

Tips on navigating the e-collection

Social Dynamics, a curated collection of works

by Jay W. Forrester

There are three companion documents for this e-collection listing all the citations. The three lists have the same content but are organized by chapter, APA format, and date (from 1956 to 2012) as a convenience for researchers. There are links to each in the Table of Contents.

If you find this e-collection publication helpful, please consider a donation to the System Dynamics Society to defray the cost of its development.

Navigation

Social Dynamics opens on the title page. Use the [Table of Contents](#) link or [Next Section/Article](#) link to move to the Table of Contents page.


Once you have opened the e-collection, the program will return you to the place you left off when you open it again.

Header icons

On any page, hover over icons to reveal their functions.







Some good tips:

If you are “lost” in the e-collection, simply return to the  **Table of Contents** where you will find the Introduction, Chapters, and links to all the individual works.

Click on figures or graphics; they are hyperlinked to larger images that open in a new page. Once open, each image can be enlarged.

Red font text in the e-collection pages indicate links. Superscript numbers¹, asterisks*, and similar notes are also links. Click on them for the further information.

 **Font Size** toggles between three different size fonts (small, medium, large). Note: after changing the font size the page numbering changes and you may lose your place in the e-collection.

 **Add a Bookmark** marks the entire page. Use  **Go To** to access saved Bookmarks and the  **Trash Can** to delete Bookmarks. Note: to use the Bookmark and Go To functions, you will need to enable cookies and local storage for your browser.

Chapter vs section vs article

Each chapter contains a preface by George P. Richardson and several works (section or article) which include book contributions, conference proceedings, D-Memos, internal memos, published journal articles, newsletter contributions, and addresses and presentations, etc., most of which were authored by Jay while he was at MIT.

Footer Icons

1. To move among **chapters and sections/articles** use links in the lower left of each page:



Social Dynamics: Chapter 1 Preface | [Prev Section/Article](#) | [Next Section/Article](#)



Social Dynamics: 1.1. From the Ranch to System Dynamics | [Back to Chapter Preface](#) | [Prev Section/Article](#) | [Next Section/Article](#)

When in the Preface section of each Chapter, you will see the options to move to [Prev Section/Article](#) or [Next Section/Article](#), but when in all other sections of a Chapter there will be an additional option: [Back to Chapter Preface](#). This will take you to the Preface section (beginning) of that Chapter.

2. To move among pages, use icons and links in the lower right corner:

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|< Go to first page of chapter or section

>| Go to last page of a chapter or section

«Prev Move back one page

Next» Move forward one page

Use the «Prev and Next» icons in the e-collection, or the Page Up and Page Down computer keys, to move among the pages in each article; scrolling throughout the entire article is not available.

OTHER

About the project

Jay had been thinking about making a collection of his works available publicly in an easily accessible format for some time. In the summer of 2015, he began selecting the papers to be included. Then, in the spring of 2016 he gave the set to the System Dynamics Society on a flash drive. A small group of Society members worked to edit, proofread, gather copyright permissions, and make this collection freely available in a consistent form on the Society website.

Those of us who worked on this project are pleased to fulfill Jay's wishes and hope you enjoy reading his work. If you find this e-collection publication helpful, please consider a donation to the System Dynamics Society to defray the cost of its development.

Authors

Jay is the author of most of the works included in this e-collection. Papers included in this e-collection were written by Jay while he was at MIT, except where noted otherwise. Where Jay is not the author, for interviews, for example, the interviewers, editors, or other authors are noted.

Bibliography

The System Dynamics Bibliography is a publication of the System Dynamics Society. As of October, 2019, it contained approximately 10,000 references. It may be downloaded from the Society's [Bibliography](#) web page.

Copyrights and Citations

Copyright and citation information for each work is located as part of the header on every first page. There are also companion documents with complete lists of citations. Please cite the individual works, not the collection.

Corrections and Errors

In order to produce this e-collection, two conversions were required. The first conversion was from the original PDF document to an MS Word document; the second was from the MS Word document to an HTML document. The nature of these conversions produced many odd "errors" such as erroneous words, extra letters, incorrect letters, etc. One example is the number "1" instead of the letter "l." We have tried to correct as many of these conversion errors as possible, but if you find any please send to the Society office via an e-mail message to office@systemdynamics.org using the subject line: "Social Dynamics collection." (Detailed copy editing to current standards was not done.)

This document may change as more articles become copyright available, or as corrections and improvements are made.

D-memos

Many of the works in this collection were working papers that are archived in the MIT System Dynamics Group Literature Collection. These were originally referred to as “D-Memos” and are identified with a number, such as D-1234. The collection spans nearly fifty years of work in System Dynamics and reveals a rich historical point of view. More information can be found on the [Literature Collection](#) web page on the System Dynamics Society website.

Important note: A D-Memo project is in the works to upload the MIT System Dynamics Group Literature Collection files to the Society website. Access to these documents will be available free to System Dynamics Society members.

Equations

For clarity regarding equations, go to the original source materials text.

Figures/Graphics

Graphics from original documents, spanning 1956 through 2012, were retained for their historic import. To enlarge any figure or graphic in a chapter/section, click on it. You can then zoom further if needed.

ISBN

There is no ISBN for this collection; any reference citations should be to the original work. Use the citations for each article/journal/newsletter, etc. included on the first page of each work or in the companion documents.

Limitations/Quirks:

The paging algorithm used in the e-collection is not perfect and has a few remaining issues. This occasionally results in content jumps when resizing or changing fonts and partially visible or broken sentences at the bottom of the page. To restore a missing sentence, figure, or equation please refresh the current or first page of the article/section. This is a current limitation and may be corrected in the future.

If the e-book opens without content showing or the screen freezes, try to clear cookies and the local storage in your browser.

The current Bookmark function only remembers the page number, not a particular word. If the screen and/or font sizes are changed, the pagination changes which then causes the Bookmark to go to the ‘new’ page number.

Outdated Terminology

The writings in this collection span more than 50 years, from 1956 to 2012. Early writings contain terminology that is outdated, obsolete, and not gender-sensitive, such as salesmen, man-hours, and man-month. In 1993 Jay wrote in *Reconsidering "A New Corporate Design"*

A New Corporate Design again left me with several reactions. First, the paper fails current standards for "political correctness" with its use of masculine pronouns throughout; managers and employees referred to as "men." Even as one who feels present changes in writing style have gone to extremes, I still found the paper jarring.

There are also references to outdated hardware and software, and the papers include dated comments such as “schools need computers and programs.” Jay’s predications were of course correct.

Printing

Due to the variety of copyright terms and conditions, items in the e-collection may not be printed directly from the collection. Citations are provided to the source material instead. In the future, members of the System Dynamics Society may access and print the PDF version of most of the D-memos included in this collection.