

| <b>Simple</b>   | <b>Complicated</b>  | <b>Complex</b>   |
|---|---|--|
| Outcomes are known in advance                           | Outcomes are knowable, but might look a bit different than forecasted | Outcomes are unknowable  |
| Instructions critical                                   | Formulae are critical and necessary                                   | Formulae have only limited application                                 |
| Practice increases chances of success                   | Process improves with new learning                                    | The process has to be adapted each time as circumstances change        |
| Most people have the ability to follow the instructions | High level of specialized expertise and co-ordination required        | Expertise can help, but is not sufficient. Relationships are critical  |
| Instructions produce standardized products              | Formulae produce products that are similar in critical ways           | Each outcome is unique to the circumstances and relationships involved |

Adapted from Getting to Maybe: How the World is Changed, Brenda Zimmerman, Frances Westley, and Michael Patton

