Week 3
August 29, 2022
Dr. Neubauer

WHERE WE ARE

We are "in" the first three chapters of the textbook. The first Discussion Forum is due Sept. 4. Speaking notes and class meeting recordings are in GeorgiaVIEW.

ACTIVITY	PERCENT	POINTS	DUE DATE
Discussion forum 1	10%	100	**Sunday Sept. 4**
Opportunity to resubmit Discussion forum 1			**Sunday Sept. 11**
Discussion forum 1 Follow up	10%	100	**Sunday Sept. 18**
Midterm Exam	20%	200	**Sunday October 2**
Discussion forum 2	10%	100	**Sunday October 23**
Discussion forum 2 Follow up	10%	100	**Sunday October 30**
Activity	10%	100	**Sunday Nov. 6**
Opportunity to resubmit Activity			**Sunday Nov. 13**
Portfolio Assignment	10%	100	**Sunday Nov. 20**
Final Exam	20%	200	**Sunday Dec. 4**

An original post and one reply are due for Discussion Forum 1 by this coming Sunday. Please post by the prior Wednesday to provide others someone to reply to by Sunday.

NEW MATERIAL TODAY

This information is not specific to systems thinking. It applies to all kinds of policy making. It is based on the PLURALISTIC MODEL of democracy.

It is sometimes referred to as "the policy cycle." That seems a bit of a stretch to me. It is kind of like getting dressed in the morning. There is a natural order of events, but I would not call it the "dressing cycle."

IDENTIFYING A NEED:

Does this rise to the level of policy? Does it have general applicability?

Is this a need that should be addressed by government?

If yes, is it more likely to addressed through elected leaders, through the courts, or by an administrative agency?

DRAWING ATTENTION TO THE NEED (putting it on the correct political agenda):

Is someone else already attempting to do something?

Is there an existing nonprofit or other organization that includes this in their mission?

Is this really a policy or does it only apply to one person or one specific situation?

Do you have the insights and connections to be able to advocate effectively about this by yourself?

Are there important, powerful stakeholders who will likely oppose the change you want to make?

Do you care enough about this to become publicly identified as an advocate?

Are you really hoping to solve a problem or just to draw attention to yourself?

Are you motived primarily by your reasonable "right" mind or by your fear of anger?

Do you view your advocacy as symbolic or practical?

FINDING A GROUP OR STARTING ONE

If this issue/need has a history, learn that history.

Find others who have advocated for "your" issue before.

Identify people and kinds of people who are likely to agree with your policy preference, even if for reasons other than your reason.

"Test the wind." Does this issue have SALENCE. Is it important to anyone else? Will it be necessary to educate people about this issue?

Is your "case" simple or complex? Is your case grounded in SCIENCE?

How have you arrived at your beliefs and feelings? What is your reference group? Are these people known to have sound minds?

Do others usually regard you as a person with a sound mind?

SOCIAL MEDIA is important. But not everyone you meet through social media is who you think they are.

Be careful who you send money to. There are sites online to evaluated nonprofit organizations that engage in advocacy. It may be better to "group" with local people who you can actually know and trust.

CALL ATTENTION

MAKE YOU CASE

ENCOURAGE OTHERS TO HELP YOU GAIN THE ATTENTION OF ELECTED POLITICAL LEADERS.

Be careful how to "mobilize" people. PROTEST is an extended form of ADVOCACY.

Pressure will create RESISTANCE.

Beginning or participating in a MOVEMENT may or may not be necessary.

Your goal is to get the policy your want without undue difficulties.

It may be necessary to play the outside game, but intimately what you want is to play the inside game.

IDENTIFYING THE CORRECT POLITICAL VENUE AND/OR JURISDICTION

It is not always clear in which VENUE a particular policy concern should be addressed.

For example, if you are concerned about the pollution of the Flint River, should you lobby the local city government, the state of Georgia government, or the national government?

Also, should you seek a POLITICAL remedy, a ADMINISTRATIVE remedy, or a JUDICIAL remedy?

ACTION BY WHOM (if anyone) is likely to make a difference?

KNOW THE RULES AND PROCEDURES, especially of legislative bodies. You need the support and help of a select few members.

Focus on your "friends" and the "undecideds." "Conversions are rare."

Be trustworthy and honest. Don't burn bridges. The people who cannot help you today may be willing an able to work with you tomorrow.

Don't be surprised if you win the fight but lose the "war." A policy is not worth much if it is not IMPLEMENTED AND ENFORCED. The local police, for example, are not like to vigorously enforce policies that are not IMPORTANT TO THEIR PRIMARILY MISSIONS.

CONCLUSION

Effective social advocates know what they are doing and approach things strategically.

Sometimes a lone voice can make a difference. But usually social organization is involved, in the spirit of PLURALISM.

Passion counts, but money helps a lot.

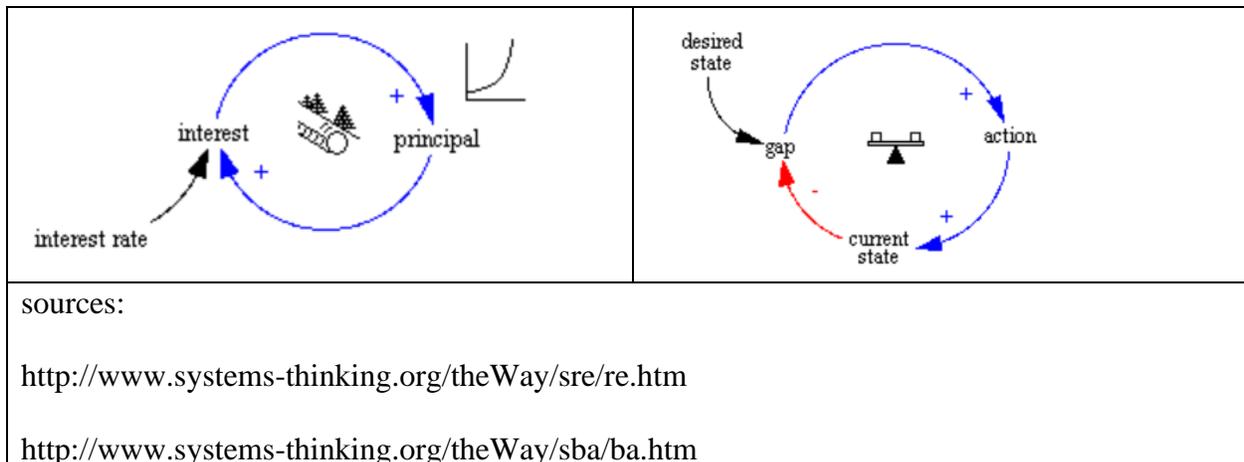Reach out to the "right" people. Live for another day and possibly another venture.

QUICK REVIEW REGARDING SYSTEMS ARCHETYPES

There are a number of systems "archetypes" that were introduced in the book titled *The Fifth Discipline* by Peter Senge year ago. One of them was "fixes that backfire," also known as fixes that fail. That archetype is the subject of chapter 1 of our textbook. Chapter 2 regards the "accidental adversaries" archetype.

The essence of the fixes that backfire archetype (pattern) is that the "silver bullet" policy solution, which is popular and simple, may produce intended results initially but then (after a delay in time) produce UNDESIRED EFFECTS (unintended consequences) that either exacerbate the original problem and/or produce additional new problems.

In a perverse way, this situation serves the interests of elected leaders and people employed in many government agencies. The elected leaders get reelected (based on immediate results) and the employees are insured that they will continued to be employed because problems are usually never actually solved.

I introduced the concepts of a reinforcing look and a balancing loop.

sources:

http://www.systems-thinking.org/theWay/sre/re.htm

http://www.systems-thinking.org/theWay/sba/ba.htm

NEW MATERIAL

http://www.systems-thinking.org/theWay/saa/aa.htm

The Accidental Adversaries structure is a composed of four reinforcing loops and two balancing loops. Overall system growth is driven by a global reinforcing structure. Two local reinforcing structures create balancing structures which then limit the growth of the overall system. This is not one of the easiest archetypes to

understand, so it is presented in pieces. It may appear difficult, but it is fairly easy to recognize if you know to watch for it.

Source: http://www.systems-thinking.org/theWay/saa/aa.htm
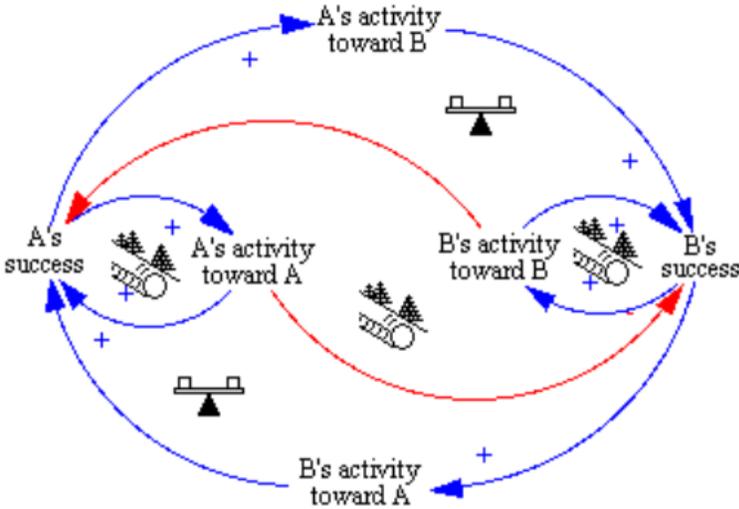
We will look at this one more next week.