

Contents

1	Introduction: Complexity as a Challenge	1
1.1	Complex Strategic Choice and Systemic Planning	1
1.1.1	The Idea of Systemic Planning	2
1.1.2	The Framework of Systemic Planning	2
1.2	An Overview of the Contents	3
1.3	A First Look at Complexity and Foresight Problems	5
1.3.1	Detail Complexity	5
1.3.2	Dynamic Complexity	7
1.3.3	Preference Complexity	9
1.3.4	Categories of Problems	12
	References	13
2	The Condition of Complexity	15
2.1	The Systems World of Luhmann	15
2.1.1	Systems According to Luhmann	16
2.1.2	Systems and Complexity	17
2.2	System and Environment	18
2.2.1	The Midas Touch of Contingency	19
2.2.2	Contingency and Decisions	20
2.3	The Socio-Technical System and Its Futures	21
	References	25
3	Linking Complexity and Simplicity	27
3.1	Ways of ‘Seeing’	27
3.2	Two Epistemic Lenses Concerning Simplicity and Complexity	28
3.2.1	The Complementarity of Simplicity and Complexity	29
3.2.2	Systemic Thinking Further Defined	30
3.3	Combining Simplicity and Complexity Thinking	30
3.3.1	Towards Interaction of the ‘Whole’ and the ‘Parts’	31
3.3.2	Reflection-in-Action	31
	References	33

4	The Systemic Process	35
4.1	From Novice to Expert	35
4.2	Towards Intelligence Beyond Calculative Rationality	37
4.3	Arationality and Subworld	38
4.4	Unfolding the Systemic Process	39
	References	41
5	The Systemic Toolbox	43
5.1	Systems Science as Three Waves	43
5.2	Formulating Five Modes of Enquiry	48
5.2.1	The Two Promises of Applying Systems Science	49
5.3	Selecting Methods and Techniques for the Toolbox	50
	References	53
6	Setting up the Decision Support	55
6.1	Scoping the Strategic Choices	56
6.1.1	The Soft Methods in the Toolbox	57
6.1.2	Critical Systems Heuristics	58
6.1.3	Soft Systems Methodology	59
6.2	Assessing Consequences and Risks	62
6.2.1	The Hard Methods in the Toolbox	62
6.2.2	Cost-Benefit Analysis	63
6.2.3	Multi-Criteria Analysis	64
6.2.4	Uncertainty and Risk	65
6.3	Creating Choice Intelligence	66
6.3.1	SP as Multi-Methodology Approach	67
6.3.2	SP as Teamwork	68
	References	69
7	Company Relocation as Demo-Case	71
7.1	A Complex Decision Task: Relocation of TRANS-IT Consult	71
7.1.1	Application of Systemic Principles	72
7.1.2	Consultant Report and Preparation for the Decision Conference	73
7.2	Principles and Steps of the Decision Conference	76
7.2.1	The Principles of Decision Conferences	76
7.2.2	The Relocation Decision Conference: Decision Tree and Pairwise Comparisons	78
7.2.3	The Relocation Decision Conference: Scores, Weights and Trade-Off	82
7.2.4	The Relocation Decision Conference: An Intermediary Note	85
7.2.5	The Relocation Decision Conference: MCA Results and CBA Versus MCA Trade-Off Analysis	85

7.2.6 The Relocation Decision Conference: Scenario and Risk Analysis	90
7.3 A Summing up of Case Findings.	92
References	93
8 A Summing up: The Challenge of Strategic Decision Making	95
8.1 Systemic Planning: Practice and Cases.	95
8.1.1 From Detached to Involved Understanding.	95
8.1.2 A Review of SP Cases.	97
8.2 The Validity and Potential of the SP Framework.	108
8.2.1 The SP Framework	109
8.3 Complex Strategic Choices in a Wider Perspective	112
8.3.1 Known and Unknown	112
8.3.2 Towards Robustness in Strategic Complex Choices.	115
8.3.3 SP from Here...?	116
References	119
Appendix A: COSIMA	123
Appendix B: SIMDEC.	149
Index	165

Complex Strategic Choices

Applying Systemic Planning for Strategic Decision
Making

Leleur, S.

2012, XIV, 170 p. With online files/update., Hardcover

ISBN: 978-1-4471-2490-0