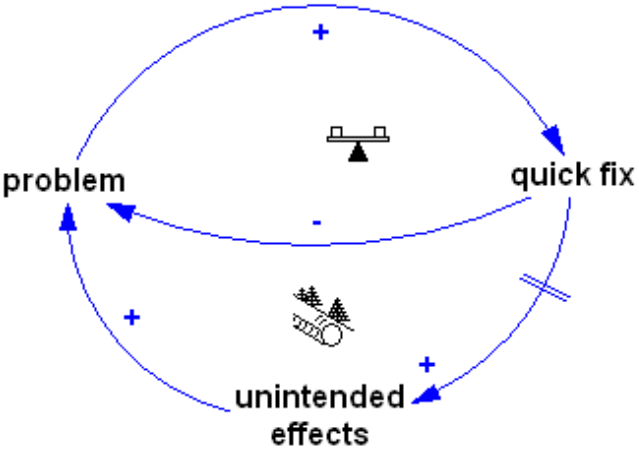
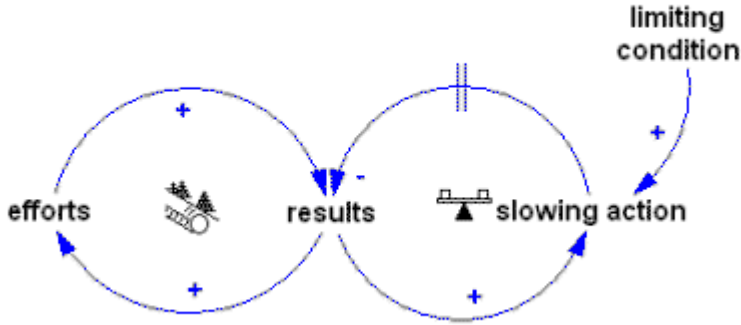


Systems Thinking: Archetypes of processes in systems, an overview

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Source: The Fifth Discipline Workbook, by Peter Senge et. al. , 1995

Archetype: description	Pattern
<p>Balancing process with delay</p> <ul style="list-style-type: none"> • pattern of small peaks and long depressions • feeling powerless over results of own activities • short term effects are opposite of long term effects <p>Strategy:</p> <ul style="list-style-type: none"> • building awareness of pattern • remedies with less harmful effects • reformulating the problem: what is the goal of the stabilizing loop, the primary goal of the organisation 	
<p>Limits to growth</p> <ul style="list-style-type: none"> • banging one's head against the wall • resistance to the limits of life <p>Strategy:</p> <ul style="list-style-type: none"> • gaining insight in stabilising processes (look for the potential limits) • resist the temptation to invest in the reinforcing process • learn to know the duration of the delay in the process • in times of growths: deal with limitations, anticipate • look for other factors to stimulate growths • is growth the real goal? 	

Archetype: description	Pattern
<p>Shifting the burden</p> <ul style="list-style-type: none"> • I can stop whenever I want • a symptom that asks for action • attention is distracted from the problem • addiction, shifting the burden to the intervening persons <p>Strategy:</p> <ul style="list-style-type: none"> • what is the problem, look for the fundamental cause • use the archetype as an instrument for inquiry • suspend judgement and solution, engage in dialogue • strengthen the long term solution and formulate a vision with long term goals • detoxification: gaining time for fundamental solutions • strengthen the overall condition of the organisation 	
<p>Tragedy of the commons</p> <ul style="list-style-type: none"> • problem can only be solved with the help of competitors/users/consumers • "It is hard to get my share", queues, feeling powerless • more than one loops of growth, with a common resource limit <p>Strategy:</p> <ul style="list-style-type: none"> • show the structure of the pattern of shared costs • protect the resource, or try to replenish the limiting supplies • requires strong legislation: the problem cannot be solved on the level of the organisation 	

Archetype: description	Pattern
<p>Accidental Adversaries</p> <ul style="list-style-type: none"> groups that intent to work together, but actually fight each other <p>Strategy:</p> <ul style="list-style-type: none"> find solutions with advantage for both parties remove obstacles for the other party build awareness of each other's goals 	