

**Now, I'd like you** to read the Victor Diamond Mine case brief number two and do the same exercise with the management dials—those three to five variables from the other perspective, and from the other purpose. I think you'll start to see a very different system diagram. This is, again, an opportunity for you to practice this particular set of tools which is often counterintuitive, and a little bit different from the way we traditionally learn.

**Again, be patient** with yourself. Do an initial cut, using this new perspective, of those variables and then work through trying to develop a causal flow diagram in about no more than 30 minutes. Work through this. Try out the tools. Try several iterations of this. Think again about what are those three to five key variables and think about what are the relationships between those variables. Then, think about the polarities of those variables, and I'll work through a bit of a debrief after you're done.

**Again, just a few caveats** around the development of this causal flow or influence diagrams or feedback diagrams, I've already gone through these. Don't be afraid to redefine your perspective or your purpose and also related to that, don't be afraid to

change the boundary; you may need to. You may need to redefine variables to make them more nuanced, and to help you develop a more detailed understanding of the system.

**Don't be afraid to think** about and imagine more and different kinds of interconnections. Then, don't be afraid to change the polarity and explore the polarity. Is this a reinforcing dynamic or a balancing dynamic? You may need to go experts. You may need to go to secondary sources or even primary data to figure out what these are; but this is a useful set of tools that I'm going to encourage you to work through here to try out so that you can use them in your own case.

**Again, you need patience.** You need to work through this iteratively. What this will reveal is not necessarily the true dynamics of the system. You may get to understand some counterintuitive dynamics, especially if there are feedback loops that emerge. One of the things that will result, inevitably, is: opportunities for you to ask different questions of this system and to explore different sources of data to help you understand various kinds of relationships.

**So, think about this** as an opportunity to explore different perspectives, a different set of tools to help you to ask different questions of your system of interest and to explore different kinds of relationships and see different relationships; and to look for opportunities to ask new questions and seek out new sources of data.