

ALICE M. RIVLIN

**SYSTEMATIC
THINKING *for*
SOCIAL ACTION**



FOREWORD BY DONNA SHALALA



A BROOKINGS CLASSIC

Systematic Thinking For Social Action

Alice M. Rivlin



Systematic Thinking For Social Action:

Systematic Thinking for Social Action Alice M. Rivlin, 2015-03-24 In January 1970 Alice M Rivlin spoke to an audience at the University of California Berkeley The topic was developing a more rational approach to decisionmaking in government If digital video YouTube and TED Talks had been inventions of the 1960s Rivlin s talk would have been a viral hit As it was the resulting book *Systematic Thinking for Social Action* spent years on the Brookings Press bestseller list Is is a very personal and conversational volume about the dawn of new ways of thinking about government As deputy assistant secretary for program coordination and later as assistant secretary for planning and evaluation at the Department of Health Education and Welfare from 1966 to 1969 Rivlin was an early advocate of systems analysis which had been introduced by Robert McNamara at the Department of Defense as PPBS planning programming budgeting system While Rivlin brushes aside the jargon she digs into the substance of systematic analysis and a quiet revolution in government In an evaluation of the evaluators she issues mixed grades pointing out where analysts had been helpful in finding solutions and where because of inadequate data or methods they had been no help at all *Systematic Thinking for Social Action* offers important insights for anyone interested in working to find the smartest ways to allocate scarce funds to promote the maximum well being of all citizens

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and strategic planning for everyone Donors leaders of nonprofits and public policy makers usually have the best of intentions to serve society and improve social conditions But often their solutions fall far short of what they want to accomplish and what is truly needed Moreover the answers they propose and fund often produce the opposite of what they want over time We end up with temporary shelters that increase homelessness drug busts that increase drug related crime or food aid that increases starvation How do these unintended consequences come about and how can we avoid them By applying conventional thinking to complex social problems we often perpetuate the very problems we try so hard to solve but it is possible to think differently and get different results Systems Thinking for Social Change enables readers to contribute more effectively to society by helping them understand what systems thinking is and why it is so important in their work It also gives concrete guidance on how to incorporate systems thinking in problem solving decision making and strategic planning without becoming a technical expert Systems thinking leader David Stroh walks readers through techniques he has used to help people improve their efforts on complex problems like ending homelessness improving public health strengthening education designing a system for early childhood development protecting child welfare developing rural economies facilitating the reentry of formerly incarcerated people into society resolving identity based conflicts and more The result is a highly readable effective guide to understanding systems and using that knowledge to get the results you want *Making Federal Programs Work Better*, 1971 **Systematic Thinking for Social Action**, 1971 Systems Thinking For Social Change David Peter Stroh, 2015 Donors leaders of nonprofits and public policy makers usually have the best of intentions to serve society and improve social conditions But often their solutions fall far short of what they want to accomplish and what is truly needed Moreover the answers they propose and fund often produce the opposite of what they want over time We end up with temporary shelters that increase homelessness drug busts that increase drug related crime or food aid that increases starvation How do these unintended consequences come about and how can we avoid them By applying conventional thinking to complex social problems we often perpetuate the very problems we try so hard to solve but it is possible to think differently and get different results Systems Thinking for Social Change enables readers to contribute more effectively to society by helping them understand what systems thinking is and why it is so important in their work It also gives concrete guidance on how to incorporate systems thinking in problem solving decision making and strategic planning without becoming a technical expert Systems thinking leader David Stroh walks readers through techniques he has used to help people improve their efforts to end homelessness improve public health strengthen education design a system for early childhood development protect child welfare develop rural economies facilitate the reentry of formerly incarcerated people into society resolve identity based conflicts and more The result is a highly readable effective guide to understanding systems and using that knowledge to get the results you want *Systematic Thinking for Social Action*, 1971 **Social Work**, 1988 **Introduction to Social Welfare** Walter A. Friedlander, Robert Z. Apte, 1974 **Protestant Cooperation in American**

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