

PADM 5781
Week 5
Speaking Notes

I did not realize that visibility was turned off for reading links in GeorgiaVIEW.
They are ON now.

Science should be at the centre of all policy-making
<https://www.bbc.com/news/science-environment-56994449>

Wicked problem
Wikipedia.org
https://en.wikipedia.org/wiki/Wicked_problem

Policy
Wikipedia.org
https://en.wikipedia.org/wiki/Policy#Policy_cycle

Video: Introduction to Systems Thinking
The Systems Thinker
<https://thesystemsthinker.com/video-introduction-to-systems-thinking/>

Systems Theory
Wikipedia.org
https://en.wikipedia.org/wiki/Systems_theory

Systems archetype
Wikipedia.org
https://en.wikipedia.org/wiki/System_archetype

Causal loop diagram
Wikipedia.org
https://en.wikipedia.org/wiki/Causal_loop_diagram

Warning below: If you have a history of epileptic seizure events don't leave the animations running continually on your computer screen.

Discussion forum 2A

Regarding the social problem of homelessness in the United States (and beyond) identify two measurable factors that are locked into a REINFORCING loop.

https://en.wikipedia.org/wiki/Causal_loop_diagram

https://en.wikipedia.org/wiki/Positive_feedback

Discussion forum 2A

Regarding the social problem of homelessness in the United States (and beyond) identify two measurable factors that are locked into a REINFORCING loop. Identify the factors, draw the loop, and write a paragraph about the loop.

Regarding the social problem of homelessness in the United States (and beyond) identify two measurable factors that are locked into a BALANCING loop. Identify the factors, draw the loop, and write a paragraph about the loop.

Identify a causal loop diagram (involving homelessness) like the adoption model below that includes one balancing loop and one reinforcing loop. I suggest you begin by identifying the measurable factor in the middle.

https://en.wikipedia.org/wiki/Causal_loop_diagram

https://en.wikipedia.org/wiki/Positive_feedback

NEW MATERIAL

https://en.wikipedia.org/wiki/Causal_loop_diagram

source of information below.

Reinforcing and balancing loops[[edit](#)]

To determine if a causal loop is reinforcing or balancing, one can start with an assumption, e.g. "Variable 1 increases" and follow the loop around. The loop is:

- **reinforcing** if, after going around the loop, one ends up with the same result as the initial assumption.
- **balancing** if the result contradicts the initial assumption.

Or to put it in other words:

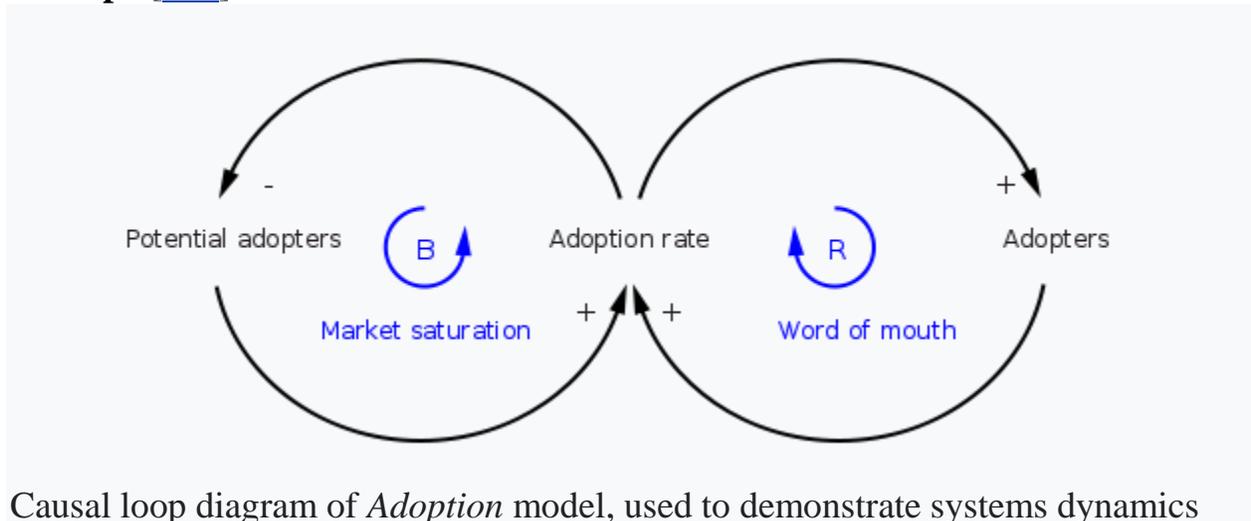
- [reinforcing loops](#) have an even number of negative links (zero also is even, see example below)
- [balancing loops](#) have an odd number of negative links.

Identifying reinforcing and balancing loops is an important step for identifying *Reference Behaviour Patterns*, i.e. possible dynamic behaviours of the system.

- Reinforcing loops are associated with exponential increases/decreases.
- Balancing loops are associated with reaching a plateau.

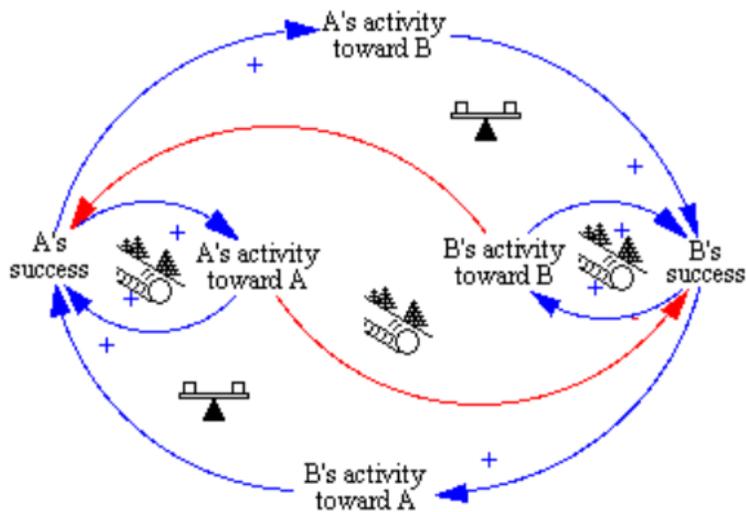
If the system has delays (often denoted by drawing a short line across the causal link), the system might fluctuate.

Example [\[edit\]](#)



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

"The Accidental Adversaries structure is 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 by far not one of the easiest archetypes to understand, so it is presented in pieces."



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

I am still learning to make a clear explanation of the visible model above. But the gist of it is as follows.

Organization A and organization B have working relationships in an area of public policy. They are probably not in direct competition with one another. They may, for example, sometimes refer clients to one another. They are **RELATED MISSIONS**, but probably not identical missions. Some clients may depend on each of them, but for different things.

They each strive to do good work within their respective specializations. The two organizations have no reason to hurt the other.

Naturally, the employees in organization A are going to do their best to advance the success of organization A. Some outcomes of their "looking out for A" indirectly contribute to the success of organization B. (And vice-versa, B to A.)

BUT THE UNINTENDED CONSEQUENCES of some the things that organization A does (rightfully to promote its own worthy success) "injure" organization B -- either immediately or in time. (And vice-versa, B to A.)

A simple linear model of reasoning about relationships in the world does not see these indirect patterns of causation.

(As an aside, I think this was an inadequacy of former president's Trump's "American First" perspective. But it "sells" more easily to many Americans than the idea that the solution to massive immigration from south to north may involve helping the governments of nations in the south.)

Stroh cites Senge in making one of Stroh's major points in our textbook. The point is the WE are part of existing systems and that to some degree or another (and in some way or another) WE are part of existing problems.

I suppose this is the reason some Republican leaders insist that global warming is not of human origin. Stroh would say that until we accept that we are probably complicit in the problem it is unlikely that we participate in finding a policy solution.

In other words, systems thinking begins with a deep understanding of relevant reality. WE are part of that reality. We are responsible for our perceptions and our interpretations of what we perceive. I am not arguing that everything is subjective. The point is, I think, that if we want to change the world we should understand that world and realize that we are a part of it. We may not have directly caused the problem, but (directly or indirectly, intentionally or unintentionally) we are likely contributing to the problem.

And perhaps more importantly, the "injections" intended to become a solution, may well have undesired effects.

And given that "government" is so vast government initiatives are surely deeply entangled with today's "wicked" policy problems. The more government interventions there are the more likely it is that government(s) will exacerbate existing problems and/or create new problems.

CONCLUSION

I am not suggesting that we/government should do nothing because we might possibly do harm. As a species we are way beyond being able to declare ourselves innocent from the actions of humanity.

Systems thinking can inform democratic decision making. But the wisdom of democracy is constrained by the level of thinking among the majority of citizens and the maturity of the media.

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How to create breakout rooms in Zoom.

<https://support.zoom.us/hc/en-us/articles/206476313-Managing-breakout-rooms>

Options for breakout rooms

1. After creating the breakout rooms, click **Options** (on Windows) or the gear icon  (on macOS) to view additional breakout rooms options.
2. Check any options that you would like to use for your breakout rooms.
 - **Allow participants to choose room:** [Participants can select and enter rooms](#) on their own once rooms are launched.
 - **Allow participants to return to the main session at any time:** If this option is checked, the participants can move back to the main session from their meeting controls. If this is disabled, they need to wait for the host or co-host to end the breakout rooms.
 - **Automatically move all assigned participants into breakout rooms:** Checking this option will move all participants into the breakout rooms automatically. If this option is unchecked, the participants will need to click **Join** to be added to the breakout room.
 - **Auto close breakout rooms after () minutes:** If this option is checked, the breakout rooms will automatically end after the configured time.
 - **Notify me when the time is up:** If this option is checked, the host and co-hosts will be notified when the breakout room time is up.
 - **Set Countdown timer:** If this option is checked, the participants will be given a countdown of how much time they have left before being returned to the main room.
3. Follow the steps below to assign participants to rooms or click **Open All Rooms** to start the breakout rooms.

Assigning participants to rooms

To assign participants to your rooms, select **Assign** next to the room you wish to assign participants to and select the participants you want to assign to that room. Repeat this for each room.

Once a participant has been assigned (manually or automatically), the number of participants will show in place of the **Assign** button.

Identify two organizations in the public sector (which includes nonprofits) that are not “natural enemies” but are likely to become “accidental adversaries” because they have similar missions or similar clients, or similar networks of relationships with other organizations. Identify the two organizations and explain the ways in which they are likely to undermine the interest of each other, when the situation is viewed from a systems perspective.