

Build the capacity to see whole systems and act within them with wisdom – the cognitive foundation beneath every structural choice that follows.

FACILITATOR

Choose one challenge. What are the visible symptoms? What underlying dynamics generate them? What feedback loops reinforce or balance them? Who are all the stakeholders — including nonhuman and future? Sketch a simple causal-loop diagram, then mark potential leverage points for deeper change.

For your next major decision: what does success look like in six months? Three years? Ten? Fifty? What dynamics only become visible at longer scales — and how would seven-generation thinking change the choice?

Name one reinforcing loop (success builds on success) and one balancing loop (growth triggers limits). How do you strengthen the first and anticipate the second?

What are employees signaling about culture? Customers about value? Ecosystems about resource use? Partners about relationship health? For each: what is the system telling you — and what would you do if you listened?

Name three who see your work differently — a different sector, an affected community, a different generation. "What am I not seeing?"

Imagine your next major initiative has failed spectacularly. Work backward: what went wrong? What systems dynamics did you miss? What feedback did you ignore? What structural flaws existed from the start? Redesign before launch.

Commit to one: weekly systems journaling · monthly stakeholder dialogue · quarterly learning review · annual scenario planning. One practice. One cadence.

The Reflection Test – Think of a recent decision that had unintended negative consequences. What systems dynamics did you miss? What would you do differently with stronger systemic intelligence?