory Planning, Computer Design and Strategic Partnerships to address Complex, Health, Housing and Social Inclusion Issues 259
10.8.1 Statement of the Problem 261
10.8.2 Rationale for the Research 263
10.8.3 Aims, Objectives and Focus 264
10.8.4 Policy Context 265
10.8.5 Participatory Action Research and Action Learning 269
10.8.6 Women’s Stories 282
10.8.7 Men’s Stories 288
10.8.8 Generic versus Specific Services for Aboriginal male Australians 292

10.9 Conclusion 296

11 Capacity Building and Striving for Systemic Wellbeing 301
11.1 Vignette: Systemic Approach to Energy and Women’s Empowerment in Rural Nepal 301
11.1.1 Why is a Systemic Approach Appropriate? 302
11.1.2 Nepal’s Rural Energy Development Program 304
11.1.3 Design and Methodology 305
11.1.4 Conclusion 305

11.2 Vignette: Microfinance: Who Bears the Price? 305

11.3 Barangays, Lenses and Landowners in Rural Samar 307
11.3.1 The Context: A Hurricane, a Crash in the Copra Commodities Market, Domestic Violence and Dynamiting a Coral Reef 310
11.3.2 A Sanitation Project Becomes a Flower Pot Competition 311

11.4 Health, Water, Sanitation and Governance 312
11.4.1 The First Steps away from Apartheid Planning in South Africa 312
11.4.2 Women and Development: Water, Sanitation and Deep Trench Gardening: A Story of Participatory Action Research 313

11.5 Conclusion: From Strategic Planning to Participatory Design 315

12 International Relations and Governance 317
12.1 Recognising the Archetype of the Boomerang Affect 321
12.1.1 Power, Energy and International Relations 321
12.1.2 Short Term Fixes that Backfire 322
12.1.3 Shifting the Blame and Denying the ‘Enemy Within’ 323
Systemic Governance and Accountability
Working and Re-Working the Conceptual and Spatial Boundaries
McIntyre-Mills, J.J.
2006, L, 438 p., Hardcover
ISBN: 978-0-387-48671-0