Seeks to understand the big picture

Observes how elements within systems change over time, generating patterns and trends

Recognizes that a system’s structure generates its behavior

Identifies the circular nature of complex cause and effect relationships

Changes perspectives to increase understanding

Surfaces and tests assumptions

Considers an issue fully and resists the urge to come to a quick conclusion

Considers how mental models affect current reality and the future

Uses understanding of system structure to identify possible leverage actions

Considers both short and long-term consequences of actions

Finds where unintended consequences emerge

Recognizes the impact of time delays when exploring cause and effect relationships

Checks results and changes actions if needed: “successive approximation”

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