

## Chapter 4 Excerpts

The key is to focus on learning rather than on solutions. Systems change in unexpected ways, but planners can learn to expect the unexpected. They can learn to embrace the feedback they get based on how their actions affect the behavior of the system. The goal of a development project should not be to meet predetermined benchmarks but to learn which elements of one's initial understanding of the system were right and which were wrong. Which elements of a project nurtured the system in positive ways and which did not? These lessons can bring a sense of humbleness, which will encourage planners to listen to what the system is telling them instead of assuming they know best. Listening to the system means accepting the fact that *systems change best when systems change themselves*, and the job of those wanting to be of help is to learn about where change is already happening, or is ready to happen, in the system. – pg. 62