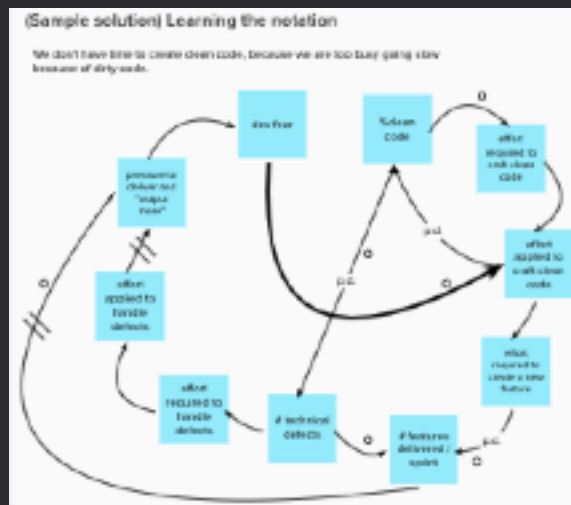


Foundations to build on...

Systems Thinking



Optimize the whole, not the parts

Lean Thinking



Maximize flow, minimize waste

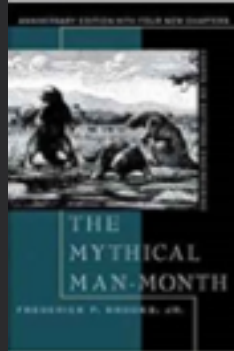
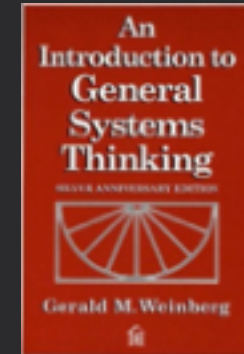
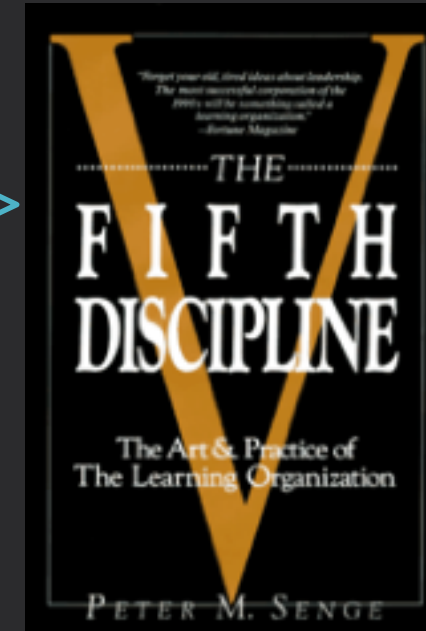
Agility



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