

Index

@ RISK, 161

A

Autopoeisis, 15
Ackoff, 43
AHP, 65
Airport in Greenland case, 100
Analyst, 96
Analytic hierarchy process (AHP), 52, 62, 80, 108
Arationality, 38
Aristotle, 23
Artificial intelligence, 37
Ashby, 19
Assessment, 55
Appraisal study, 125, 140

B

Benefit-cost rate (BCR), 64
Bhushan, 109
Black Swan theory, 113
Bohr, 29–30
Boundary setting, 7, 57
Brainstorming (BS), 52, 72, 90, 103
Buchanan, 6
Business innovation, 117
Business problems, 108
Butterfly Effect, 8

C

Capra, 29–30
Causality, 23

CBA information, 106
Chaos management, 22
Checkland, 43, 59–60
Choice intelligence, 66
Churchman, 48
Closed change, 21
Cognition, 27
Cognitive billboard, 44, 46, 48
Composite methodology, 62
Cognitive endeavours, 115
Cognitive pluralism, 67
Complementarity, 29
Complex planning problem, 12, 27, 55, 152
Complex strategic choices, 3, 13, 66, 109
Complex world, 1
Complexity, 18, 23, 28, 112
Complexity mode of enquiry, 46
Complexity paradigm, 28
Complexity theory, 6, 147
Composite methodology for assessment (COSIMA, SIMDEC), 52
Computable general equilibrium (CGE), 137
Consequences, 62
Constructive circularity, 31
Constructivist perspective, 16
Contained change, 21
Contingency, 15, 18–19
Conventional planning, 20
Core performance, 57, 75, 88
Corporate social responsibility (CSR), 117
COSIMA, 85, 106
COSIMA approach, 123
COSIMA software, 136, 144
COSIMA principles, 145
Cost-benefit analysis (CBA), 52, 62–63, 92

C (*cont.*)

- Criteria weights, 84
- Critical systems heuristics (CSH), 44, 52, 57–58, 76, 90, 98
- Critical systems thinking (CST), 44
- Customised decision model, 136–137

D

- Danish bypasses case, 97
- Danish Strategic Research Council, vii
- Decision analysis, 76–77, 140
- Decision analyst, 77
- Decision analysts, 13, 22
- Decision awareness, 115
- Decision conference, 73, 76, 95, 135
- Decision criteria, 124
- Decision conference participants, 92
- Decision engineering, 109
- Decision ownership, 115
- Decision space, 57, 73, 115
- Decision support, 2, 66, 77, 106, 124, 150
- Decision tree, 80, 142
- Decisions, 20
- Detached understanding, 96
- Detail complexity, 5
- Deterministic point estimate, 155
- Direct pricing, 64
- Dreyfus and Dreyfus, 31, 35–38, 68
- Dynamic complexity, 8

E

- EcoMobility (2010–2012), vii
- EcoMobility assesment model, 162
- Economic assessment, 63
- Economic consequences, 64
- Economics, 64
- Eigenvector problem, 143
- Ellis, 117
- Emancipatory mode of enquiry, 46
- Emancipatory paradigm, 46
- Emergency planning, 108
- Energy planning, 106
- Epistemic lenses, 30
- Epistemology, 27
- EU Regional Development Fund, 162
- European strategic transport research, 106
- EU transport studies, 124
- Expert Choice, 143

F

- Facilitator, 90, 96
- Financial analysis (FA), 63
- Five-stage learning model, 37, 96
- Fixed link between Elsinore and Helsingborg case, 107
- Flood, 7
- Flyvbjerg, 151
- Foucault, 44
- Functionalist mode of enquiry, 45
- Functionalist paradigm, 45
- Futures workshop (FW), 52, 57, 90

G

- Generic decision making problem, 108
- Geographic information system (GIS), 76
- Gilboa, 68
- Globalised world, 1
- Glocalisation, 1
- Governance problems, 108
- Goodwin, 141
- Group learning, 76
- Group processes, 68, 76–77, 95

H

- Habermas, 10, 44
- Hard methods, 52, 62, 107, 116
- Hardin, 9
- Heisenberg, 29–30
- High speed rail case, 102
- Holistic, 2, 29, 39
- Horizon of possibilities, 112

I

- Information technology, 76
- Intelligent transport systems (ITS) case, 105
- Interactions, 17
- Interpretation, 95
- Interpretive mode of enquiry, 45
- Interpretive paradigm, 45
- Investment criteria, 64
- Involved understanding, 96

J

- Jackson, 43–48

K

Khisty, 12
Kahneman, 151

L

Law of Requisite Variety, 19
Learning, 95
Leleur, 47, 52
Light rail service case, 103
Linstone, 48
Litmus test, 97
Log book, 83, 106, 147, 156
Long-term consequences, 90
Lorenz, 8
Luhmann, 15, 17–20, 31, 68, 115
Lyotard, 44
Lootsma, 158–159

M

Management, 20, 23
Management thinking, 67
Mandelbrot, 5
Market pricing, 64
Martin, 117–118
Maturana, 16
MCA information, 106
McCarthy, 10
Means-ends configuration, 12
Midgley, 115
Mind mapping (MM), 52, 57, 104–105
Mitroff, 48
Modes of enquiry (MOEs), 27, 45–47, 95
Mohammadi, 12
Monte Carlo simulation, 66, 92
Morin, 29, 31, 115
Multi-attribute utility theory, 65
Multi-criteria analysis (MCA), 64, 92
Multi-methodology approach, 109
Multiple perspectives, 48

N

Narayanan, 118
Net present value (NPV), 64
Newtonian physics, 28
Non-economic consequences, 64

O

Open-ended change, 21, 27
Operations research, 39, 64

Optimisation, 39, 64
Organisation, 20
Organisational decision making, 63
Organisations, 17
Organised complexity, 10
Ownership of the problem, 97
Olson, 141, 158–159

P

Pairwise comparison, 65, 84, 103, 157
Paradigms, 27
Perception of learning, 35
Perron–Frobenius theory, 143
Planners, 13, 22
Planning, 18–19, 22, 49, 56
Planning team, 48, 50
Poincaré, 8
Postmodern mode of enquiry, 46
Postmodern paradigm, 46
Preference analysis (PA), 52, 62, 65
Preference complexity, 10, 112
Preference information, 81
Prigogine, 23
Proactive effort, 22
Probability-based interval, 155
Problem-solving, 49
Project appraisal, 123
Project feasibility, 124
Promoting biking in Denmark case, 104

Q

Qvortrup, 1
Quantitative risk analysis, 137

R

Rai, 109
Rank order distribution (ROD)
weights, 84, 126
Rationality, 38
Recasting of systemic perceptions, 48
Reframing/back-talk schema, 32
REMBRANDT, 65, 143, 151, 158–159
Risk, 65
Risk analysis, 66, 92
Risk analysis based on Monte Carlo
simulation (RA), 52, 62
Risks, 62
Robustness, 116, 153, 157, 161
Rosenhead, 23
Rumsfeld, 112

S

Saaty, 142
 Scanning, 55
 Scenario analysis (SA), 52, 62
 Scenarios, 154
 Schön, 31–32
 Scoping, 55–56
 Search-learn-debate process, 39
 Self-organisation phenomena, 24
 Self-organising multi-causality, 28
 Senge, 7, 9, 11
 Shannon, 10
 SIMDEC, 106, 151, 156
 SIMDEC approach, 149
 Simon, 10, 36
 Simple multi-attribute ranking technique (SMART), 52, 62, 141
 Simplicity paradigm, 28
 SMART technique, 141
 Social return of investment (SROI), 117
 Social systems, 16–17, 19
 Societal complexity, 1
 Socio-technical system, 5, 7, 112
 Soft methods, 52, 57, 72, 90, 116
 Soft systems methodology (SSM), 52, 57, 59, 76, 90, 101
 SP framework, 2, 69, 109, 118
 Stacey, 8, 21–23, 68
 Stakeholder analysis (STA), 52, 57, 65, 72
 Stakeholder viewpoint, 90
 Step-by-step approach, 49
 Strategic cognition (SC), 118
 Strategic decision making, 56
 Strategic decisions, 2
 Strengths, weaknesses, opportunities and threats (SWOT), 52, 57
 Subnuclear physics, 28
 Suboptimisation, 57
 Subworld, 38, 76, 95, 115
 Sustainability, 117
 SWOT analysis, 90
 Swing weight (SW) method, 144
 Sympoietic, 24
 System, 16, 47, 49
 System complexity, 19
 System demarcation, 7
 System environment, 17
 System/environment, 15
 Systematic approach, 2, 49–50
 Systematic assessment, 99
 Systematic method-elements, 2
 Systematic planning, 2, 24, 72
 Systematic thinking, 30

Systemic perception, 48
 Systemic planning (SP), 95
 Systemic scanning, 99
 Systemic thinking, 30
 Systemic toolbox, 50, 52, 76, 90–91
 Systems analysis, 49
 Systems science, 28, 43, 49
 Systems techniques, 39
 Systems theory, 16
 Systems thinking, 16, 44

T

Taleb, 113–114, 117
 Theory of communication, 10
 Thyssen, 17, 20
 Total rate of return (TRR), 87
 Total systems intervention (TSI), 44
 Trade-off analysis, 85
 Tragedy of the commons, 9
 Transformative teleology, 23
 TRANS-IT Consult, 71, 92
 Transport decision making, 106, 124, 137
 Transport planning, 106, 116
 Transport modelling, 154
 Types of change, 21
 Transport infrastructure planning, 124
 Tversky, 157

U

Ulrich, 44, 58
 Uncertainty, 1, 29, 65, 117
 Uncertainty principle, 30
 UNITE (2009–2012), vii
 Unknown unknowns, 2, 112

V

Value function (VF), 79
 Varela, 16
 Vessel traffic service case, 101
 Von Koch, 5

W

Weight sets, 142
 Weights, 64
 Wider performance, 57, 75, 88, 91, 97
 World complexity, 39
 Wright, 141