

Contents

Figures		xi
Preface		xiii
Introduction		xvii
Part I	Some Concepts and Issues	
1	What's Going Wrong Here?	3
	Introducing the Argument	3
	The Problem with Past Solutions	5
	Notes	8
2	Stability and Diversity	11
	Stability and Diversity Introduced	11
	Some Examples	13
	Learning from the Examples: Toward Some Generalizations	19
	Conclusion: The Faustian Bargain—Trading Output for Flexibility	20
	Appendix	24
	Notes	28

3	Responding to Disturbances: Hierarchies and Uncertainty	31
	Hierarchies	31
	Responding to Change: The Usefulness of Hierarchic Responses	34
	Uncertainty and the Structure and Responses of Complex Systems	39
	Diversity, Stability, and Flexibility Again	41
	The Value of Keeping Options Open	44
	The <i>I Ching</i> : Uncertainty Management Chinese Style	46
	The Importance of Ignorance	49
	Summary and Conclusion	51
	Notes	52
4	On Balance	57
	The Natural Way: West and East	57
	Chinese Philosophical Thought: Some Basic Tenets and Contrasts	58
	Living in an Uncertain World: Learning from Non-Western Experience	66
	Summary of Concepts and Findings	74
	Notes	75
Part II	Toward an Expanded Framework for Decision-Making	
5	Societal Change: Alternative Strategies for Developing Countries	81
	Developing Countries—The Other Three-Quarters of Humanity	81
	Paradoxes of Development	82
	Putting Some Alternative Thinking to Work	90
	The Relevance for the Developing World of China's Recent Experience	94
	Summary and Conclusions	100
	Notes	101
6	Change in the Developed World: Revolution or Evolution?	109
	Introduction	109
	Democratic Decision-Making: A Review	110

	Democratic Decision-Making and Boundary-Oriented Stability	111
	Toward “Great” Political Decisions	114
	Technological Tyranny: Technical Versus Democratic Decision-Making	115
	Citizen-Experts, Education, and the Role of Individual Experience	122
	Conclusion and Extension	127
	Notes	128
7	Changing Individuals	133
	Introduction	133
	Individuals and Societies	134
	Defining Individual and Societal Health	136
	Individuals and Change: Personal Response Hierarchies	137
	Objective and Subjective Knowledge: Inductive and Deductive Learning	140
	Experience: Visceral and Intellectual Knowledge and Learning	144
	Symptoms as Avenues to Experience: An Approach to Change	146
	Moving Ahead	149
	Dualisms on Balance: The Centrality of Judgment	151
	Toward Balanced Judgment	155
	Notes	158
	Bibliography	167
	Index	177