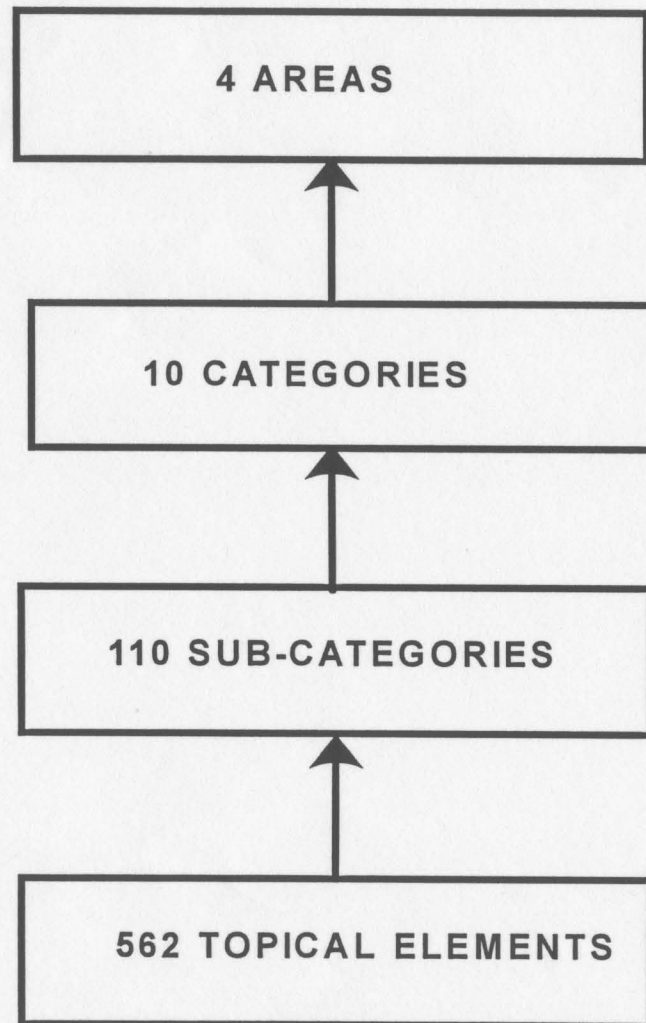


CATEGORIZING COMPLEXITY

- ★ From over 500 transparencies . . . 10 Categories
and 4 Areas
- ★ From 21 Essays on Complexity 6 Categories
- ★ From 20 Laws of Complexity 3 Categories
one with 3 Subcategories

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CONSTRUCTING CATEGORIES FROM OVER 500 TRANSPARENCIES
(Read the arrow as "ARE INCLUDED IN")



ORGANIZING COMPLEXITY FROM THE BOTTOM UP

CONSTRUCTING CATEGORIES FOR COMPLEXITY FROM OVER 500 TRANSPARENCIES

THE TEN CATEGORIES

A. SCIENCES

(124+)

F. EDUCATION

(48+)

B. LANGUAGE

(97+)

G. ORGANIZATIONS

(42+)

C. HUMAN BEING

(75+)

H. REASONING

THROUGH

RELATIONSHIPS

(27+)

D. MODELS

(64+)

I. FORMALISMS

(19)

E. PROCESSES

(49+)

J. THOUGHT

LEADERS

(17+)

**CONSTRUCTING CATEGORIES FOR COMPLEXITY
FROM 21 ESSAYS ON COMPLEXITY**

THE SIX CATEGORIES

A. ORGANIZATIONAL ENHANCEMENTS (10)

B. ORGANIZATIONAL FLAWS (5)

**C. SCIENCE AND ORGANIZATIONAL
BEHAVIOR (3)**

D. LINGUISTIC CONSTRAINTS (1)

E. VIEWS ON COMPLEXITY (1)

F. UNIVERSITY REDESIGN (1)

CATEGORIES FIELD: ESSAYS ON COMPLEXITY

(Showing how 21 essays on complexity are categorized, revealing the key areas of study)

A. ORGANIZATIONAL FLAWS	B. LINGUISTIC CONSTRAINTS	C. VIEWS ON COMPLEXITY	D. SCIENCE AND ORGANIZATIONAL BEHAVIOR	E. ORGANIZATIONAL ENHANCEMENTS	F. UNIVERSITY REDESIGN
<ul style="list-style-type: none"> ● Technomyopia Threatens Our National Security (1) ● Some Magnificent Academic Trusels and Their Social Conditions (2) ● Widely-Ignored Subtleties that are Critical to Decision-Making (4) ● Groupthink, Clanthink, Spreadthink, and Linkthink (7) ● Mentomology: The Identification and Classification of Mindbugs (12) 	<ul style="list-style-type: none"> ● Procrustes is Alive and Well and Teaching Composition in the English Department (5) 	<ul style="list-style-type: none"> ● Five Schools of Thought About Complexity: (13) 	<ul style="list-style-type: none"> ● Spreadthink: Explaining Ineffective Groups (8) ● Demands of Complexity on Systems Science (9) ● Twenty Laws of Complexity: Studies in the Abuse of Reason (17) 	<ul style="list-style-type: none"> ● The Learning Organization: Its Relevance to Policymaking (3) ● Accelerating Productivity of Industrial Organizations (6) ● Structural Thinking: Organizing Complexity Through Disciplined Activity (10) ● The Corporate Observatory: Sustaining Management Communication and Continuity (14) ● A Platform for Sociotechnical System Design (15) ● A Role for Formalisms in Integrative Studies (16) ● The Problematique: Evolution of an Idea (18) ● Readings for Bureaucrats (19) ● Seven Ways to Portray Complexity (20) ● A New Index of Complexity: The Aristotle Index (21) 	<ul style="list-style-type: none"> ● The WAND-WAVER SOLUTION: Creating the Great University (11)

NOTE: The letters of the alphabet assigned to the category names are for ease of reference only. The numbers assigned to the titles of essays are assigned in the same sequence in which the essays appear in the spiral-bound document titled "ESSAYS ON COMPLEXITY".

Cow131.wpd

CATEGORIES OF 20 LAWS OF COMPLEXITY

BEHAVIORALLY-BASED (70%) -14 Laws

- **Habitual** (behavior that people display without giving much thought to it, but which can be changed) – 7 Laws
- **Organizational** (behavior that people display when they are operating inside an organization, and are subject to its constraints, and which they believe can be changed only at considerable personal risk) - 5 Laws
- **Physiological** (behavior that people display as a consequence of their physiology, and which is not easy or even impossible to change) - 5 Laws

MATHEMATICALLY-BASED (30%) - 6 Laws

MEDIA-BASED (10%) - 2 Laws

CATEGORIES OF LAWS OF COMPLEXITY: cow134.wpd NAME OF LAW	BEHAVIORALLY-BASED (70%)			MEDIA-BASED (10%)	MATHEMATICALLY BASED (30%)
	HABITUAL	PHYSIOLOGICAL	ORGANIZATIONAL		
1A Triadic Compatibility		•			
1B Requisite Parsimony		•			
2 Structural Underconceptualization	•	•		•	
3A Organizational Linguistics			•		
3B Vertical Incoherence			•		
4 Validation					•
5 Diverse Beliefs	•				
6 Gradation					•
7 Universal Priors	•				
8A Inherent Conflict	•				
8B Limits		•			
8C Requisite Saliency	•	•			
8D Success and Failure					•
8E Uncorrelated Extremes					•
8F Induced Groupthink	•		•		
9 Requisite Variety					•
10A Forced Substitution			•		
10B Precluded Resolution			•		
11 Triadic Necessity and Sufficiency					•
12 Small Displays	•			•	