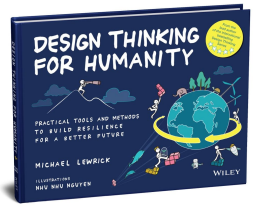
Project:
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Leverage Points Analysis

Quick guide: Leverage Points Analysis, based on the work of systems thinker Donella Meadows, identifies the places in a system where an intervention has the most effect. Interventions that target the deeper levels are far more powerful than ones that only adjust the surface.

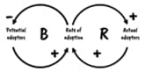
More tips & tricks on book page: 248



Lewrick, M.
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1 Map the System's Structure

Build on the Causual Loop Diagram or start with it here. It is the foundation for this analysis. Reference / attach it here.



Mapping Key

- **+** Same direction (S)
- **–** Opposite (O)
- **R** Reinforcing loop
- **B** Balancing loop
- **ll** Delay

Identify Potential Intervention Points



Using the CLD, brainstorm a wide range of potential fixes. Look beyond the obvious physical elements to the system's rules, information flows, and goals. Do not judge them yet.

2

Prioritize Using the Leverage Hierarchy



Evaluate your brainstormed interventions against the hierarchy below from least (shallow) to most (transformational) powerful.

- *Numbers (e.g., subsidies, taxes)*
- *Buffers & Stocks (e.g., inventory sizes)*
- *Material Flows & Delays (e.g., supply chain speed)*
- *Balancing & Reinforcing Loops (e.g., slowing a reinforcing loop)*
- *Information Flows (e.g., creating new feedback)*
- *The Rules of the System (e.g., policies, regulations)*
- *The Goals of the System (e.g., changing the definition of success)*
- *The Mindset or Paradigm (e.g., shifting the underlying worldview)*

3

Shallow Levels	Deep Levels	Transformational Levels
Parameters, numbers, stocks	*Delays, feedback loops*	*Design, rules, goals, mindset*

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