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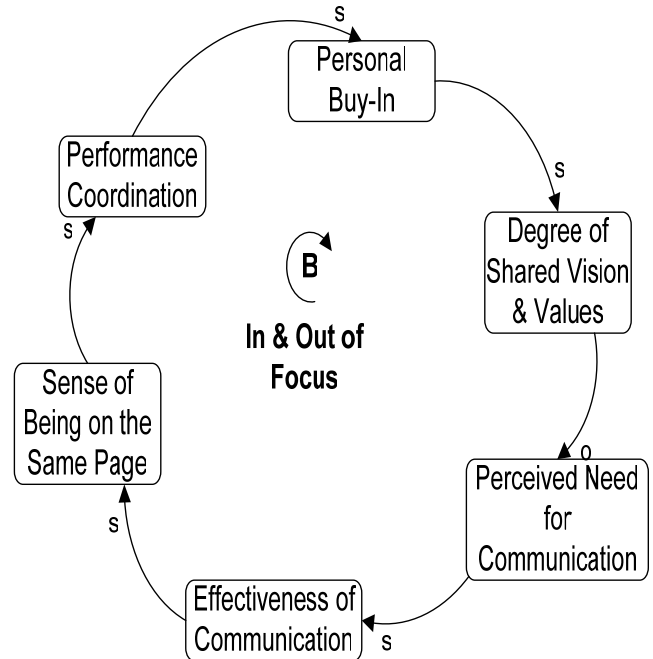
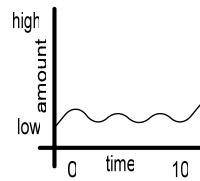
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Systems Thinking: A Powerful Approach to Problem-Solving

Why aren't we consistently on the same page?



Many of the problems we confront in organizations are complex, chronic, and critical. We attempt a solution and the problem just does not go away despite our best intentions. The Systems Thinking approach dictates that we make a concerted effort to fully understand why 'the system' is delivering unacceptable performance. It begins with clearly framing the triggering question. It next employs a thoughtful exploration of the causes and effects that drive 'the system.' Then, based on that richer understanding of how 'the system' works, we can discover better-informed interventions. And we can actually try out these higher-leverage interventions through thought experiments: "What if this went higher? How would that play out in 'the system'?"

"When you are asked to solve a problem, look beyond it. Ask why that particular problem arose in the first place. Search beyond the technical: Question the business model, the organizational structure, and the culture. The path to a solution ... appears only when we are able to pose the right questions." Terry Winograd