

### Navigating problems, revealing systems, and asking beautiful questions in a radically shifting world

*James Stauch, Complex Systems Strategist, ATCO (panelist/presenter)*



**CMR 1 (ground)**  
**Day Two, 10:55 a.m.**



Scan the QR code to learn more about SCiO membership, subscribe to our newsletter and access SCiO resources.



- Systems and Social Innovation Educator and ‘Sensemaker’
- Complex Systems Strategist, ATCO Ltd. (since 2024)
- Co-Chair, Banff Systems Summit
- Visiting Fellow, Skoll Centre, University of Oxford
- Coach, mentor, and judge, Map the System student challenge
- TEDx talk: “The University we Need: An Academy for Tomorrow”
- 11 years as Executive Director, Institute for Community Prosperity, Mount Royal University (2013-2024)
- 9 years with Gordon Foundation (2002-2011)
- MEDes (Planning)

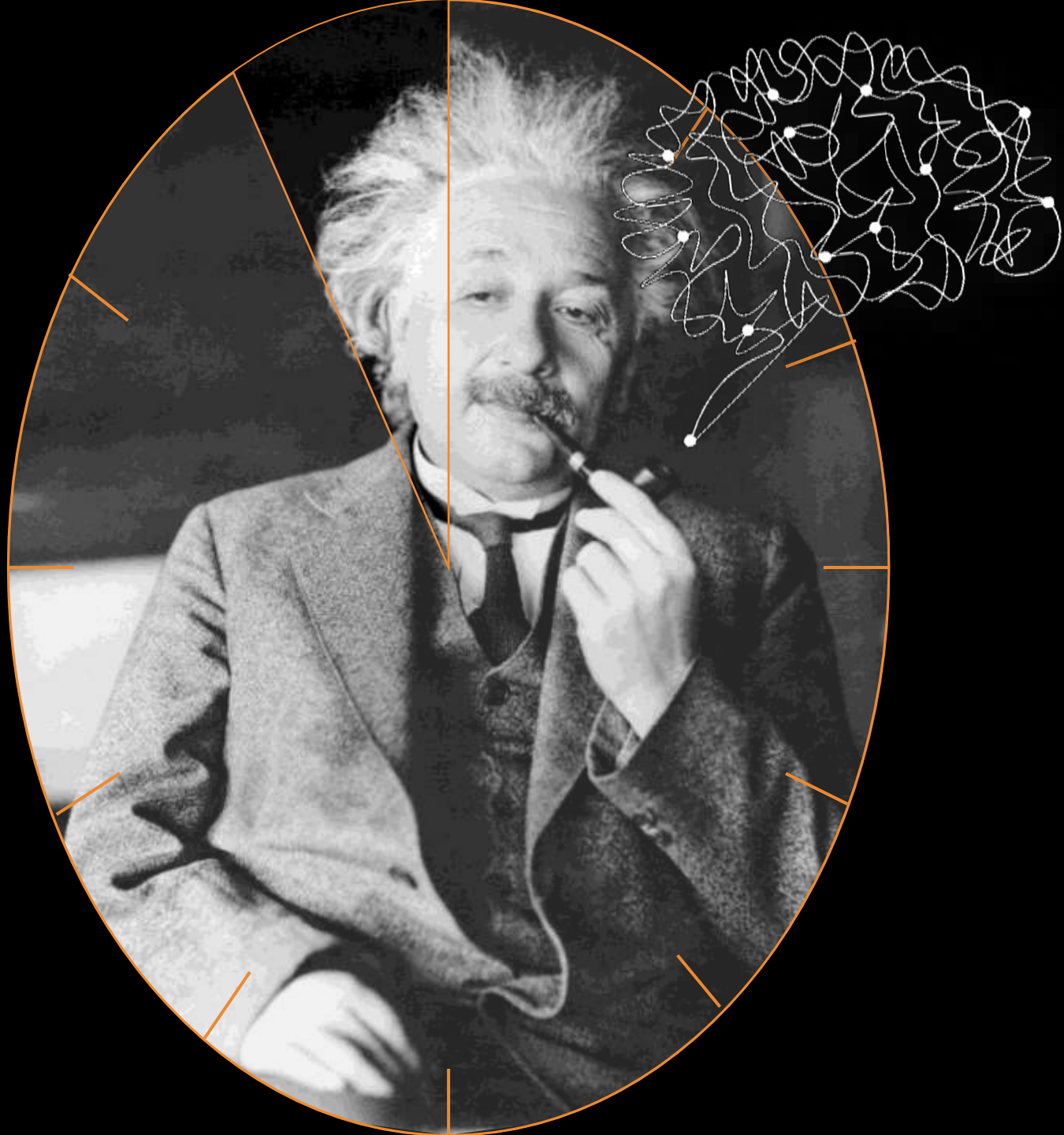
Photo Credit: Lemontea photography  
(licensed for use)



“If I was given **an hour** to solve a difficult problem, and my life depended on it,...

I would spend the first **fifty-five minutes** of the hour thinking about the problem and the last five minutes trying to solve it.”

- Albert Einstein (?)





Order or Download at  
**[the55minutes.com](https://the55minutes.com)**



Mahakala, Protector of the Tent [of enlightenment], holding a vajra,  
Central Tibet (tapestry, c. 1500).



“Learning  
without  
action is  
selfishness”



“Action  
without  
learning is  
ignorance”





# Future of Jobs Report 2025

INSIGHT REPORT  
JANUARY 2025

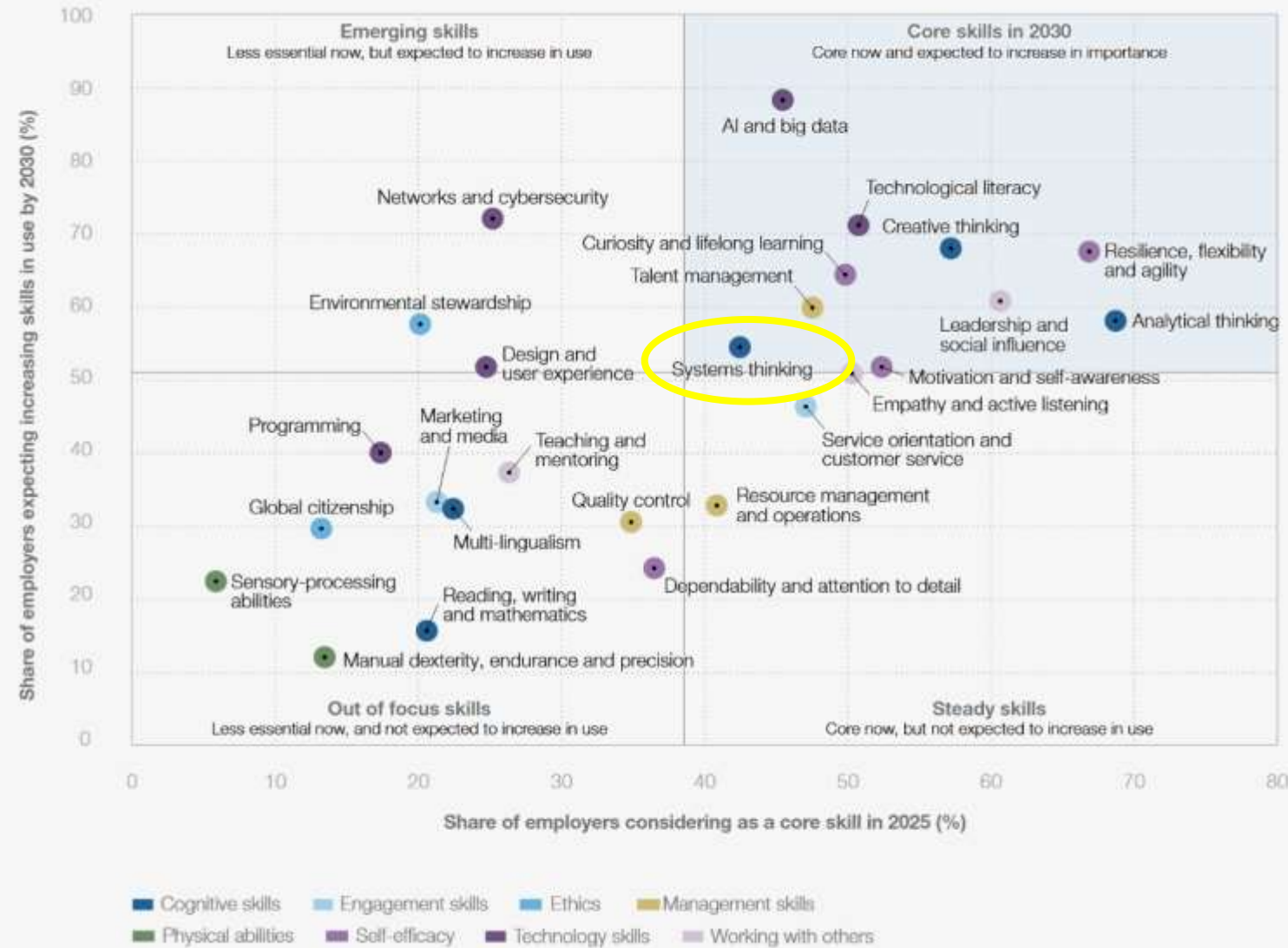
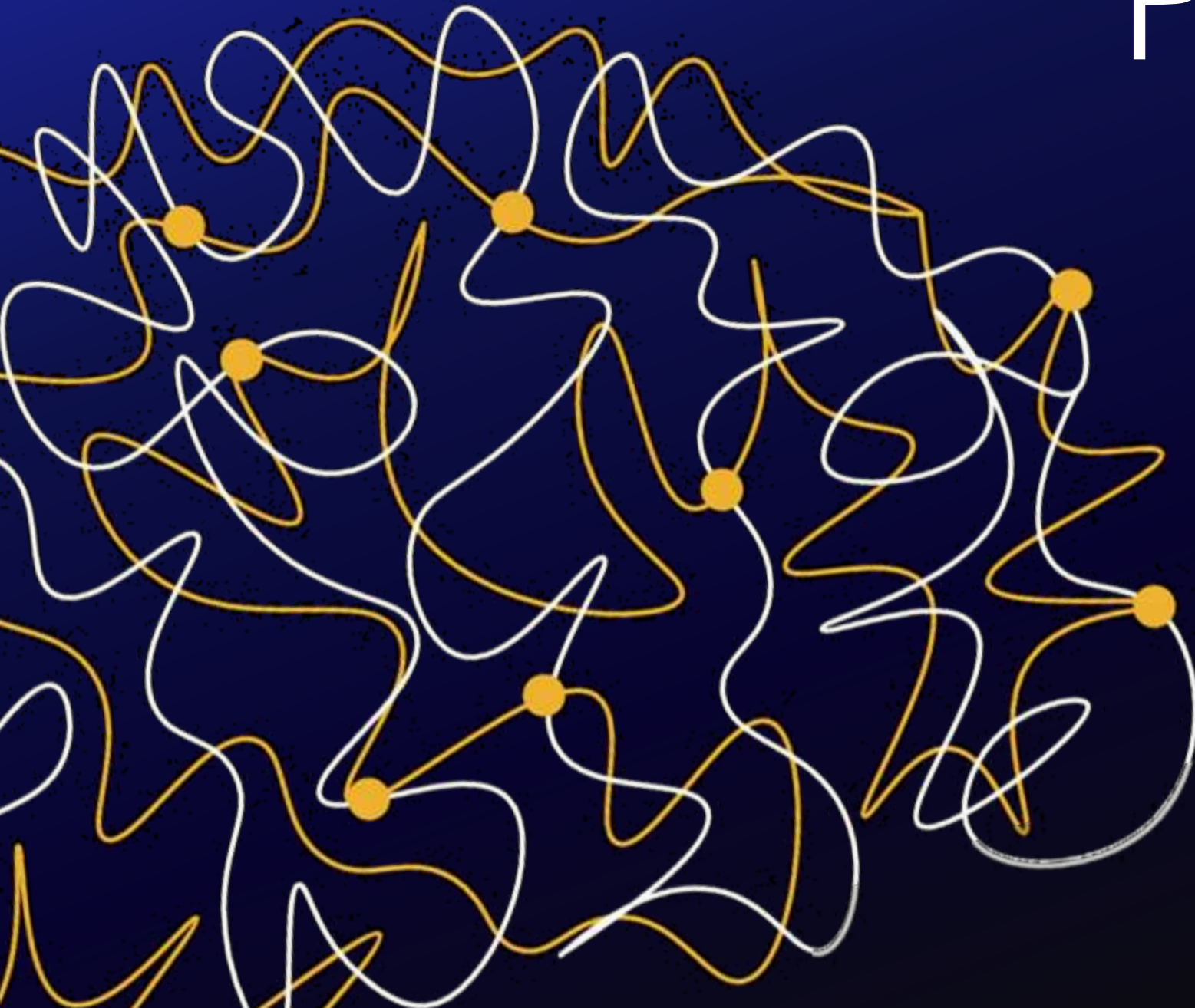






Photo Credit: Skoll Centre

# Producing partners



Institute for  
Community Prosperity



# Who is this for, and how might you use it?

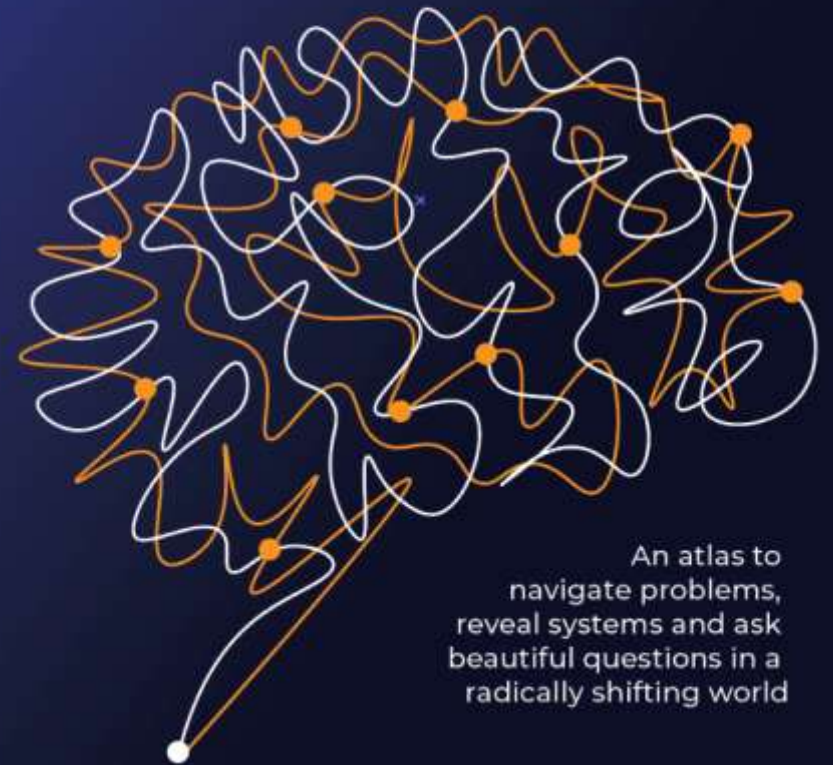


## Starting Point Query

# THE 55 MINUTES

James Stauch

with Anna Johnson & Daniela Papi-Thornton



An atlas to  
navigate problems,  
reveal systems and ask  
beautiful questions in a  
radically shifting world

# Foundations



Systems



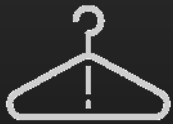
Systems Practice



Problems



Complexity Check



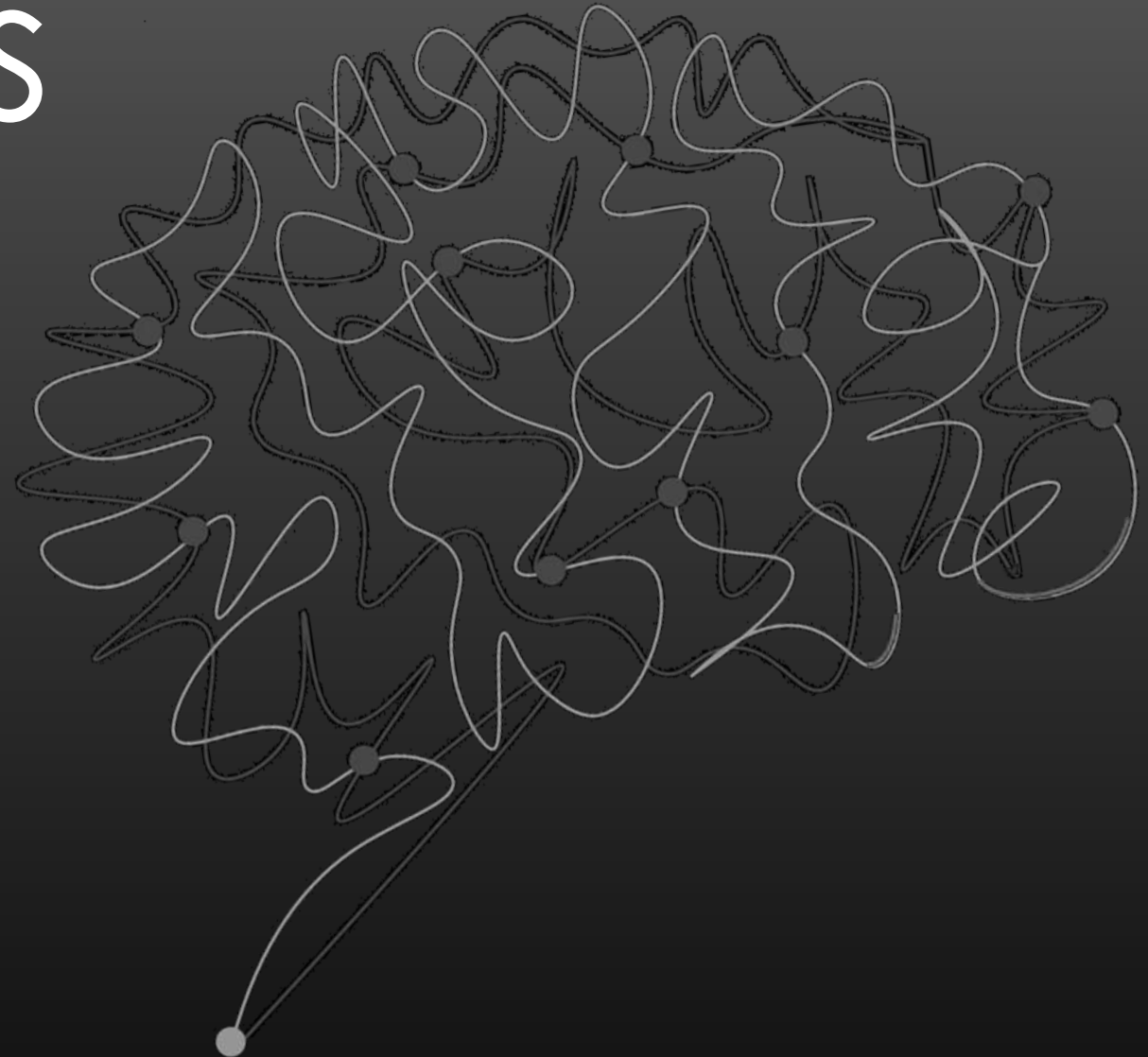
Avoiding Solution Bias



Learning



Mapping







# Systems Practice

- Think about thinking
- See objectivity as a vector, not a destination
- Embrace complexity
- Ask beautiful questions
- See relationships as paramount
- Zoom in, zoom out
- Recognize patterns and sense signals
- Embrace 'probably' and 'good enough'
- Work across, outside of, and against disciplines
- Unsettle yourself: Question assumptions and mental models
- Be reflexive: Pay attention to feedback in your self-system
- Expect ambiguity, paradox, and surprise
- Synthesize, and look for wholes
- Engage, don't just study
- Embed diversity
- Nurture resilience and build antifragility

Systems  
thinking is  
not new

Photos: *Mount Royal University*  
Story: Roy Bear Chief

ANI TO PISI






# Inuit Qaujimajatuqangit

“That which we have always known to be true”





# Hanging Up Your Solution

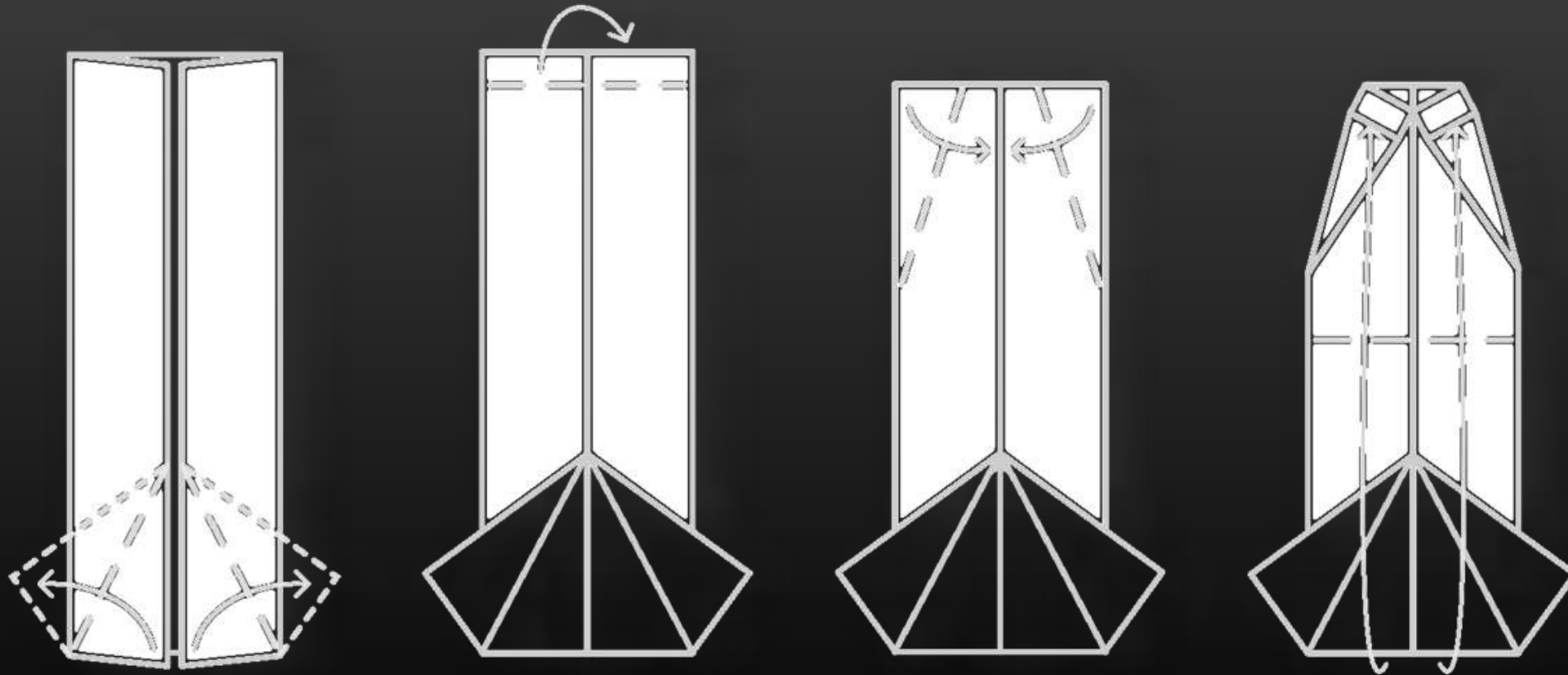
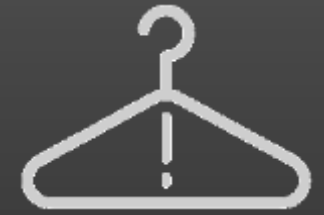
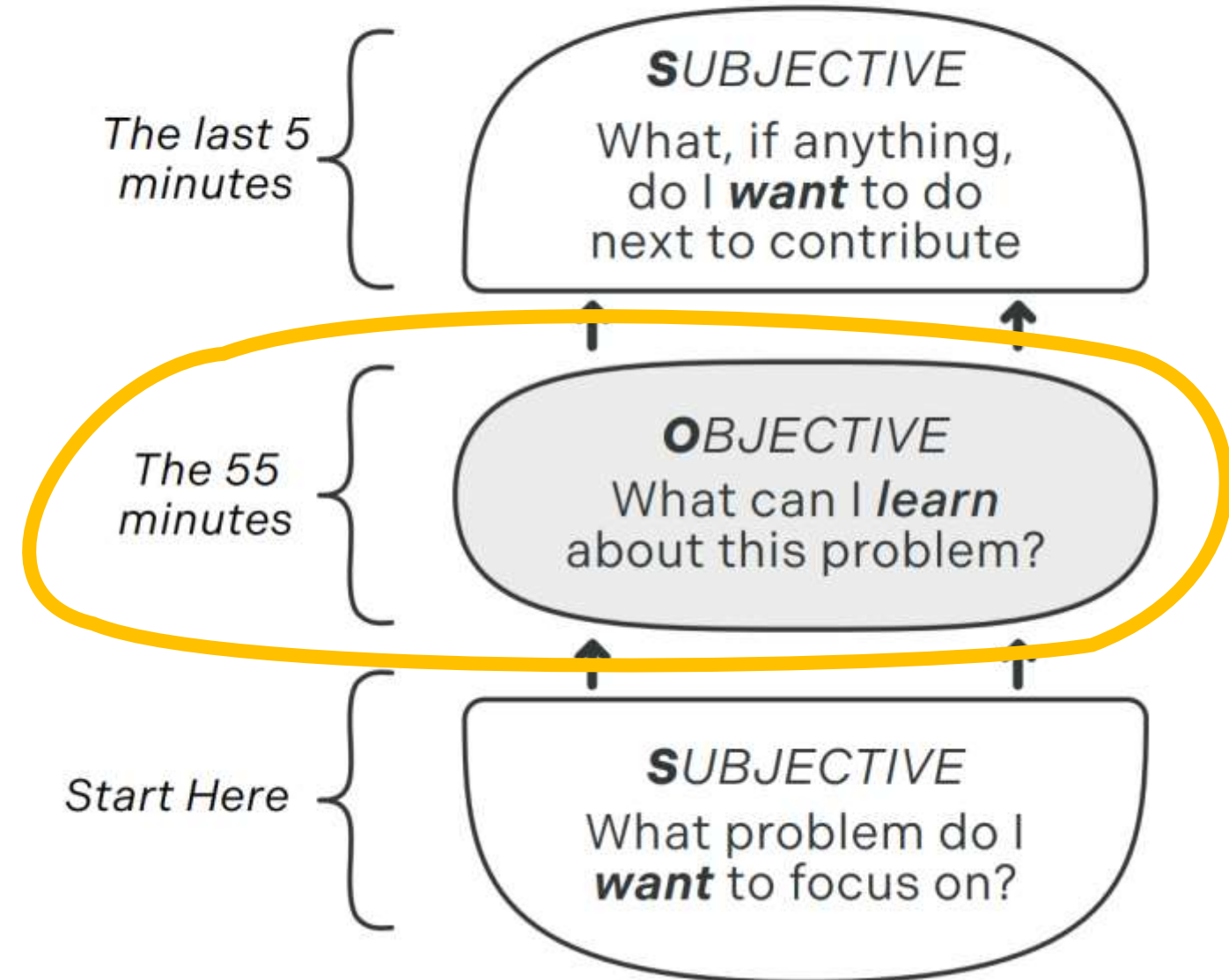


Image Credit: Amy Rintoul  
for The 55 Minutes

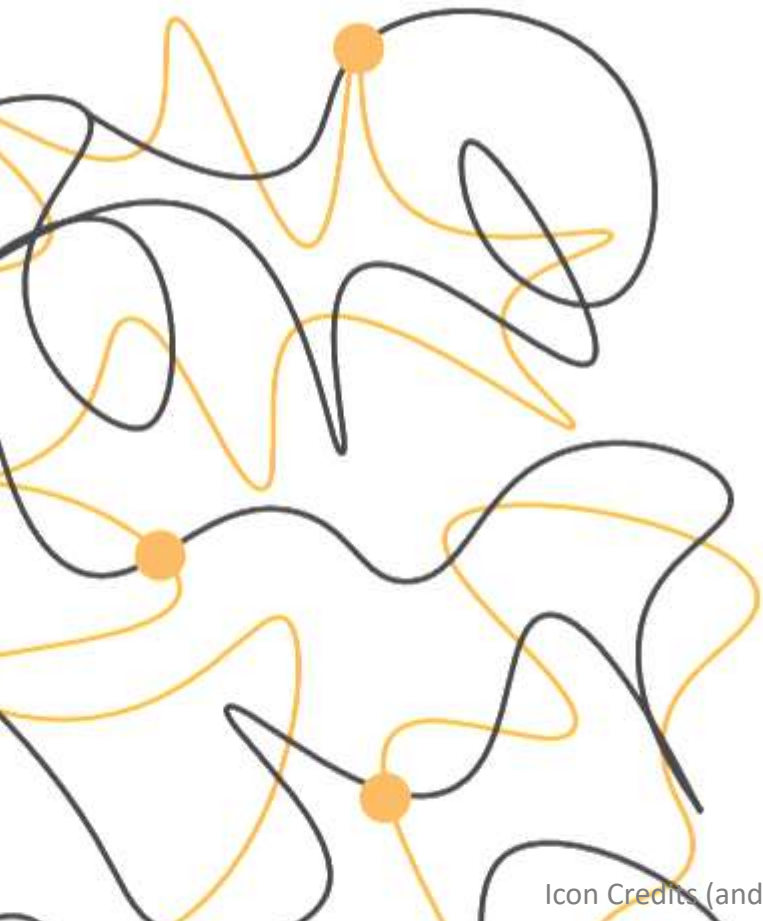




# The SOS Sandwich



# Tools





- 5Rs Framework
- Problem Framing Canvas

# FRAME



Where do we  
focus and how  
do we set  
boundaries?

# LANDSCAPE

- Impact Gaps Canvas
- Multi-level Perspective (MLP)
- Asset Maps

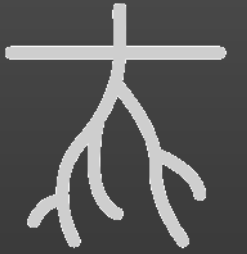


What are the contours of the current system?



- Six Conditions
- Iceberg Model
- Five Whys

# ROOTS



What's  
beneath the  
surface?

- Timeline Mapping and Change Over Time Graphs
- Adaptive Cycle / Mobius Loop

# ORIGINS



How did we  
get here?



- Trend Mapping
- Phase Transitions and S-Curve Frameworks:
  - Second Curve
  - Two Loops
  - Three Horizons
- Premortem Analysis
- Backcasting

# FUTURES



Where might we  
be going?

# EXPERIENCE

- Journey Maps
- Ethnography



How is the system experienced by those within it?



# RELATIONSHIPS

- Actor and Network Maps:
  - Matrix frameworks
  - Concentric circle maps
  - Network maps



Who is involved  
and how are they  
connected?

- Force Field Analysis
- Ladder of Participation
- Stakeholder Power Analysis
- Powercube

# POWER

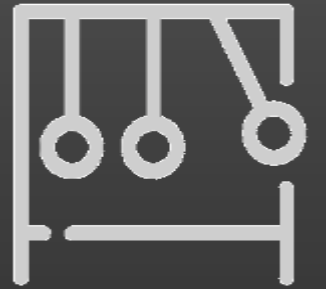


Who and what holds influence?



# CAUSALITY

- Causes, Cascade, and Fishbone Diagrams
- Stock and Flow Diagrams
- Causal Loop Diagrams



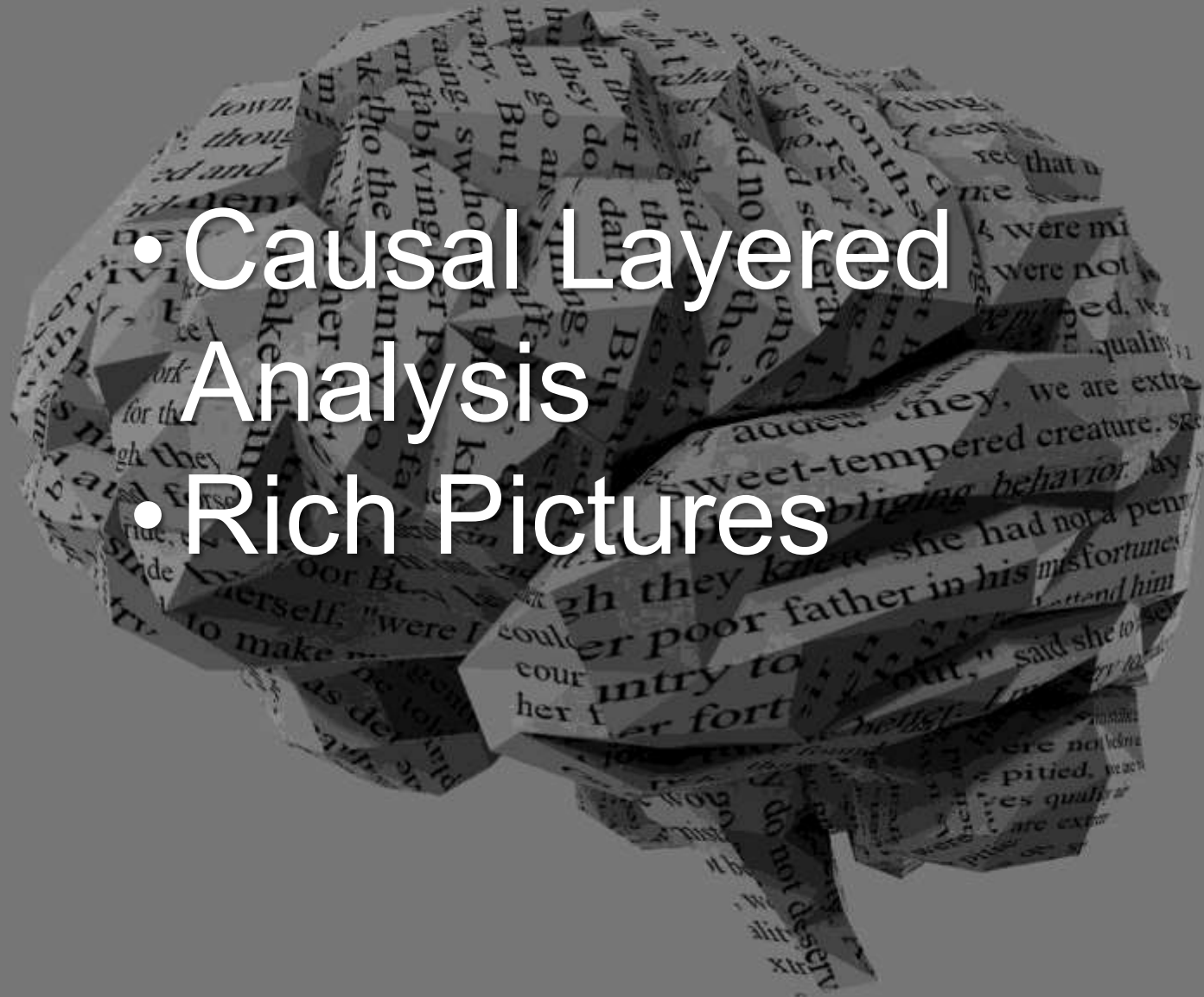
What causes what  
to do what?

# NARRATIVE



- Causal Layered Analysis
- Rich Pictures

What ways of thinking  
keep the problem in  
place?





- Impact Gaps
- Leverage Points
- Theory of Change

# LEVERAGE

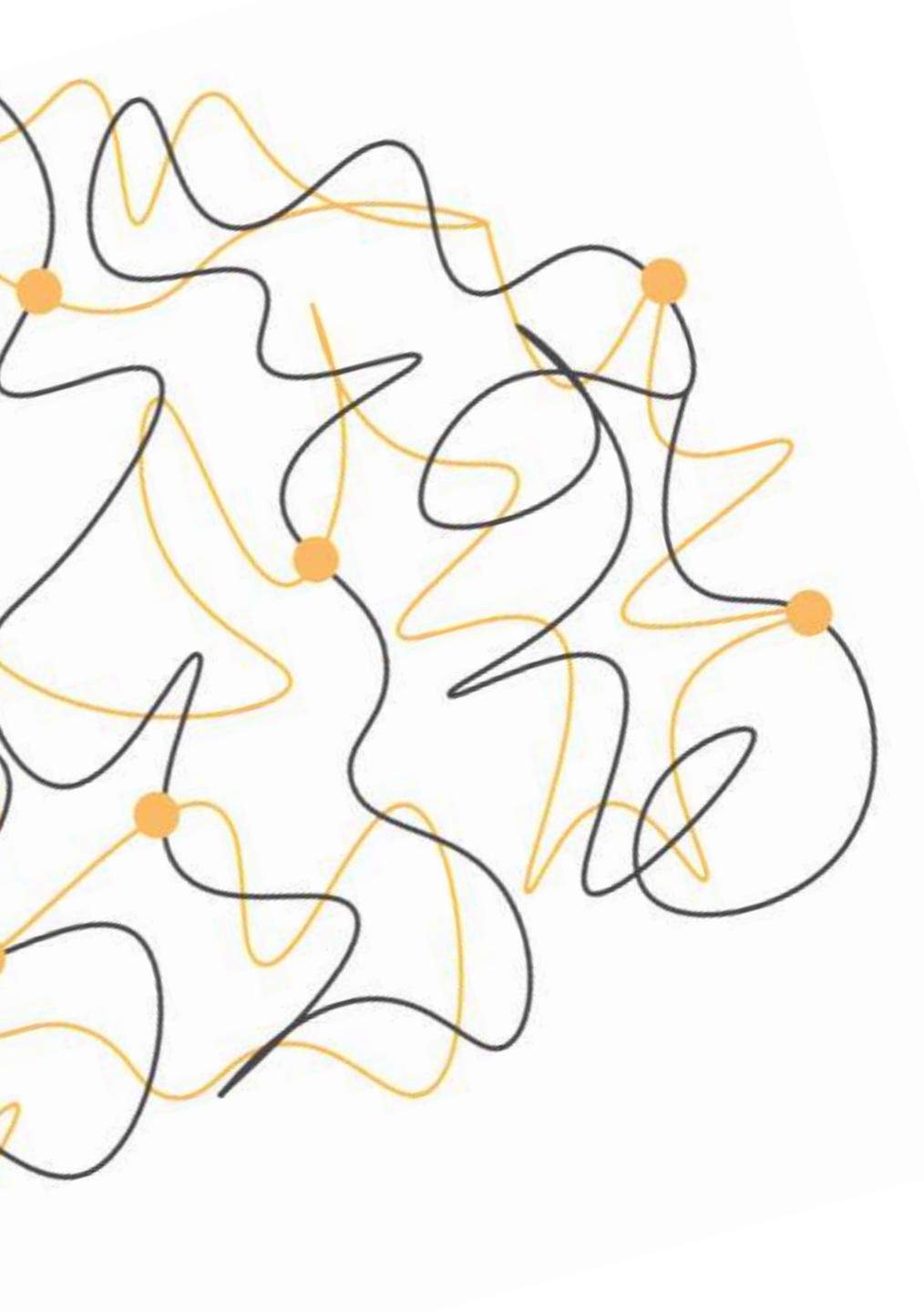


Where in the system  
might change be  
possible?

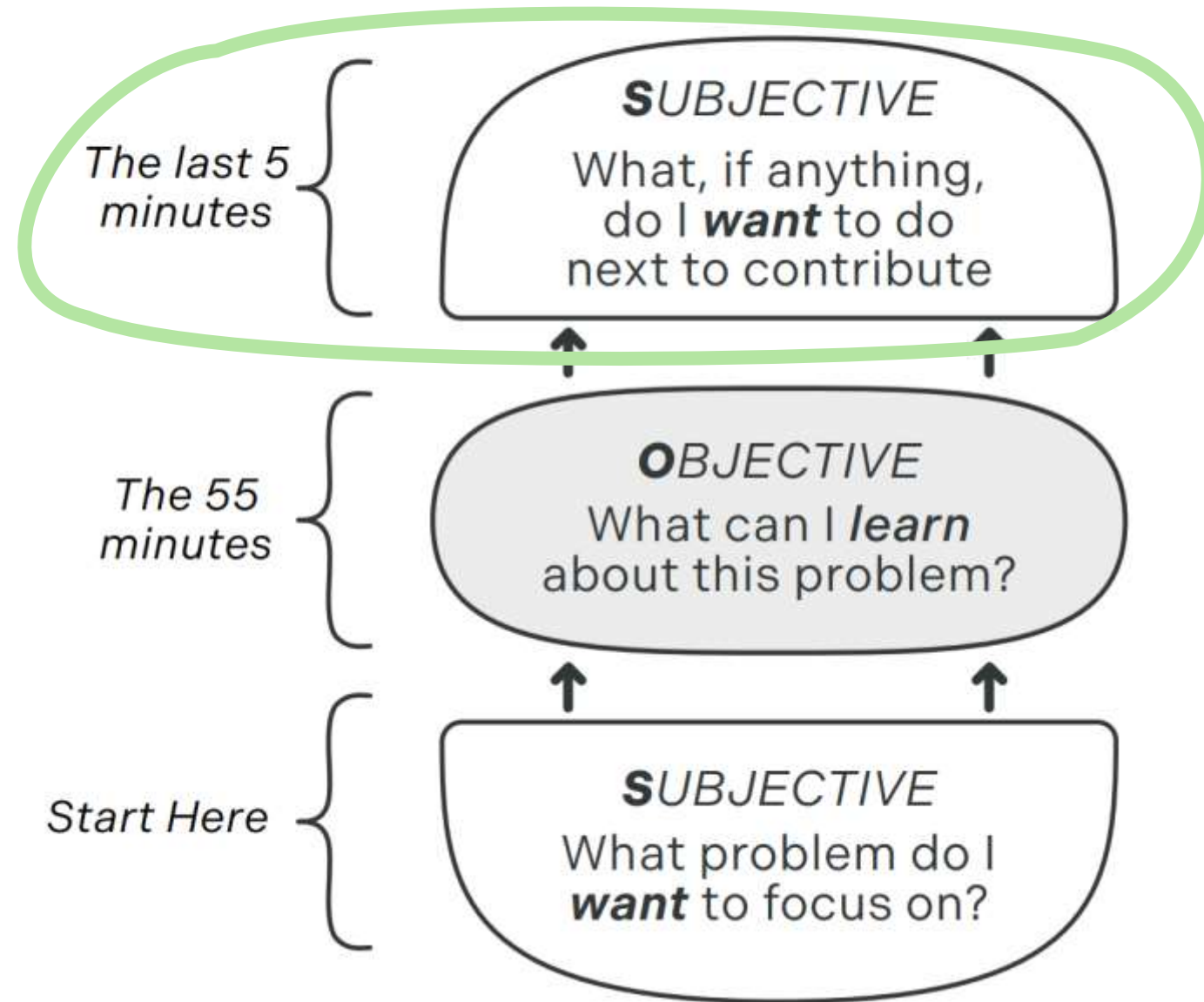


REFRAME?





## The SOS Sandwich



# ACT



Reflection

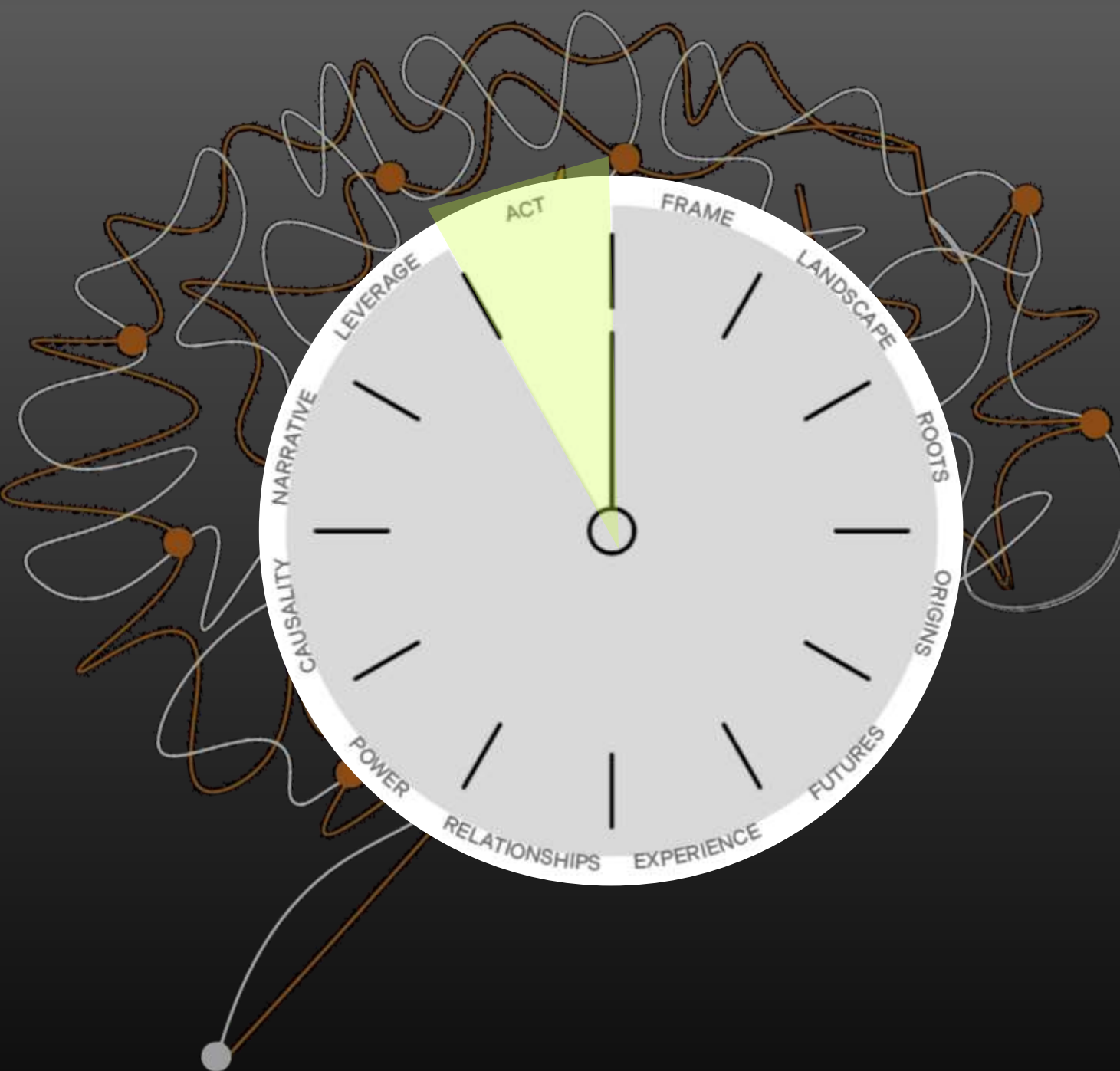
Design

Scaling

Collaborating

Measuring

Deepening your learning





To order or download the book...

[the55minutes.com](http://the55minutes.com)

James Stauch

[james@8thrung.ca](mailto:james@8thrung.ca)

