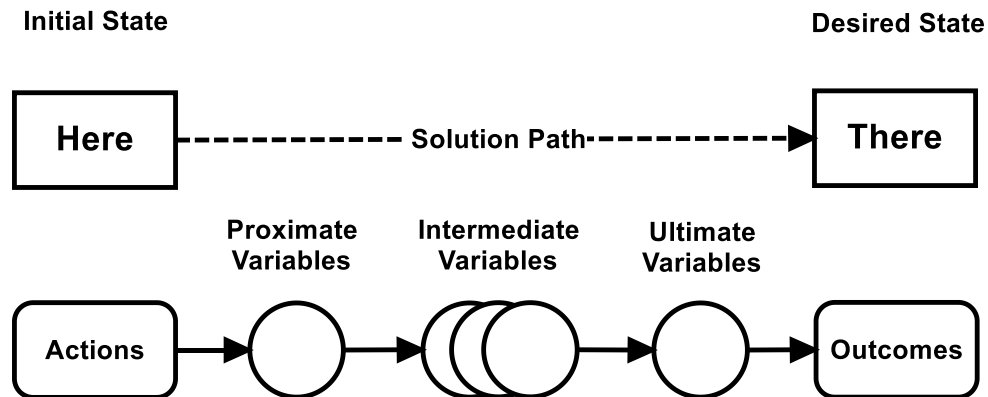


Tools for Knowledge Workers

Solution Paths



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In the workplace few things are more important or valuable than being able to connect our actions with the outcomes we seek. To do so requires of us that we are able to identify the relevant solution path for the outcome(s) we seek. A solution path is the road we travel in getting from Here to There, it is how we get from some initial state to a desired state. Solution paths are embedded in the structure of the situations in which we intervene; that is, in which we change things with a particular outcome in mind. As the diagram above indicates, a solution path is marked by proximate, intermediate and ultimate variables. We can affect only the proximate variables via direct, immediate action. The effects of our actions must then make their way through the connecting, intermediate variables and make themselves felt on the ultimate variables that are the measure of the outcomes we seek. In short, change is indirect. For more about solution paths click [here](#).

