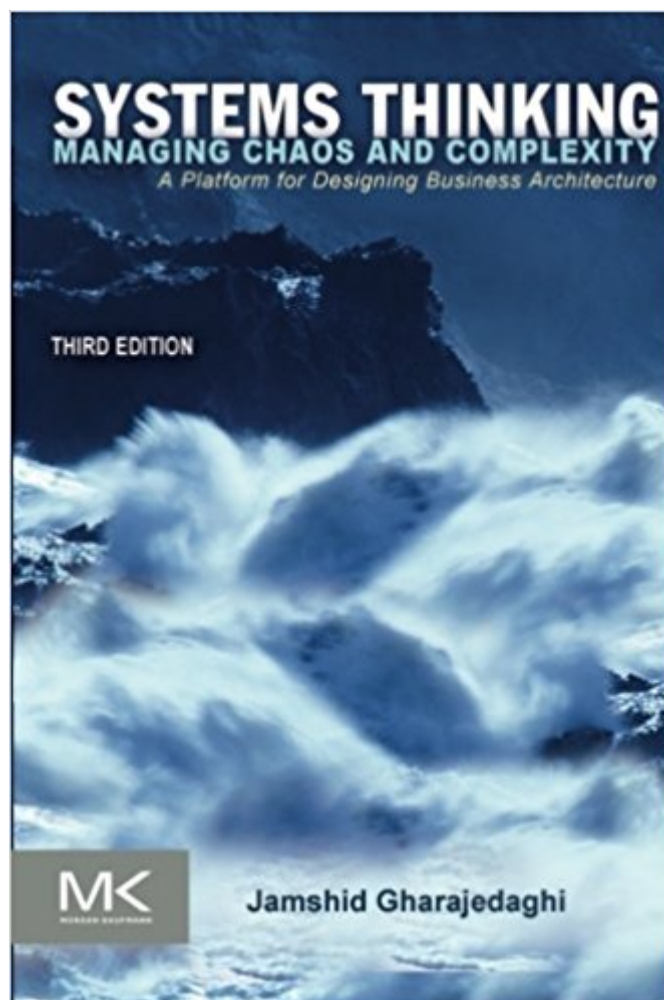




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Systems Thinking, Third Edition: Managing Chaos And Complexity: A Platform For Designing Business Architecture



Synopsis

Systems Thinking, Third Edition combines systems theory and interactive design to provide an operational methodology for defining problems and designing solutions in an environment increasingly characterized by chaos and complexity. This new edition has been updated to include all new chapters on self-organizing systems as well as holistic, operational, and design thinking. The book covers recent crises in financial systems and job markets, the housing bubble, and environment, assessing their impact on systems thinking. A companion website is available at interactdesign.com. This volume is ideal for senior executives as well as for chief information/operating officers and other executives charged with systems management and process improvement. It may also be a helpful resource for IT/MBA students and academics. Four NEW chapters on self-organizing systems, holistic thinking, operational thinking, and design thinking. Covers the recent crises in financial systems and job markets globally, the housing bubble, and the environment, assessing their impact on systems thinking. Companion website to accompany the book is available at interactdesign.com

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Customer Reviews

Einstein once wrote, "Without changing our pattern of thought, we will not be able to solve the problems we created with our current patterns of thought." Jamshid develops a pattern of thought that will yield solutions to those problems. — Russell Ackoff, Professor Emeritus, The Wharton School, University of Pennsylvania

Gharajedaghi challenged us to think backwards from

an ideal competitive position instead of forwards from our existing position with all its constraints. The result was bolder thinking about change. Jamshid forces a realistic assessment of a company's strengths and weaknesses, an idealistic view of what it could be, and creates the path from point A to point B. Bill Tiefel, President, Marriott Lodging Gharajedaghi was perfect! He had passion and brilliance. He could challenge our traditional thinking and make us see our actions and opportunities from a different perspective. William G. Poist, President and CEO, Commonwealth Energy System "This volume on business management explores the development of complex systems and advocates for iterative design principles as a foundational philosophy for dealing with complex, chaotic systems. The volume discusses system theory and changes to traditional paradigms in light of emerging technologies and business methodologies and explores case studies from industry leaders that showcase these systems philosophies."--SciTech Book News

Systems Thinking Managing Chaos and Complexity: A Platform for Designing Business Architecture Third Edition | Jamshid Gharajedaghi Einstein once wrote, "Without changing our pattern of thought, we will not be able to solve the problems we created with our current patterns of thought." Jamshid develops a pattern of thought that will yield solutions to those problems. Russell Ackoff, Professor Emeritus, The Wharton School, University of Pennsylvania In a global market economy, a viable business cannot be locked into a single form or function anymore. Rather, success is contingent upon a self-renewing capacity to spontaneously create structures, functions, and processes responsive to a fluctuating business landscape. Now in its third edition, Systems Thinking synthesizes systems theory and interactive design, providing an operational methodology for defining problems and designing solutions in an environment increasingly characterized by chaos and complexity. The current edition has been updated to include all new chapters on self-organizing systems, Holistic, Operational, and Design thinking. Gharajedaghi covers recent crises in financial systems and job markets, the housing bubble, and environment, assessing their impact on systems thinking. A companion website to accompany the book is available at www.interactdesign.com. Sponsoring clients of the five case studies in the book had this to say about Jamshid Gharajedaghi and his methodology: Gharajedaghi challenged us to think backwards from an ideal competitive position instead of forwards from our existing position with all its constraints. The result was bolder thinking about change. Jamshid forces a realistic assessment of a company's strengths and weaknesses, an idealistic view of what it could be, and creates the path from point A to point B. Bill Tiefel, President, Marriott Lodging Gharajedaghi was

perfect! He had passion and brilliance. He could challenge our traditional thinking and make us see our actions and opportunities from a different perspective. — William G. Poist, President and CEO, Commonwealth Energy System

JAMSHID GHARAJEDAGHI, Managing Partner of INTERACT, The Institute for Interactive Management, has more than thirty five years of experience with the practice of systems methodology in design and the development of business architecture, planning, learning and control systems. He was formerly the Director of Research and Adjunct Professor of Systems Sciences at The Wharton School, University of Pennsylvania.

Very interesting. I begin at the end: Is helpful to have the recreation of practical cases. The modular design thinking system Is complicated to understand. I pretend use this book as a guide for practical problems. We see how useful Is then

I have used this text for several years now in my Organization Behavior course. It could use a rewrite but still a great book.

I will be brief with my review. Brief because this book forced me to think and introduces new paradigms in my routine. The key learning here is that as Engineers, we should always trade places with our customers and that we should adopt user-centric approaches to systems development. The long narratives in the book could put the shortened attention reader to sleep and intimidate the weak at heart. But, there's a lot of wisdom hidden even in those sections. A second reading should reveal them. His discussion of "Holon" and Multi-minded systems as the foundation for socio-cultural systems was a visionary one, and exposed one reality: That platforms such as Facebook and Twitter were possible even as far back as the 1960's if Engineers had changed their perspectives and embraced multi-mindedness as a design paradigm. This book should be read alongside "The Ghost in the Machine (Arkana) by Arthur Koestler (Jun 5, 1990)".

Jovita Nsoh, CISM, CISSP, CITA-PSenior Security ArchitectMicrosoftSeattle, WA

I have been an incurable "process geek" since first reading Hammer and Champy's "Reengineering the Corporation" about a decade ago. However, despite practicing reengineering and process management since then, it has always felt like something was missing. Other popular business books have filled in some of the missing puzzle pieces but the picture has not been complete. Jamshid Gharajedaghi's "Systems Thinking" brings it all together in a coherent whole. It's as close as I've come to a "Grand Unified Theory" of management practice. Gharajedaghi's book is

paradoxical. It is in some ways a difficult read, being at times quite theoretical and always intellectually stimulating. Like many other readers have reported, I had to read the book several times to really understand it (I've read it five times over the past six months). On the other hand, the material is extremely logical, well laid out, and quite common sense. At one level it is almost depressing as it lays out the challenges of dealing with highly complex and even messy sociocultural systems. Yet, it presents a straightforward methodology for systems design, analysis and improvement that can seemingly be used for any sort of organization. The book has all the rigor a scientific and analytical person would insist upon; but, it presents the purposeful and sociocultural organization in such a holistic way that I'm sure most philosophers, psychologists and sociologists would be nodding their heads in approval throughout the journey. I'm sure Jamshid would not view these as paradoxes at all. I'm sure he'd view all of these apparently opposing tendencies as "two sides of the same coin." Since reading the book, I've had a chance to begin applying the principles to two design efforts. Understanding systems has helped immensely, and I have just barely dipped my toes into these waters. I won't forget the process management tools. Not at all. As it turns out, however, process management is, as Gharajedaghi might say, "necessary but not sufficient" for business success. For those interested in putting their management tools together in one extremely useful tool kit, "Systems Thinking" is a great albeit challenging next step. I've recommended it to many, and I recommend it to you.

I'm relatively new to these concepts, and this book is challenging and exciting to me. For someone who hasn't spent much time considering these concepts, it will seem pretty revolutionary. I can't really compare it to any other literature on the topic, but I felt that it was a dense, high-level introduction to the topic, and I will likely read through it again and again (because I'm sure I'll discover more each time). This book is well written with easy-to-digest vocabulary, but the concepts are complex and should really make you think. Love it.

This is an absolutely amazing book that should be required reading for all consultants (technical and business). I work in the computer industry and have amassed a large library of reference material and books on nearly every subject from project management to technical tomes (databases, operating systems, networking, programming, etc.) This book goes to the top of the list as one of the most influential works that I have read in the past 25 years. Regardless of what your areas of expertise are (technical or business) I strongly recommend that you purchase this book and make the time to read it from cover-to-cover.

The least this book can do is to change your thinking paradigm. It's so full of wisdom and insight that it takes a while to absorb the essence of it. There are a few books on Systems Thinking out there, but this book is unique in its 30,000 feet view of the discipline. It combines system dynamics and systems design so beautifully that you can't distinguish between them. In my opinion, it's a must read for senior leaders, consultants and change agents all across the world.

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