

# A NOTE CONTENTS AUTHOR

A Note from the Author | ix

A Note from the Editor | xi

Introduction: The Systems Lens | 1

## Part One: System Structures and Behavior

ONE. The Basics | 11

TWO. A Brief Visit to the Systems Zoo | 35

## Part Two: Systems and Us

THREE. Why Systems Work So Well | 75

FOUR. Why Systems Surprise Us | 86

FIVE. System Traps . . . and Opportunities | 111

## Part Three: Creating Change—in Systems and in Our Philosophy

SIX. Leverage Points—Places to Intervene in a System | 145

SEVEN. Living in a World of Systems | 166

## Appendix

System Definitions: A Glossary | 187

Summary of Systems Principles | 188

Springing the System Traps | 191

Places to Intervene in a System | 194

Guidelines for Living in a World of Systems | 194

Model Equations | 195

Notes | 204

Bibliography of Systems Resources | 208

Editor's Acknowledgments | 211

About the Author | 213

Index | 215