\* \* \*

## 0000 000000 0 000000

#### 

correct react procedures for ecorrect represents a correction . For  $\theta$ , for the correction of the co

posso possore son of the posso, decorpose possore son possore, decorpose possore poss

## 00000 00000

## 00000000

0000000000 0 000000000000000

#### anananan anananan

#### 

## 0000000 0000000.

 $\phi$  and appear a correspond paper a correspond proposed proposed proposed proposed. The correspond access access

## **0000 00000**[2]

 $\phi$  cocces create  $\phi$  corrected cocces corrected  $\phi$  corrected cocces cocces,  $\phi$  cocces coc

\$\text{Opening conditions} : \$\text{Opening of \$\text{Opening of \$\text{Opening conditions} : \$\text{Opening of \$\text{Opening} : \$\text{Opening conditions} : \$\

## 000000 0000000, 00000 0000

 $\phi$  decre-of correct  $\phi$  decree  $\phi$  decrees corrected a corrected corrected corrected corrected  $\phi$  decrees  $\phi$  d

 $\phi$  of the, there is the problem of the the problem of the proble

000000 0000000 000000 00000000

\$\text{\$0,000} \text{\$0,000,000,000} \text{\$0,000} \text{\$0,000,000} \text{\$0,000,00

cocces or coccess cocces cocces coccess or coccess or coccess or coccess cocc

## 00000 0000000 00000

00000 0000000 0000 0000000000 00000

coccorr coccorr correct cocret cocret correct correct correct coccorr coccorrect coccor

 $\phi$  cocces, see cos, cocces coccesses coccesses cocces cocces, coccesses coccess, coccesses coc

#### 

## 00000 000

corrector the correct correctors correct corrector correctors corrected correctors correctors corrected corrected correctors corrected corre

 $\phi$  coccessor coccessor, coccessor coccessor coccessor, coccessor, coccessor coccesso

\$\text{\$\

dad addadada addadadada a dadadadad

dodd doddd ddddddd ddddddd ddd ddddd,

0000000 0000, 0000

00000000000000 000000000. 0 1998 00 2000 0000 0 0000000 000 00000000 0 **00000000000000 000000000**[20].

 $\phi$  construction, the supplications of supplications  $\phi$  considered  $\phi$  constructions  $\phi$  constructio

000 000 000 00000000 000000 00000 00000 00000 00000 00000 00000 00000 00000 00000 000000 00000

one correction correct opens of corrections corrections, decore therefore correction correction corrections corrections, and corrections corrections corrections corrections, corrections corrections corrections corrections. Corrections corrections corrections corrections corrections corrections corrections. Corrections corrections corrections corrections.

### 

00000 croscop, or crosc crosc croscs croscoperson crosco, can crosc. Croscop croscoperson cro

## 000000000000 0 000000).

 $\phi$  coccord, cor cocrds corders a coccor corrects cross-corrects corrects corrects a coccorders corrects a coccorders corrects corrected corrects corrected corrects corrected corrected

## 0000000000 00000000000 0000 0 0000

# 0000000 0 00000000

## 00000000 0 00000000

# 0000000 0000000[32]

 $\phi$  concreted to the contract of the contract of the contract the contract the contract of the contract the

code code codece, 000 codece codeceded codecede

\$\tag{0}\

00000 openiorate openio contro controlore: open correct openio of attacher of attacher openiorate openiorat

areas areas areas areas are some areas a

## dadadada dadadadada dadadadada.

## 00000000000000000

0000 crosco crosco croscopo o croscopo croscop crosco croscop croscopo. Co crosco croscopo co crosc

## 000000 0000000 00000000 0 0000000

00 000000000 00000, 0 0000 0000 0 00[48].

**000000 00000. 0000**[49]

or corrector corrector, correct, correct corrects corrects corrector. Corrector corrector corrector correctors corrector

 $\phi$  cocce cocces  $\phi$  cocces cocces cocces cocces cocces cocces  $\phi$  cocces cocc

00 cocces a coccession access, coses coccessos a coccessos coccessos accessos coccessos coccessos coccessos accessos a coccessos accessos a coccessos accessos a coccessos accessos accessos

0000 00 00 00000 00000000, 00 00 000000 0000 00000 00000

60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60
60<

core core corected or corected corected corected. Corected corected

0000000 0000000000 000-00 00000;0000000 00000;0000000 0 00000 (000 000000 000000 000000 0000000);0000000 000 0000.

\$\text{\$0 \text{ \$00 \

000000 000000 0000000

OR REPUBLIC REPUBLICARDER REPUBLIC OR REPUBLICARDER FOR REPUBLICARDER. 00000000 0000: (00 0000 00000000) 0000000 000000000 0000,  $00^{2}$ ; (00 0000 000000000) 000000000 00000.

000000 5 0 6: 00 00000000 0 000000

arranger and an adaparan arra. Arran arran arran arran are arrang a arrange lpha00000 000000

of these theorem of the december these theorem is the contraction of the contraction of

corres corrections a correction corrections are corrections and corrections are corrections and corrections are corrected are cor

1

Lewis Tomas, On the Uncertainty of Science (, Key Reporter, Autumn 1980, 10.

2

0000 00000(191301993)00 0000000000000 0000, 0000 0 00000000. 0000. 000.

3

Ana Marie Cox, Aasif Mandvi Knows How to Make America Great Again, New York Times, 4 0000, 2016.

4

Walter Winchell, @Walte Winchell On Broadway@, Laredo Times, 9 @@@@, 1949.

5

The Concise Oxford Dictionary of Current English (Oxford: Oxford University Press, 1983).

6

James Gimian and Barry Boyce, The Rules of Victory: How to Transform Chaos and Conflict © Strategies from The Art of War (Boston: Shambhala, 2008), 11.

7

**Q**. Adam Kahane, Transformative Scenario Planning: Working Together to Change the Future (San Francisco: Berrett-Koehler Publishers, 2012), 1**Q**13.

8

**©**. Hal Hamilton, **©**System Leaders for Sustainable Food, **©** Stanford Social Innovation Review, Winter 2015, and www.sustainablefoodlab.org.

9

John Maynard Keynes, The General Theory of Employment, Interest, and Money (New York: Harcourt, Brace & World, 1965), vii.

10

Kees van der Heijden, Scenarios: The Art of Strategic Conversation (Chichester, West Sussex, England: John Wiley & Sons, 1996), 21.

11

Horst W. J. Rittel and Melvin M. Webber, Dilemmas in a General Theory of

Planning@, Policy Sciences 4 (1973), 155.

12

Graham Leicester and Maureen OHara, Ten Things to Do in a Conceptual Emergency (Fife, Scotland: International Futures Forum, 2003), 5.

13

\$600 00000, \$6000000 XXI 0000. New York Review of Books, October 23, 2014. \$6.http://gefter.ru/archive/13855.

14

Michael Fulwiler, @Managing Conflict: Solvable vs. Perpetual Problems, http://www.gottman.com, July 2, 2012.

15

Andre Gide, The Counterfeiters (New York: Vintage Books, 1973), 353.

16

Juan Manuel Santos, Presentacion (Presentation), in Adam Kahane, Poder y Amor: Teoria y Practica para el Cambio Social (Power and Love: A Theory and Practice of Social Change) (La Paz, Bolivia: Plural, 2011), 14.

17

Transformative Scenario Planning, 79�90.

18

\$Siempre en busqueda de la paz♥ (♥Always Searching for Peace♥), October 7, 2016, es.presidencia.gov.co.

19

Leonard Cohen, ODifferent Sides (, Old Ideas, 2012.

20

© Elena Diez Pinto et al., Los Escenarios del Futuro (© Scenarios of the Future ©) (Guatemala City, Guatemala: Visi n Guatemala, 1999); and Elena Diez Pinto, Building Bridges of Trust: Visi n Guatemala, 1998 2000, in Katrin Kaufer et al., Learning Histories: Democratic Dialogue Regional Project, Working Paper 3 (New York: United Nations Development Programme Regional Bureau for Latin America and the Caribbean, 2004). See also Adam Kahane, Power and Love: A Teory and Practice of Social Change (San Francisco: Berrett-Koehler Publishers, 2009), 32 35, 42 46, 113 27.

21

Elena Diez Pinto, @Building Bridges of Trust@, 30.

22

David Suzuki, @Imagining a Sustainable Future: Foresight over Hindsight@, Jack Beale Lecture on the Global Environment, University of New South Wales, September 21, 2013.

23

Arthur Koestler, The Ghost in the Machine (London: Hutchinson & Co, 1967), 48.

24

Adam Kahane, ed., Possible Canadas: Perspectives on Our Pasts, Presents, and Futures, project report, 2015.

25

© Power and Love, 2; © ©©©© Paul Tillich, Love, Power, and Justice: Ontological Analyses and Ethical Applications (New York: Oxford University Press, 1954), 25, 36.

26

Barry Oshry, Power Without Love and Love Without Power: A Systems Perspective (unpublished paper, 2009).

27

Martin Luther King Jr., Where Do We Go from Here? Speech to the Southern Christian Leadership Conference, Atlanta, Georgia, August 16, 1967.

28

Robert Caro, Master of the Senate: The Years of Lyndon Johnson (New York: Vintage, 2003, reprint ed.), 834.

29

**©**. Barry Johnson, Polarity Management: Identifying and Managing Unsolvable Problems (Amherst, MA: HRD Press, 2014).

30

James Hillman, Kinds of Power: A Guide to Its Intelligent Uses (New York: Doubleday, 1995), 108.

31

32

OThe War on Drugs: Are we paying too high a price? Count the Costs, 2013, http://www.countOtheOcosts.org/Osites/Odefault/Ofiles/Owar on Drugs Count the Costs Development briefing.pdf, 3.

34

Juan Manuel Santos, ©Consumer countries should take more effective measures to reduce the demand for illicit drugs®, November 22, 2011, presidencia.gov.co.

35

Scenarios for the Drug Problem in the Americas 2013 2025 (Washington, DC: Organization of American States, 2013).

36

Juan Manuel Santos, Declaracion del Presidente Juan Manuel Santos despues de recibir el informe Del problema de las drogas en las Americas por parte de la Organizacion de Estados Americanos (Despeech given by President Juan Manuel Santos on receiving the report The Drug Problem in the Americas by the Organization of American States), May 17, 2013, es.presidencia.gov.co.

37

Jose Miguel Insulza, ©The OAS drug report: 16 months of debates and consensus © (Washington, DC: Organization of American States, 2014), 3.

38

Peter Senge et al., T e Dance of Change: The Challenges to Sustaining Momentum in a Learning Organization (New York: Crown Business, 1999).

39

Quoted in Barbara Heinzen, Feeling for Stones: Learning and Invention When Facing the Unknown (London: Barbara Heinzen, 2006).

40

Karl E. Weick, Making Sense of the Organization (Oxford: Blackwell Publishing, 2001), 345**û**46.

41

Henry Mintzberg and James A. Waters, ♥Of Strategies, Deliberate and Emergent, ♥ Strategic Management Journal 6, no. 3 (1985), 257.

42

Henri-Georges Clouzot, T e Mystery of Picasso, film, 1956.

43

C. Otto Scharmer, Theory U: Leading from the Future as It Emerges (San Francisco: Berrett-Koehler Publishers, 2009).

44

John Keats, The Complete Poetical Works and Letters of John Keats (Boston:

Houghton, Mifflin and Company, 1899), 277.

45

Shunryu Suzuki, Zen Mind, Beginner@s Mind (Boston: Shambhala, 2011), 1.

46

Katrin Kaufer, **②**Learning from the Civic Scenario Project: A Tool for Facilitating Social Change? **②** in Kaufer et al., Learning Histories.

47

Scharmer, Theory U, 267.

48

Wikipedia, 00000 (0000000 000000), https://wikipedia.org/wiki/Pogo\_(comic\_strip).

49

 $000000\ 00000\ (191301973)$  0  $000000000000\ 0000000000$ ,  $00000\ 000000000\ 00000000$ .

50

©C. ©The Bhavishya Alliance: Legacy and Learning from an Indian Multi-sector Partnership to Reduce Child Undernutrition©, ©CCCCC ©CCCCC, ©CCCCC 2012; Kahane, Power and Love; and Zaid Hassan, The Social Labs Revolution: A New Approach to Solving Our Most Complex Challenges (San Francisco: Berrett-Koehler Publishers, 2014).

51

52

Jerome K. Jerome, Three Men in a Boat (London: Penguin, 2008), 49.

53

©An Introduction to Mimetic Theory® and ®Scapegoating®, Raven Review, https://www.ravenfoundation.org/faqs/.

54

Augusto Boal, Theatre of the Oppressed (New York: Theatre Communications Group, 1993).

55

Eknath Easwaran, trans., The Bhagavad Gita (Tomales, CA: Nilgiri Press, 1998), chapter 2, verse 47.

57

58

59

Wolfe Lowenthal, There Are No Secrets: Professor Cheng Manch@ing and His Tai Chi Chuan (Berkeley: North Atlantic Books, 1991), 19.