Gharajedaghi

Systems Thinking: Managing Chaos and Complexity

A Platform for Designing Business Architecture

In a nutshell, this book is about systems. This book is written for those thinkers and practitioners who have come to realize that while the whole is becoming more and more interdependent parts display choice and behave independently, and that paradoxes are the most potent challenge of emergent realities. With a practical orientation and yet a profound theoretical depth, the book offers an operational handle on the whole by introducing an elaborate scheme called iterative design. The iterative design explicitly recognizes that choice is at the heart of human development. Development is the capacity to choose; design is a vehicle for enhancement of choice and holistic thinking. 'Designers', in this book, seek to choose rather than predict the future. They try to understand rational, emotional, and cultural dimensions of choice and to produce a design that satisfies a multitude of functions. They learn how to use what they already know and also about how to learn what they need to know. The imperative of interdependency, the necessity of reducing endless complexities, and the need to produce manageable simplicities require a different mode of thinking, a holistic frame of reference that would allow us to focus on the relevant issues and avoid the endless search for more details while drowning in proliferating information. While organizations as a whole are becoming more and more interdependent the parts display choice and behave independently. This is the dilemma this book tries to resolve. It is a unique, cutting edge work, with a practical orientation and yet a profound theoretical depth, which goes far beyond what is currently available.

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