SYSTEMS CONCEPTS IN ACTION

A Practitioners Toolkit

BOB WILLIAMS AND RICHARD HUMMELBRUNNER

> STANFORD BUSINESS BOOKS An Imprint of Stanford University Press Stanford, California

CONTENTS

	Acknowledgments	vu
	Introduction	1
	About Systems, Thinking Systemically,	
	and Being Systemic	16
PART ONE	DESCRIBING AND ANALYZING	
	SITUATIONS	
chapter i	Causal Loop Diagrams	31
chapter 2	System Dynamics	45
chapter 3	Social Network Analysis	60
chapter 4	Outcome Mapping	75
chapter 5	Process Monitoring of Impacts	92
chapter 6	Strategic Assumption Surfacing and Testing	108

vi CONTENTS

PART TWO	CHANGING AND MANAGING SITUATIONS
	SITUATIONS
chapter 7	Strategic Area Assessment
chapter 8	The CDE Model
chapter 9	Assumption-Based Planning
chapter w	Cynefin
Chapter u	Solution Focus
chapter 12	Viable System Model
PART THREE	LEARNING ABOUT SITUATIONS
chapter 13	Cultural Historical Activity Theory

chapter 14	Soft Systems Methodology	241
chapter is	Dialectical Methods of Inquiry	262
chapter 16	Scenario Technique	273
chapter 17	Systemic Questioning	284
chapter is	Circular Dialogues	292
Chapter 19	Critical Systems Heuristics	303
	Index	321