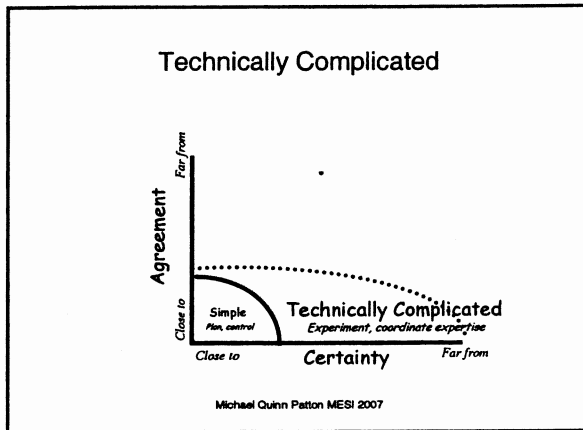


Simple

Following a Recipe

- *The recipe is essential
- *Recipes are tested to assure replicability of later efforts
- *No particular expertise; knowing how to cook increases success
- *Recipes produce standard products
- *Certainty of same results every time

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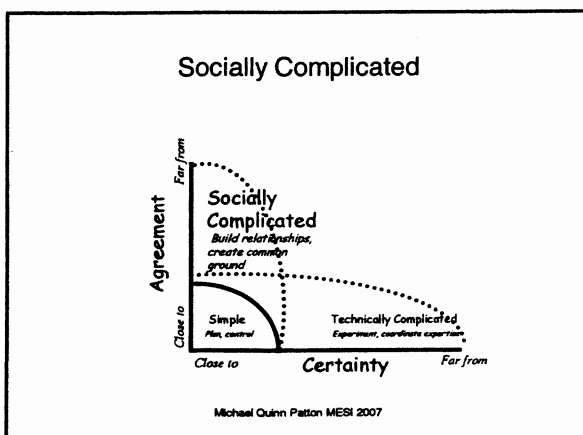


Complicated

A Rocket to the Moon

- * Formulae are critical and necessary
- * Sending one rocket increases assurance that next will be ok
- * High level of expertise in many specialized fields + coordination
- * Rockets similar in critical ways
- * High degree of certainty of outcome

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Socially complicated

Implementing human rights agreements, like gender equity or outlawing child labor

Environmental Initiatives

- ❖ Many different and competing stakeholders
- ❖ Diverse vested interests
- ❖ High stakes

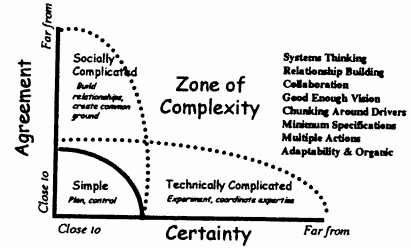
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Source: Michael Patton
 Handout: Minnesota Evaluation Studies
 Institute 2007

Socially complicated situations pose the challenge of coordinating and integrating many parts

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Know When Your Challenges Are In the Zone of Complexity



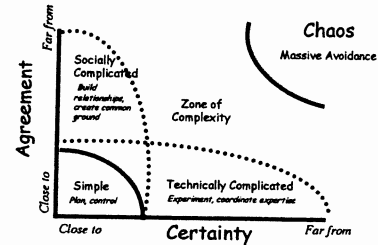
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Complex Raising a Child

- Formulae have only a limited application
- Raising one child gives no assurance of success with the next
- Expertise can help but is not sufficient; relationships are key
- Every child is unique
- Uncertainty of outcome remains

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Know When Your Challenges Are In the Zone of Complexity

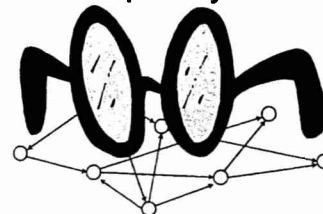


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Simple	Complicated	Complex
Following a Recipe	A Rocket to the Moon	Raising a Child
<ul style="list-style-type: none"> • The recipe is essential • Recipes are tested to assure replicability of later efforts • No particular expertise; knowing how to cook increases success • Recipe notes the quantity and nature of "parts" needed • Recipes produce standard products • Certainty of same results every time 	<ul style="list-style-type: none"> • Formulae are critical and necessary • Sending one rocket increases assurance that next will be ok • High level of expertise in many specialized fields + coordination • Separate into parts and then coordinate • Rockets similar in critical ways • High degree of certainty of outcome 	<ul style="list-style-type: none"> • Formulae have only a limited application • Raising one child gives no assurance of success with the next • Expertise can help but is not sufficient; relationships are key • Can't separate parts from the whole • Every child is unique • Uncertainty of outcome remains

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Seeing Through A Complexity Lens



"You don't see something until you have the right metaphor to let you perceive it". Thomas Kuhn