

PADM 5781
 Speaking Notes
 Week 10

"You may say that I'm a dreamer . . ."

John Lennon

"You can see a lot just by looking."

Yogi Berra (I think)

WHERE WE ARE

- I need (very soon) to give more thought to the activity assignment.
- We are in chapter 5 of the Stroh textbook.
- Here, again, is the amended schedule in all three of my courses this semester.

		Week begins . . .	Week ends . . .	Assignment due . . .
Week 1		Monday August 15	Sunday August 21	
Week 2		Monday August 22	Sunday August 28	
Week 3	Discussion 1A	Monday August 29	Sunday Sept. 4	Sunday Sept. 4
Week 4	Opportunity to redo and resubmit Discussion 1A	Monday Sept. 5	Sunday Sept. 11	Sunday Sept. 11
Week 5	Discussion 2A	Monday Sept. 12	Sunday Sept. 18	Sunday Sept. 18 Sunday October 2
Week 6		Monday Sept. 19	Sunday Sept. 25	
Week 7	MIDTERM	Monday Sept. 26	Sunday October 2	Wednesday Oct. 5
Week 8		Monday October 3 Midterm report to be reported to Registrar's Office on Oct. 6	Sunday October 9	
Week 9	FALL BREAK	Monday October 10	Sunday October	

		Last day to withdraw without academic penalty Oct. 14	16	
Week 10	Discussion 3A	Monday October 17	Sunday October 23	Sunday October 23
Week 11	Discussion 4A follow-up	Monday October 24	Sunday October 30	Sunday October 30
<p>Note posted Oct. 14: We are going to drop the portfolio activity (you will get credit for it in my gradebook) and move the due date for the ACTIVITY to Sunday November 20.</p>				
Week 12	ACTIVITY	Monday October 31	Sunday Nov. 6	
Week 13	Opportunity to redo and resubmit ACTIVITY	Monday Nov. 7	Sunday Nov. 13	Sunday Nov. 13
Week 14	ePortfolio assignment ACTIVITY assignment due	Monday Nov. 14	Sunday Nov. 20	Sunday Nov. 20
Week 15	THANKSGIVING WEEK	Monday Nov. 21	Sunday Nov. 27	
Week 16	FINAL EXAMS	Monday, Nov. 28	Last day of classes, Dec. 1	Sunday Dec. 4
Week 17	Final grades submitted to Registrar's Office Monday, Dec. 12	Monday, Dec. 5		

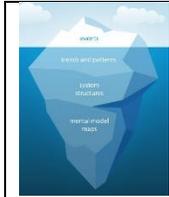
Discussion Form 3 due Oct. 23:

Recall the metaphor of the blind men first encountering an elephant, as related to systems thinking. Recall the hypothetical example of an island with only grass, rabbits, and foxes, as presented in speaking notes recently. Describe the situation on the island from the perspective of a rabbit. Then describe the situation from the perspective of a fox. Assuming that the goal is for both species to survive, what kind of policy solution should they seek together?

Rubric:

- Perception of the situation on the island from perspective of a rabbit.

- Perception of the situation on the island from perspective of a fox.
- Explanation of what would constitute a “good” policy outcome.



Remember the iceberg

The entire (eco)system has a BEHAVIOR. The behavior EMERGES from the STRUCTURE of the system.

Consider a boomerang. A boomerang is a light piece of wood that if thrown will usually return to the point of origin.

If you throw a frisbee it will also fly, but it will not usually circle and return to the point of origin?

What makes the boomerang return to you, and the frisbee sail over the fence into your neighbor’s yard?

Well, yes, the shape (structure) of the thing. But the boomerang or frisbee is one ELEMENT in a system. What are other ELEMENTS in the “flying system?” What are the things (other elements) that together interact with the boomerang (or frisbee) to determine what happens?

What is the element that we miss because we take it for granted? (What does the fish probably not “see?”)

QUICK REVIEW

Systems thinking is a set of related ideas (a paradigm) about how the world works and how decision makers can guide lasting change in the midst of constant motion. At the base of it, is the question of how ordinary people think. I do not believe that democratic systems (as presently construed) elevate "the best and the brightest" to leadership rolls. I try to teach systems thinking because I think it has potential value -- not necessarily because I believe our politics is capable to incorporating it. Systems engineering is a science. Science is presently out of favor among the masses.

Last week we thought about the power of stories as means of observation, understanding and discovery. Good stories may open our eyes to additional opportunities and to more comprehensive ways to understand what is happening. But they may only cause us to become aware of the limits of our politics. Governance and politics is not a natural science. And few people groups will willingly sacrifice themselves for theories about possible futures and yet-conceived others.

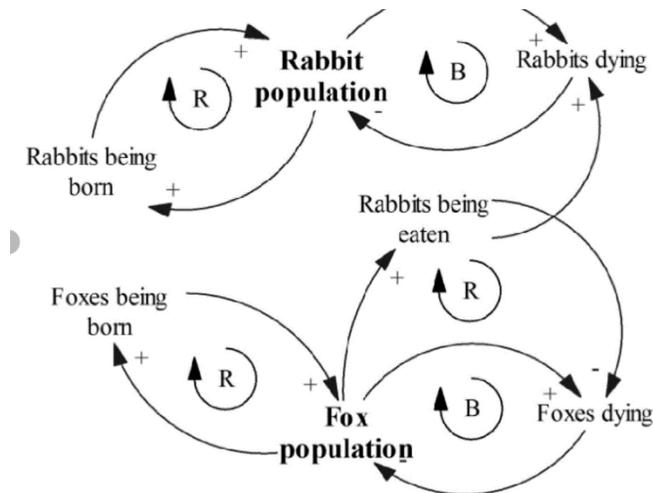
By telling stories (and really listening and reflecting) we may identify additional ELEMENTS. Western science excels at ANALYSIS (taking things apart). We need to see wholes. Stories can help us to put things back together.

Remember the elephant. Remember the iceberg. Remember the names of the archetypes we have been introduced to so far.

LAST WEEK we began to study the computer simulation of a model of rabbits and foxes living on an island. The following systems flow diagram represents PART of the complex adaptive system. What is missing?

Identify the REINFORCING LOOPS in the model below.
 Identify the BANANCING LOOPS in the model below.
 Interpret the little plus (+) and minus (-) signs in the model below.

What very important element is missing in the model below?



Source: https://www.researchgate.net/figure/An-example-of-CLD-structure-and-dynamics_fig1_312613125

The four stages are (according the Stroh, Chaper 5): building a foundation for change, facing current reality, making an explicit choice, and bridging the gap. And when you finish, if there is still a gap between the current reality and what you hope for, you start over again. And you may try to clean up the additional problems that may have be created as unintended outcomes of recent government actions (interjections).

I am a little disappointed in Chapter 5 because it suddenly feels too traditional -- to linear. To me, the essence of the chapter is in the conclusion -- Closing the Loop.

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And in the next four chapters, the four stages are developed, but using systems terminology.

CONCLUDING THOUGHTS

Systems thinking is not a strategy for how to go about pursuing change. It is a way of seeing (a paradigm) social problems in order to envision what actions or policies may make things better.

Seeing things clearly is necessary but not sufficient. Like a farmer, you have to prepare the soil properly and figure out WHO and WHERE (and with WHOM OTHERS) to advocate effectively for change.