Archetypes capture “common stories” that occur repeatedly in diverse settings.
They are drawings with multiple, interconnected feedback loops.
Archetypes help us **see causal connections.** And, they help us **anticipate possible problems** before they occur.
There are many archetype stories. We will learn and focus on 3.

- **Fixes that Backfire**
- **Shifting the Burden**
- **Success to the Successful (if time)**
  - Drifting Goals
  - Escalation
  - Accidental Adversaries
  - Tragedy of the Commons
  - Growth and Underinvestment
  - Limits to Success
  - Revolution
  - Story Structure
Has the need to respond quickly to a problem been greater than the importance of investigating potential unintended consequences?

Did the response help to reduce the problem in the beginning, but overtime, did consequences actually contribute to the original problem?
Fixes that Backfire
What are some possible unintended consequences of initiatives that address Kindergarten readiness?
Second archetype for today is

Shifting the Burden

• Fixes that Backfire
• Success to the Successful
• Drifting Goals
• Escalation
• Accidental Adversaries
• Tragedy of the Commons
• Growth and Underinvestment
• Limits to Success
• Revolution
• Story Structure
Ever have days like this?
Shifting the Burden Questions

How can we address problems that continually pop up no matter what we do to try and solve them?

What happens when we develop dependencies on short-term, quick-fix solutions to problems?

How can we focus on more long-term fundamental solutions?
Shifting the Burden

Problem Symptom

Symptomatic Solution

B

Short-term quick fix
Problem
Symptom
Symptomatic Solution
B
Shifting the Burden
B
Long-term solution
Fundamental Solution

Fundamental Solution
Shifting the Burden
B
Problem Symptom
Symptomatic Solution
Shifting the Burden

Problem
Symptom

Symptomatic Solution

Fundamental Solution

Side Effect

Takes away from the development of long-term solutions
Shifting the Burden

Symptomatic Solution

Problem Symptom

Fundamental Solution

Side Effect

B

R
Problem: Fatigue

Symptomatic Solution: Use of caffeine

Example: Short-term quick fix

Image courtesy of stockimages at FreeDigitalPhotos.net
Problem: Fatigue

Symptomatic Solution: Use of caffeine

Fundamental Solution: Energy-enhancing activities

Long-term solution
Problem Symptom: Fatigue

Symptomatic Solution: Use of caffeine

Side Effect: Dependency on caffeine

Fundamental Solution: Energy-enhancing activities

Takes away from efforts to develop long-term solutions
Problem Symptom: Ongoing Computer Problems

Symptomatic Solution: Wanda is good with computers. Ask Wanda to help.

Short-term quick fix

Shifting the Burden Example 2
Problem Symptom:
Ongoing Computer Problems

Symptomatic Solution:
Wanda is good with computers. Ask Wanda to help.

Fundamental Solution:
Wanda teaches me how to fix my own computer problems.

Long-term solution

Image courtesy of Stuart Miles at FreeDigitalPhotos.net
Side-Effect: I depend on Wanda to fix my computer problems all the time.

Symptomatic Solution: Wanda is good with computers. Ask Wanda to help.

Problem Symptom: Ongoing Computer Problems

Fundamental Solution: Wanda teaches me how to fix my own computer problems.

Takes away from efforts to develop long-term solutions
Scrabble Challenge
Third archetype for today is

- Fixes that Backfire
- Shifting the Burden

**Successful**

- Drifting Goals
- Escalation
- Accidental Adversaries
- Tragedy of the Commons
- Growth and Underinvestment
- Limits to Success
- Revolution
- Story Structure
Success to the Successful

Success of A $\rightarrow$ Allocation to A instead of B $\rightarrow$ Success of B

R

Resources to A $\rightarrow$ Allocation to A instead of B $\rightarrow$ Resources to B

R
Person A: What is happening now?
Describe the current state, including challenges, of your TTP innovation. (60 seconds)

Person B: What are your hopes for the future?
Describe the vision for your TPP innovation. As you describe each hope, take one step away from Person A (current state), so that you can show the gap between now and the desired future. This will create tension. (60 seconds)

Be sure to keep it safe!
Creative Tension
The gap between vision and current reality can be a source of energy.
If there is not a gap, there would be no need for any action to move toward the goal or vision.

*The gap is the source of creative energy.*
Creative Tension
“Old habits are strong and jealous.”

Dorothea Jenson
What are ways that you manage creative tension in your work setting?

What are the indicators that tell you the gap is too small or too big among your colleagues and others with whom you work?
Floating Ball Challenge
Exploring Goal and Gap Systems
Floating Ball Challenge

**Team Challenge #1:**
- Identify your goal pedestal.
- Each person holds the end of a string.
- Move your ball to your goal pedestal.

**Team Challenge #2:**
- Same rules as Challenge #1 and...
- Two people must keep eyes closed.
Position of the Ball

Goal

Time (Minutes)

DROP
Strategies to intervene and improve the system

Current State of the System

Gap

Desired State or Goal

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Strategies to intervene and improve the system

Current State of the System

Gap

Desired State or Goal
Mind Full, or Mindful?
Habits of a Systems Thinker

Seeks to understand the big picture

Observes how elements within systems change over time, generating patterns and trends

Recognizes that a system’s structure generates its behavior

Identifies the circular nature of complex cause and effect relationships

Makes meaningful connections within and between systems

Changes perspectives to increase understanding

Surfaces and tests assumptions

Considers an issue fully and resists the urge to come to a quick conclusion

Considers how mental models affect current reality and the future

Uses understanding of system structure to identify possible leverage actions

Considers short-term, long-term and unintended consequences of actions

Pays attention to accumulations and their rates of change

Recognizes the impact of time delays when exploring cause and effect relationships

Checks results and changes actions if needed: “successive approximation”
Habits of a Systems Thinker

You know you’re a SYSTEMS THINKER if you pay attention to...

[Diagram with various sections labeled]
To continue your learning...

• **Read** an article or two from [www.thesystemsthinker.com](http://www.thesystemsthinker.com)

• **Habit practice**: Select a Habit that you would like to focus on. Keep track of how you practice this Habit and apply it to your work.

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*Habit-forming Guide to Becoming a Systems Thinker*

*Habits of a Systems Thinker App*

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• **Explain** systems thinking and its importance to a person with no systems thinking experience. Describe that experience: Who? When? Where? How?

• [www.WatersCenterST.org](http://www.WatersCenterST.org)
Time with your coach

Questions to get you started...

What approaches, exercises or strategies will you plan on using to intentionally practice and continue your development as a Systems Thinker?

What is one action step you plan on taking when you return to work?