

## Conversation Shifters (from Pegasus)

### Fragmented, get-it-done thinking

### Compression Thinking Big System Thinking

#### *Processes*

Keep it simple  
Anybody can do it  
Sequence of steps  
Common sense

**Conversation Shifter**  
What are we missing  
that could bite us?

Flow chart of system  
Scope of effects  
Feedback Loops  
Amplifying effects  
Robustness to errors  
What if situations  
Unintended effects

#### *Data Analysis*

Latest report  
Recent figures  
Latest projection  
Looks good so far

**Conversation Shifter**  
Does this data omit a  
great deal that is  
important?

Physical footprints  
Scope of process covered  
Trends; how far out?  
Compared with what?  
How is data captured?

#### *Awareness of Connections*

Focus on Our/My goal  
Separate the issues  
One thing at a time

**Conversation Shifter**  
What is the largest  
scope of effects that we  
have time to imagine?

Think Spaceship Earth  
Web of connections  
Whose oxen are gored?  
Total network effects

#### *Relation to Time*

This is how we do it  
Always worked before  
Tried and true

**Conversation Shifter**  
Where will this be in 5  
years? 10? 30? 100?

Change, evolve, improve  
Flexibility, adaptation  
Long term effects

#### *Awareness of Thinking*

It's how the world is.  
Can't fight City Hall

**Conversation Shifter**  
What hidden assumptions  
are we clinging to? What  
are we afraid of?

Design the future for our  
stakeholders.  
  
How many ways are there  
to think about this?