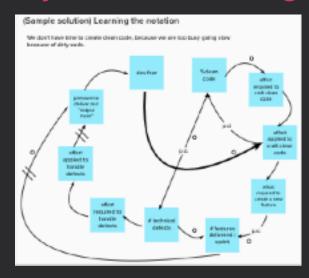
Foundations to build on...

Systems Thinking



Optimize the whole, not the parts

Lean Thinking



Maximize flow, minimize waste

Agility

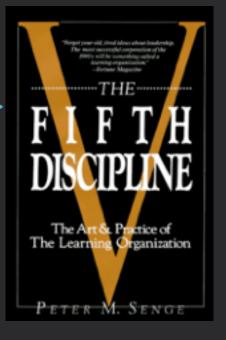


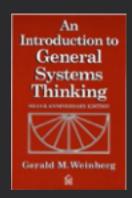
Organize for adaptiveness

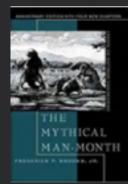


Laws of Systems Thinking

- 1. Today's problems come from yesterday's 'solutions.'
- 2. The harder you push, the harder the system pushes back.
- 3. Behavior will grow worse before it grows better.
- 4. The easy way out usually leads back in.
- 5. The cure can be worse than the disease.
- 6. Faster is slower.
- 7. Cause and effect are not closely related in time and space.
- 8. Small changes can produce big results...but the areas of highest leverage are often the least obvious.
- 9. You can have your cake and eat it too—but not all at once.
- 10.Dividing an elephant in half does not produce two small elephants.
- 11. There is no blame.







Weinberg-Brooks' Law: More software projects have gone awry from management's taking action based on *incorrect system models* than for all other causes combined.

Causation Fallacy: Every effect has a cause... and we can tell which is which

