Wicked Problems

Tom Higley – Founder & CEO, 10.10.10 & X Genesis
System Purpose or Goal

Interrelationships & Rules

Actors, Entities & Elements

Behaviors

Events
Socially Complex

Unforeseen Outcomes

No Clear Solution

Interdependent

No Right to be Wrong

Changing Behaviors

Wicked Problems
Four Things To Understand

• No definitive formulation of a WP
• No one addressing a WP has a right to be wrong
• Choice of a WP’s explanation determines nature of its resolution
• Each WP is a symptom of another problem
Tools & Methods: Systems Maps, Causal Loops & More

• You are here. (But what else is here and why?)

• Who is doing what, when, with whom and with what result?
Intervention
Points of Intervention

PLACES TO INTERVENE IN A SYSTEM
IN INCREASING ORDER OF EFFECTIVENESS
(DANA MEADOWS)
Getting Unstuck
Wicked Problems as Opportunities

• The “outsider” – as change agent; the child – “the emperor has no clothes”
• Change the system by “building a system”
• Isolating a subsystem”
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