

## A Question of Integrity: Tomorrow's Leadership

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## “Moral Man and Immoral Society” 1932

The inferiority of the morality of groups to that of individuals is due in part ... to egoistic impulses of individuals, which achieve a more vivid expression and a more cumulative effect when they are united in a common impulse than when they express themselves separately and discreetly.



Reinhold Niebuhr

## An Anatomy of Systems



1. **Puzzle** = Well defined problem with a specific solution which can be worked out.
2. **Problem** = Well formulated/defined issue, but with no single solution (different solutions depending on...)
3. **Mess** = Complex issue which is not well formulated or defined; (“wicked problem”)

(Russell Ackoff: Redesigning the Future, 1974;  
Michael Pidd: Tools for Thinking, 1996.)



## Mopping up Messes?

10. Financial Crime:	\$3 trillion
9. Military Arms	\$1 trillion
8. Financial Fraud:	\$932 billion
7. Gambling:	\$815 billion
6. Organized Crime:	\$750 billion
5. Food lost to rats:	\$400 billion
4. Tobacco:	\$300 billion
3. Tax cheating	\$250 billion
2. Illegal Drugs:	\$200 billion
1. Shoplifting:	\$100 billion

Source: Barrett & Johnson, *World Christian Encyclopedia*, 2001



## Mopping up Messes?

- That is 9.2 trillion dollars or 32% of the World Gross Product each year.
- 46% of the world lives in human misery, at \$1,000 per person/ per year.
- If our world were to collectively reduce these "structures of sin" just by 6%, it would free up some \$583 billion each year, which would provide the entire world's poor with adequate shelter, education, food and water.



## Traits of Wicked Messes?

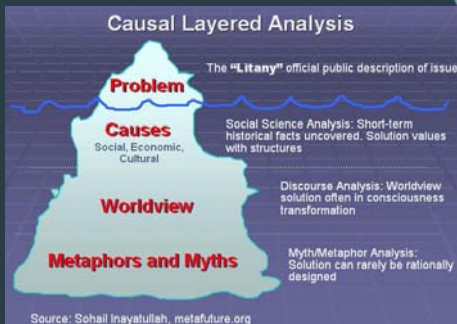
Mason & Mitroff claims:

- inter-connectedness
- ambiguity, illogical
- complicatedness
- value conflict
- uncertainty
- societal constraints

Morphological Analysis: Modeling Complex Socio-Technical Systems

<http://www.swemorph.com/pdf/it-webart.pdf>

## Rise of Critical Futures



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