

Contents

List of Tables	ix
List of Figures	xi
Chapter 1. What Do We Mean by Change?	3
The Study of Change	8
Chapter 2. Some Definitions	11
Natural Systems	11
Artificial Systems	11
Social Systems	12
Technical Systems	12
Socio-Technical Systems	12
A System	13
Complicated System	13
Complex System	14
A Component's Environment	15
Co-Evolutionary Systems	16
Thresholds	17
Propagation	17
Initial Conditions	18
Design Space	18

Chapter 3. Failure by Design	21
Socio-Technical Design Failure	21
Chapter 4. Influence, Boundaries and Structure	27
Examples	27
Influence	29
Boundaries	31
Organisation or Network Structure	33
Regular Networks	33
Random Networks	34
Small-World Networks	34
Layered and Hierarchic Aspects	36
Systems have a Past and a Future	37
Layers of Change	37
Chapter 5. Change in Complex Systems	41
Fitness and Change	43
Change in an N-dimensional Design Space	47
The Co-Evolutionary Process	50
The Threshold	52
Resistance to Change	55
Chapter 6. Propagation	59
The Temporal Effect	60
An Illustration of Propagation in a Model	61
Chapter 7. Modelling and Modelling Mechanisms	67
Models	67
Computer-Based Models	68
Aspects of Model Design	70
Coupling	72
Cumulative Effect	76
Structural Change	77

Mechanisms	77
Cellular Automata	77
Simultaneous Change	82
Subsequent Changes	85
Feedback	88
Agent-Based Models	89
Chapter 8. Simulation	93
The SeeChange Program and the System Structure	96
A “Cellular Automata” Application of SeeChange	100
Small-World Application of SeeChange	103
Applying SeeChange to a Business Model	108
Comparison of SeeChange with Commercial Tools	112
Insight and Understanding of System Behaviour	114
Insight into Interaction with Complex Systems	114
Chapter 9. What Do We Do When a Change is Indicated?	117
Messes, Problems and Puzzles	117
Design by Increments	118
Forecasting	120
Chapter 10. Implementing a System	121
Early Architectures	121
Mutability	124
The Crucial Role of Time	125
Design of Computer-Based Systems	126
Design Strategy	127
Chapter 11. Real-World Change: EUREKA Class	129
Aspects of the Change Process on a Ship	130
EUREKA Simple Simulation	131
Independent Changes	132
Impact Analysis	132
A Model of Change on a EUREKA Ship	137

A SeeChange Model of Changes to a Ship	145
Physical Model	145
Structure of the SeeChange Model System	151
Chapter 12. Real-World Change: Climate	165
Climate Variables	165
Climate Data	171
Climate Models	174
Simulation of Climate Models	176
Chapter 13. In the Future	181
Surprise is Always the Result of Change, Accept It	181
Bibliography	183
Index	191