

# NATIONAL STRATEGIC PLANNING SYSTEMIC GUIDE (NSPSG)

## LEARNING TO UNCOVER AND WORK SYSTEMICALLY AT TURNING PERSISTENT ISSUES AROUND

ISSUE OF NATIONAL CONCERN: \_\_\_\_\_ ORGANIZATION / COUNTRY \_\_\_\_\_ YEAR: \_\_\_\_\_

SYSTEMIC THEME	VARIABLES	THE STORYLINE & BOT GRAPHS	STRUCTURE	LEVERAGE ACTION
1) NEED FOR CORRECTIVE ACTION	<p>A. What want drives your need to take an action in the matter? What prophecies are being self-fulfilled?</p> <p>B. Want to be accepted / belong = Fear of Rejection</p> <p>C. Want to be successful = Fear of Failure</p> <p>D. Want to keep my head above water = Fear of Death</p>		Balancing Loop	
2) ALLOCATION OF RESOURCES TO ONE OVER ANOTHER	<p>E. Are there two or more equal options whose investment decisions are linked to a zero-sum game?</p> <p>F. Does the success of either option depend on initial conditions?</p>		Success to the Successful	<ul style="list-style-type: none"> <li>Assess effects on the innovative spirit. Is the current system excluding or limiting the spirit of experimentation that will lead to new alternatives.</li> </ul>
3) FOCUS ON POSITION OF ONE RELATIVE TO THE OTHER	<p>G. Are there two or more players of equal power whose individual actions can be perceived as a threat by the others?</p> <p>H. Does each player have the capacity to retaliate with similar actions?</p>		Escalation	<ul style="list-style-type: none"> <li>Reevaluate the competitive measure.</li> <li>Quantify significant delays that are distorting the nature of the threat.</li> <li>Identify a larger goal that is encompassing both parties' goals.</li> </ul>
4) DEPENDENCIES	<p>I. Are actions that were taken to alleviate problem symptoms shifting attention away from more fundamental solutions?</p> <p>J. Are there additional consequences that systematically erode the underlying capability of the organization?</p>		Shifting the Burden	<ul style="list-style-type: none"> <li>Identify gridlocks that are undermining the usability of fundamental solutions.</li> <li>Identify high leverage actions that link to the fundamental loops.</li> </ul>
5) UNINTENDED CONSEQUENCES	<p>K. Have actions been taken to respond quickly to a crisis without much consideration of long-term consequences?</p>		Fixes that Backfire	<ul style="list-style-type: none"> <li>Identify fundamental causes of the problem symptom.</li> </ul>

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	L. Have similar actions been taken in the past in response to similar crises?			<ul style="list-style-type: none"> <li>Map potential side-effects for each intervention in order to be prepared for them.</li> </ul>
6) DRIFTING GOALS	<p>M. Are there goals or standards that are eroding over time?</p> <p>N. Are people focused on achieving the goal or reducing the discomfort of not achieving the goal?</p>		Drifting Goals	<ul style="list-style-type: none"> <li>Anchor the goal to an external reference.</li> <li>Clarify a compelling vision that will involve everyone.</li> <li>Create a clear transition plan.</li> </ul>
7) REACTING VS PLANNING FOR GROWTH: GROWTH & UNDER-INVESTMENTS	<p>O. Do investments tend to be made as a reaction to growth rather than in anticipation of growth?</p> <p>P. Do problems created by growth, rather than long-term planning, act as the organizational signal to invest?</p>		Growth and Underinvestment	<ul style="list-style-type: none"> <li>Identify perceptual delays regarding the need to invest</li> <li>Fix investment decisions on external signals not past performance.</li> <li>Search for diverse investment input.</li> </ul>
8) LIMITS TO GROWTH	<p>Q. Are once successful programs experiencing diminishing returns?</p> <p>R. Are there limits in the system that is constraining the growth?</p>		Limits to Growth	<ul style="list-style-type: none"> <li>Determine change required to deal effectively with the identified limit</li> <li>Reevaluate the growth strategy. Continually challenge assumptions in context of broader company.</li> </ul>
9) WIPEOUTS	<p>S. Are there a large number of equal players who have free and equal access to a common and limited resource?</p> <p>T. Is the system setup to be self-regulated, with no overarching governing body?</p>		Tragedy of the Commons	<ul style="list-style-type: none"> <li>Identify other resources that will remove the constraint on the commons?</li> <li>Determine a central focal point that allocates resources based on the needs of the whole system.</li> </ul>
10) SEPARATION	U. Does each part in a relationship do something unintentionally that is undermining the other party's success?		Separation	<ul style="list-style-type: none"> <li>Avoid acting solely in self-serving ways</li> <li>Use dialogue to focus on team-centered behaviour</li> <li>Find ways to handle stress and frustration</li> </ul>