

**Abductive heuristics (AH)** are a set of lenses: concepts to keep in mind when looking at a complex system, organization, or situation, and tactics: ways of accomplishing things when confronted with navigating uncertain circumstances beyond anyone's control but in which you have a stake. Skilled navigators, business leaders, and creative executives (should) use heuristics where there's no model, inadequate data, too much data, or where key factors are effectively invisible to the standard way of managing a situation. Experience helps. Our AH toolkit condenses experience and knowledge from studying complex adaptive systems, chaotic human behavior, and more than human ecologies and evolutions.

**Abductive methods** (1) generate facts of a different order than the facts given, (2) generate hypotheses and propositions on what to do or think that are always "best fit" and never final. The current AH toolkit includes lenses and tactics from: **Indeterminacy • Complexity, Resilience / Ecological viability • Abductive tactics • Social capital • Incommensurate values**

Abductive Heuristics		
	Abductive heuristics (AH) are a set of lenses: concepts to keep in mind when looking at a complex system, organization, or situation. Lenses: try keeping in mind	Tactics: try doing
<b>Indeterminacy</b>		
	What happens exceeds every plan	
		Address trends, not just events
	Novelty is essential feature of life	
		Design   plan for change
	The past conditions but does not determine future(s).	
		Try 3-generation back-casting
	Risk becomes indeterminate!	
<b>Complexity</b>		
	No factor is totally exogenous	
	All systems are inextricably interdependent	
		When factoring, mark dependency
	Indiscernable perturbations can yield macro	
		Nip combinatorial explosion
	More data ⇒ less knowledge	
		Co-locate authority + local knowledge + resource + application site
		Try gardening   thermodynamic thinking
<b>Resilience, Ecological viability</b>		
	It's not (just) about you. It's not (just) about humans	
	Ecosystems endure as individuals come and go AND Individuals are unique	
		Shift from magic bullets to system redress
		Shift from event-response to system redress
		Prepare (budget for) understudies
		Consider relation   field effects
		Allow   Create more than one way to do X
<b>Abductive tactics</b>		
	All models are wrong; some are useful	
		Recognize framing assumptions
		Be open to reframe
	Planning is more useful than plans	
		Hold intentions lightly
		Navigate rather than manage
		(Re)Build metrics as you go
		(Re)Build knobs as you go
		Fit metric to X rather than X to metric
<b>Social Capital</b>		
	People = value as well as cost	
		Enable multi-generational investments
		Enable multiplicative cross-products given additive investments
	Most values are tacit (hence not quantifiable)	
		Anticipate and work with complementary (alien) interests
		Prepare to work with asymmetries in power and knowledge
<b>Incommensurate values</b>		
	Well-intentioned folks can disagree on best	
		Build meta-conversation habits into schools
	Adding facts may not move the needle (hence rational knowledge inadequate; but	
		Harness (rather than ignore) asymmetric knowledge and power
	Assume no universal frame, no common language or understanding	
		Shift from intersecting to projecting (casting)
		Shift from labeling or classifying to lensing
		Shift from watching fiction   representation to <u>enacting</u> fiction   representation