

	Linear Thinking	Systems Thinking
Causality	There is a direct connection between problem symptoms and their underlying causes.	System performance is largely determined by interdependencies among system elements that are indirect, circular, and non-obvious.
Time	A policy that achieves short-term success ensures long-term success.	The unintended and delayed consequences of most quick fixes neutralize or reverse immediate gains over time.
Responsibility	Most problems are caused by external factors beyond our control.	Because actions taken by one group often have delayed negative consequences on its own performance as well as the behavior of others, each group tends to unwittingly contribute to the very problems it tries to solve and to undermine the effectiveness of others.
Strategy	<p>To improve the performance of the whole, we must improve the performance of its parts.</p> <p>Tackle many independent initiatives simultaneously to improve all the parts.</p>	<p>To improve the performance of the whole, improve relationships among the parts.</p> <p>Identify a few key interdependencies that have the greatest leverage on system-wide performance (i.e., leverage points) and shift them in a sustained, coordinated way over time.</p>