

Just to review what we've talked about today: we've talked about that complexity is a theory, a way of viewing the world. It's a cross-disciplinary way, but there is some evidence more of the world is becoming more complex, so it's becoming an increasingly prominent way to attempt to understand the world.

Among the kind of problems that call any individual on a personal, organizational, or at the social system level, not all of them are complex. Some are complicated; some are simple. We talked about how you would know, introducing what I still call the Stacy Matrix, to say: *how could you categorize [your problems]*? What are some rules for thinking and choosing problems that are really complex problems that is going to be most useful to apply this kind of thinking to?

Then, we talked about that a complex problem is embedded in a complex system and we looked at some of the ways we could handle what this complex system is.

We looked at the way in which complex systems have certain properties, which are properties of: discontinuities, sudden shifts

in patterns, highly relational interactions, and simple rules that are highly relational undergirding that. And that to approach these problems, you can't approach them as cause or effect systems or ones where there is us or them; nor can you assume that you'll be able to develop strategies today that will have that right impact tomorrow, because of these sudden shifts and changes.

Using that mindset, we then introduced a few tools that let you see how you can envision the system. One of them is system mapping, like in the Eric Berlow [video]. You're going to learn much more about how to use that tool.

Another, is related to looking at scale as opposed to looking at the feedback loops, and the number of variables, and which variables and links are important to you, is this *journey tool*, which helps you understand that complex system from the point of view of the person who you feel is most affected by the problem that is concerning you and then trying to locate at what scale the problem is originating and being driven.

With that, we'll close what we talked about today. The next round of lectures will be on developing more of these system mapping tools and then we will turn to how you transform these kinds of complex systems if you wish to interact with them as a system entrepreneur.