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THE CHALLENGE

Complex systems are difficult to understand without the aid of visuals. There are too many moving parts to mentally keep track of. The parts interact in too many ways. The whole system is cognitively overwhelming insofar as it cannot be absorbed in one go without the aid of an external reference. That is partly due to humans' inability to juggle more than a few complicated ideas in working memory at one time. Thus, visuals are a simplifying and organizing device that complements the way human naturally think if they are designed well. This poster is an early glimpse of a larger project (called *SystemViz*) that explores what it means to design such visuals well.



TAKING STOCK OF VISUAL METHODS. The first challenge is that there are many ways to display systems visually. Diagram formats and notations have proliferated. Some correspond to particular disciplines or tasks. Each has innumerable minor variations. It is worth taking stock of these

"visual vocabularies" because the choice of visualization method skews the way systems are understood. Different methods emphasize different things and removes certain details from the picture: all are, by definition, a form of reductionism; all contain implicit assumptions about what a system is and how it behaves. For example, one method may depict systems as stocks and flows, another may depict them as logical sequences; another as causes, effects, and two-way dynamics; another as signals and boundaries. These differences depend on the underlying theory in use, but also the unthinking tendency to adopt a visualization method out of convenience or habit. The result is a paradox: without visuals to help model systems, understanding is limited; visual conventions frame the way systems are understood, which can undermine understanding. Thus, the first task of this project is to provide an inventory of the various visualization methods by grouping them according to their main points of differentiation. This is a first approximation. The aim is to solicit feedback about this way of organizing visuals and determining if there are major errors of omission. The aim is also to have a discussion of the biases and blind spots of the respective methods.



IDENTIFYING MISSING CONCEPTS. There are many systems concepts that are applicable across practical and academic disciplines. The overall literature is wide and deep. Some concepts are wide recognized; others less so, partly because of a lack of trans-disciplinary

engagement. That presents an opportunity for visuals to act as an interdisciplinary *lingua franca*. That also raises some important questions: What systems concepts are not easily depicted using conventional methods of visualization? Identifying these concepts is the second aim of the project. The hope is to start a conversation about visualization methods that might fill these glaring omissions.



EXPLORING VISUALIZATION CHALLENGES. Creating an inventory is an opportunity to reflect on recurring problems and tradeoffs. That is the third task of the project. The goal is to provoke a discussion about ways of overcoming these difficulties. A few lessons from the discipline of

information design provide partial guidance. The ultimate goal is to turn these stock-taking exercises and "guide posts" and turn them into a design and teaching tool (a "codex") in an appealing and accessible form. This post is an early step in that direction. Inspiration is drawn from David Garcia's Manual of Architectural Possibilities series of roadmap-like foldable posters. Interactive, screen-based versions may also emerge. If the project yields some interesting techniques, the goal is to make those openly available to members of the larger community interested in systems thinking.

Peter Stoyko is an interdisciplinary social science and information designer at Elanica, a management consultancy that specializes in service design and governance.

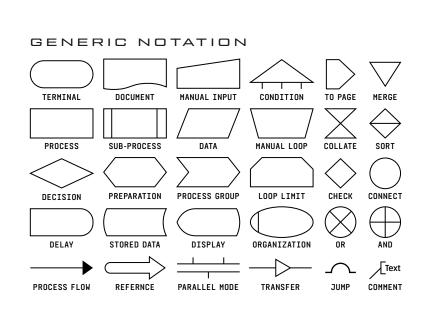
Feel free to contact him at peter.stoyko@elanica.com or visit the project page at systemviz.elanica.com.



(Motion detected) Record Number Escort to Lab Input Reason Isolate Machine Send to Office Sound alarm Incident

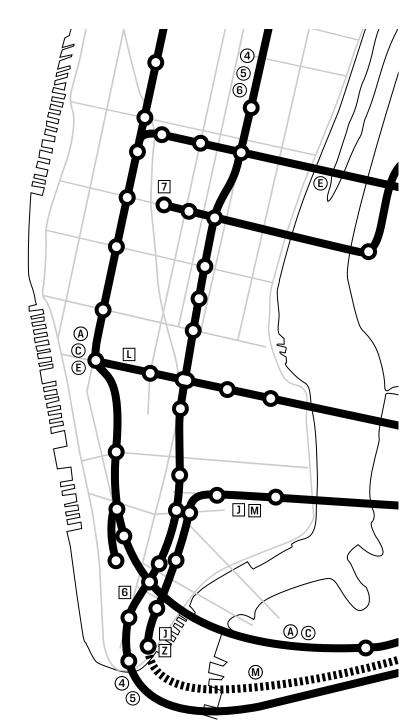
LINKS BETWEEN OBJECTS SHOWING CAUSAL

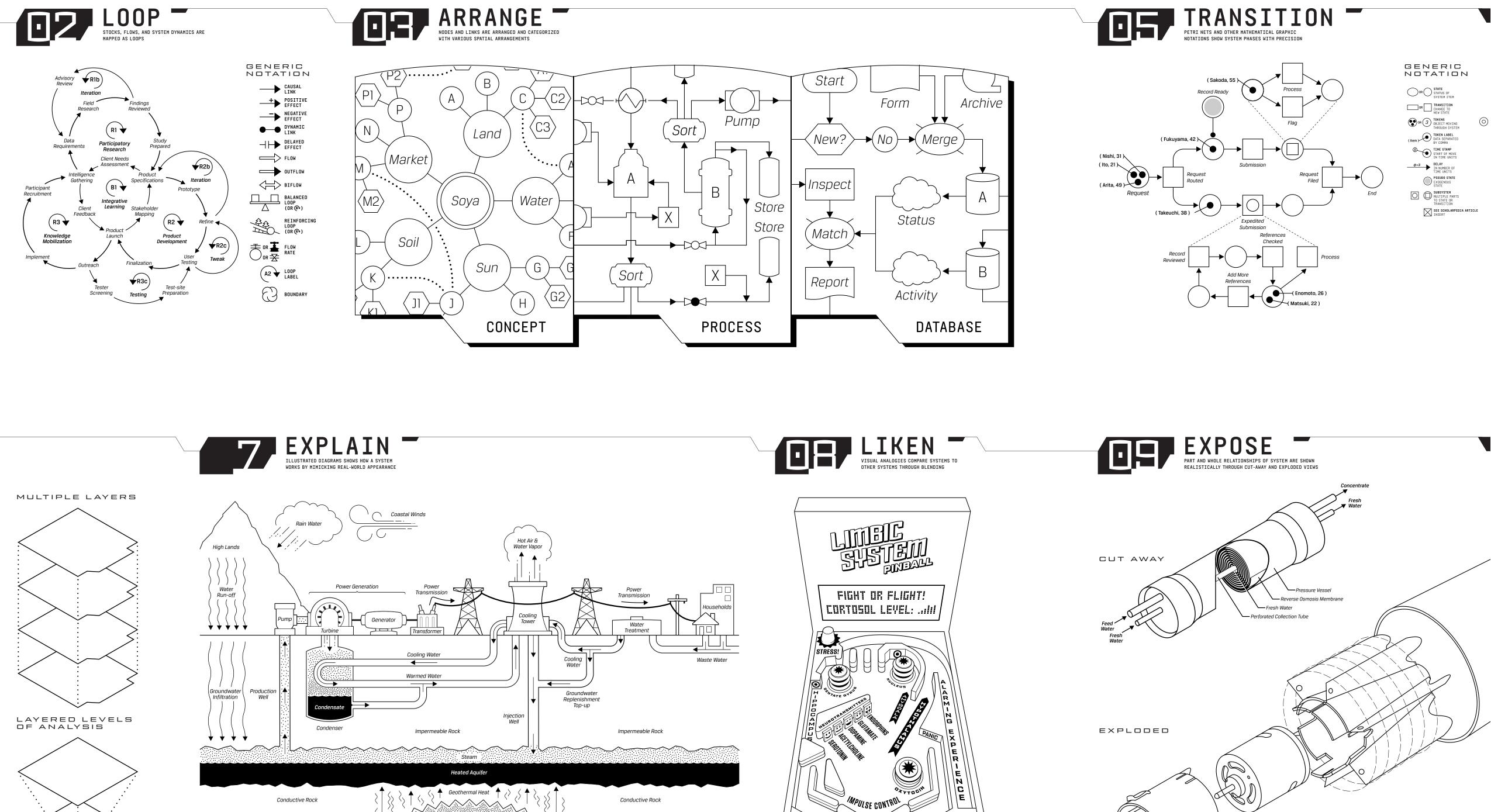
DIRECTION. MOVEMENT. OR SEQUENCE

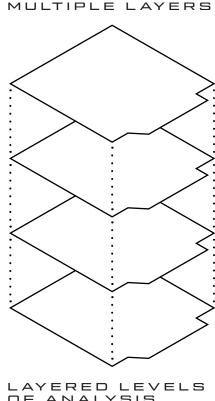




SITUATE SYSTEM DIAGRAMS ARE LAYERED OVER MAPS OF PHYSICAL SPACE AND OTHER DIAGRAMS







VISUALIZATION**HURDLES**



SPAGHETTI TANGLE

STATE EXPLOSION

lationships.

akes it difficult to distinguish

nodes, especially for number of

otential states in Petri nets.

NO-NAME CONNECTIONS // FIX // nspecified links between items make Link labels, badges, symbolic ends, or lations and dynamics ambiguous, encodings (e.g. color coding) indicate often suggesting analytical evasion. nature of link.

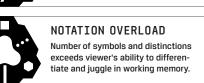
// PARTIAL FIX // Imanageable links between objects Prioritize and differentiate lines. Use layering techniques. Add visual affordances to guide the eye.

// TRADE-OFF // Unmanageable numbers of diagram Increase level of abstraction at the cost of precision. Use different levels of analysis for crucial details.

EVERYTHING CONNECTED // FIX // he temptation to connect everything Rank and differentiate relationships o everything else because, at some according to well articulated analytical evel, a relation can be imagined. priorities.



 \sim



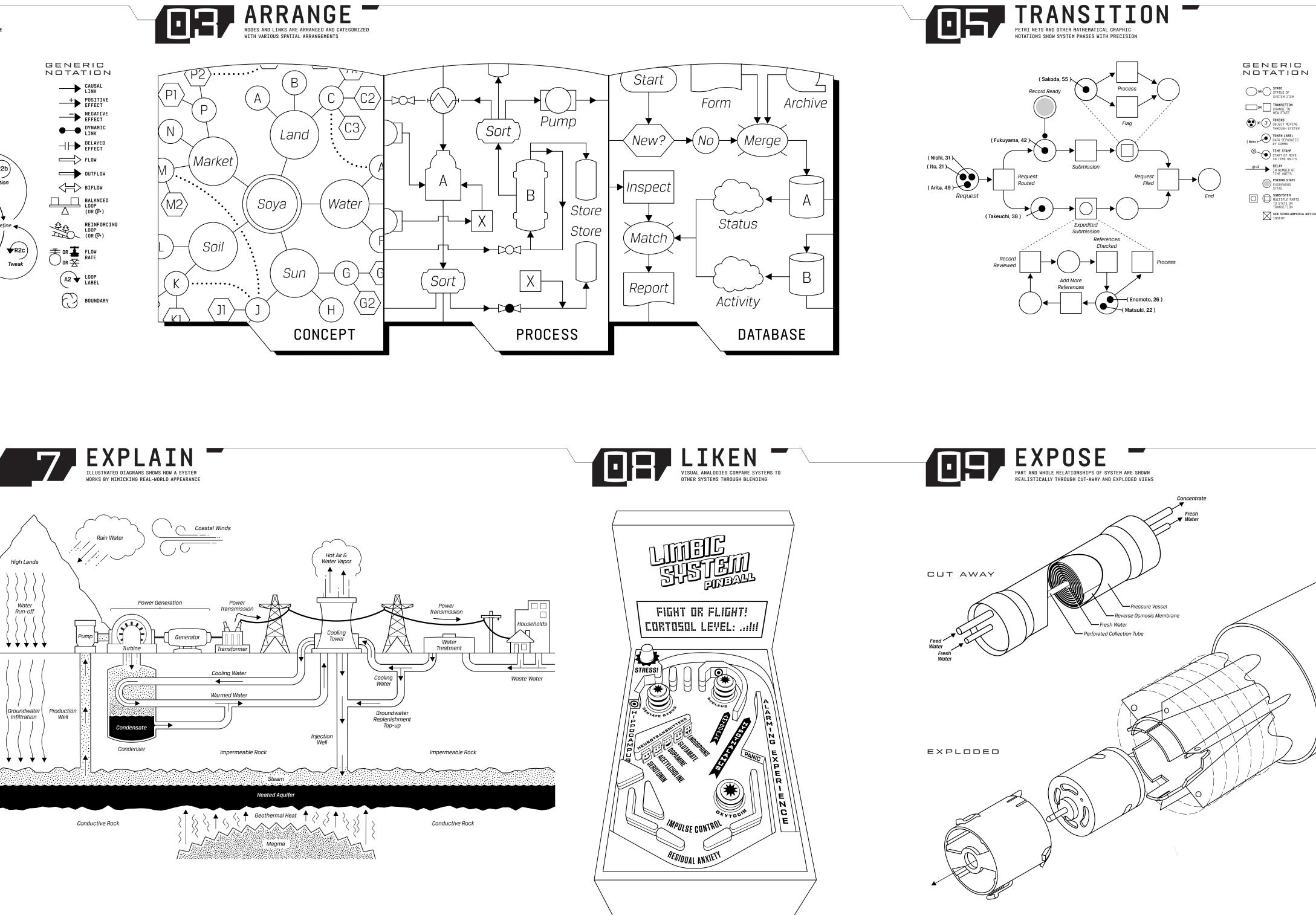
tiate and juggle in working memory. rely on legends. PERCEPTUAL SIMILARITY // FIX // Basic shapes used in diagram are Use shapes (and other encodings,

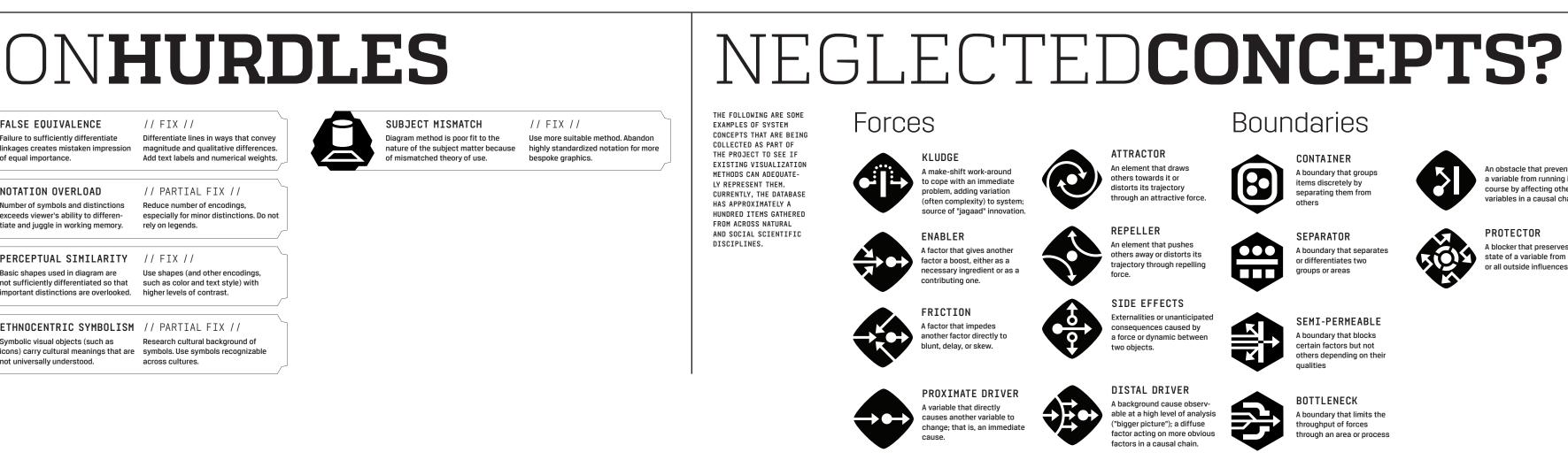
not sufficiently differentiated so that such as color and text style) with important distinctions are overlooked. higher levels of contrast.

ETHNOCENTRIC SYMBOLISM // PARTIAL FIX // Symbolic visual objects (such as Research cultural background of icons) carry cultural meanings that are symbols. Use symbols recognizable ot universally understood.

across cultures.

// FIX //





Boundaries

CONTAINER A boundary that groups items discretely by separating them from

> SEPARATOR A boundary that separates or differentiates two groups or areas

SEMI-PERMEABLE A boundary that blocks certain factors but not others depending on their qualities

BOTTLENECK A boundary that limits the throughput of forces through an area or process



a variable from running its course by affecting other

ariables in a causal chain

A blocker that preserves the

or all outside influences

PROTECTOR

A blocker that preserves the state of a variable from some or all outside influences



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COMPATIBILITIES Aspects of a system that are able to interact functionally or to mutual benefit because of compatible design feature



DIVERSITY WITHIN The amount and quality of variation found within a single ategory of object

Domains

DIVERSITY BETWEEN he variation between different categories of object

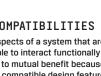
Factor that has to be present



INPUT/OUTPUT Parts of the system that take in or expel factors from the

Relations

PARASITE An outside agent that derives benefit from an host or system while im-









for one thing to cause another to change, perhaps part of the



How the system changes depending on the vantage point or qualities of the









