

\	Questions to ask when putting on each of the archetype "eyeglasses"
Drifting Goals	<ul style="list-style-type: none"> • Are there goals or standards that are eroding over time? • Are people focused on achieving the goal or on reducing the discomfort of not being at the goal?
Escalation	<ul style="list-style-type: none"> • Are there two or more players of equal power whose individuals actions can be perceived to be threat a by the others? • Does each of the players have the capacity to retaliate with similar actions of their own?
Fixes that Fail	<ul style="list-style-type: none"> • Have actions been taken to respond quickly to a crisis without much consideration of long-term consequences? • Have there been similar types of actions taken in the past to similar types of crises?
Growth and Underinvestment	<ul style="list-style-type: none"> • Do investments tend to be made as a reaction to growth rather than in anticipation of growth? • Do problems created by growth act as the organizational signal to invest rather than long-range planning?
Limits to Success	<ul style="list-style-type: none"> • Are once successful programs experiencing diminishing returns? • Are there limits in the system that are constraining the growth?
Shifting the Burden	<ul style="list-style-type: none"> • Are actions to alleviate problem symptoms shifting attention away from investing in more fundamental solutions? • Are there additional consequences that serve to systematically erode the underlying capability of the organization?

<p>Success to the Successful</p>	<ul style="list-style-type: none"> • Are there two or more equal options whose investment decisions are linked in a zero-sum game where if one gains the other loses? • Is the success of the options sensitive to initial conditions?
<p>Tragedy of the Commons</p>	<ul style="list-style-type: none"> • Is there a large number of equal players who have free or equal access to a common and finite resource? • Is the system set up to be self-regulated by all the players with no overarching governing body?

Traditional Skill	Systems Thinking Skill
Static Thinking Focusing on particular events	Dynamic Thinking Framing a problem in terms of a pattern of behavior over time
System-as Effect Thinking Viewing behavior generated by a systems as driven by external forces	System-as-Cause Thinking Placing responsibility for a behavior on internal actors who manage the policies and plumbing of the system
Tree-by-Tree Thinking Believing that really knowing something means focusing on the details	Forest thinking Believing that, to know something, you must understand the context of relationships
Factors Thinking Listing factors that influence or are correlated with some result	Operational Thinking Concentrating on getting at causality and understanding how a behavior is actually generated
Straight-Line Thinking Viewing causality as running one way, with each cause independent from all other causes	Closed-Loop Thinking Viewing causality as an ongoing process, not a one-time event, with the "effect" feeding back to influence the causes, and the causes affecting each other
Measurement Thinking Searching for perfectly measured data	Quantitative Thinking Accepting that you can always quantify, though you can't always measure
Proving-Truth Thinking Seeking to prove models to be true by validating with historical data	Scientific Thinking Recognizing that all models are working hypotheses that always have limited applicability

source: Barry Richmond, The Systems Thinker™, March, 1997