

Handling Wicked Problems

As part of the Workshop, Jonathan Rosenhead and Leroy White will be leading a tutorial experience aimed at i) exploring how far traditional OR tools and methods can make progress with the sort of 'wicked' problems which are more prevalent in less developed countries and societies; and ii) introducing to those who are not already familiar with them the family of approaches known as Problem Structuring Methods (PSMs). During these sessions they will be asking workshop participants to work on a case exercise. The materials for this case are attached, and we would ask participants to read and consider them in advance of the Workshop.

The real situation on which this case exercise is based occurred in India. However problems with the same degree of resistance to conventional structuring occur with some frequency in developmental situations. Often they are dismissed as "not an OR problem". We hope to show that this is not necessarily the case.

During the case exercise participants will be introduced to and asked to use *Strategic Options Development and Analysis* (SODA), and we attach a paper by Ackerman and Eden which gives an introduction to this method. If participants wish to introduce themselves to PSMs more generally they should look at J. Rosenhead and J. Mingers (eds.) *Rational Analysis for a Problematic World Revisited: problem structuring methods for complexity, uncertainty and conflict*.