CONTENTS

	Acknowledgments	vii
	Introduction	1
	About Systems, Thinking Systemically,	
	and Being Systemic	16
PART ONE	DESCRIBING AND ANALYZING	
	SITUATIONS	
Chapter 1	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

PART TWO	CHANGING AND MANAGING SITUATIONS	
Chapter 7	Strategic Area Assessment	123
Chapter 8	The CDE Model	136
Chapter 9	Assumption-Based Planning	153
Chapter 10	Cynefin	163
Chapter 11	Solution Focus	184
Chapter 12	Viable System Model	199
PART THREE	LEARNING ABOUT SITUATIONS	
Chapter 13	Cultural Historical Activity Theory	217
Chapter 14	Soft Systems Methodology	241
Chapter 15	Dialectical Methods of Inquiry	262
Chapter 16	Scenario Technique	273
Chapter 17	Systemic Questioning	284
Chapter 18	Circular Dialogues	292
Chapter 19	Critical Systems Heuristics	303
	Index	321