

I want to take you back to the Victor Diamond Mine environmental assessment case that I had you read through earlier. I want you to think about, as opposed to components of the system, some of the variables. What are the measurable and changeable things that you could talk about in terms of that particular case?

You can think about it in terms of having an imaginary management control panel. If you had to think about putting labels on various dials, what are those key variables that would influence change in this particular system? Often times, the resilience people will talk about a rule of hand versus a rule of thumb, in the sense that there are usually between three and five variables that drive a particular system of interest. They're the main drivers of the system, so it's your job to think about what are those main drivers? What are those three to five variables that are really affecting the system?

I want you to think about that management control panel and if you have three to five dials that you could label, what would those labels be on those three to five dials? I want you to think about those dials in relation to a causal flow diagram of the case. What are

the variables that are really driving the system? How do they relate? What is the polarity of the relationship? Really start to probe it, based on the material in the case.

Again, if you can, go through a couple of iterations of this, and try to identify potential feedback loops that are either holding the system in place or driving the system in a particular direction.

I want you to read the Victor Diamond Mine case brief number 1 again and try to construct a causal flow diagram of this case. What are those three to five variables that are really important in the case? How are they connected? You can start thinking about the polarity of those relationships. As you go through this and try to make it more sophisticated, do you see any causal linkages that result in a particular kind of feedback loop—either a reinforcing feedback loop or a balancing feedback loop?

What I'm going to get you to do is read Victor Diamond Mine Case brief #1 again, and then I want you to think about that management control panel. What are those three to five key variables that you want to label on that management control panel?

Then construct a causal flow diagram of the case.

Be patient with this and be patient with yourself. This is an opportunity for you to try out these tools. Take thirty minutes to work through this. Go through a couple of iterations. Do an initial sketch in a couple of minutes, but then take about thirty minutes to kind of work through the case and think about the kinds of variables you want to highlight—those three to five—and what are the relationships? What are the polarity of those relationships? And if you can—and again be patient with this—what are potential feedback loops that emerge as you're drawing these causal linkages?