

The tragedy of the commons is a dilemma arising from the situation in which multiple individuals, acting solely independently by rationally consulting their own self-interest, will ultimately deplete a shared limited resource even when it is clear that it is not in anyone's long-term interest for this to happen. This dilemma was first described in an influential article titled "**The Tragedy of the Commons**", written by Garrett Hardin and first published in the journal Science in 1968. Hardin's idea was based on original work done by William Forster Lloyd in an 1833 pamphlet describing a hypothetical and simplified situation based on medieval land tenure in Europe, of herders sharing a common parcel of land, on which they are each entitled to let their cows graze. (From Wikipedia, the free encyclopedia).

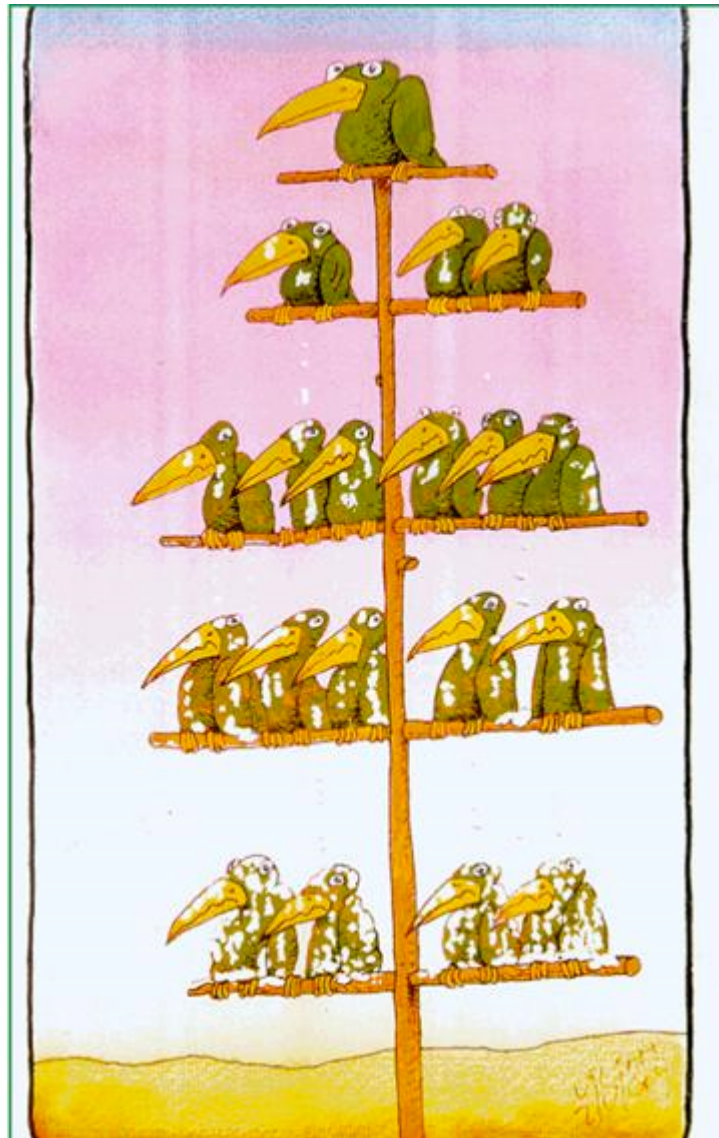


In today's world of global business, I believe "**The Tragedy of the Commons**" has been replaced by "**The Tragedy of the Complex**". The common pasture is now "The Value Chain" which has been virtualized into highly sophisticated electronics with complex algorithms developed by skilled engineers who are disassociated from the social interactions between the customer and the company.



Of course, you can find on the organization chart someone who has the responsibility for Marketing and Sales, Manufacturing, Product Design, and Distribution, etc., but who has the responsibility AND

authority to make the tough calls when the impact of “self interest” crosses political boundaries? Today the answer is essentially **no one!**



To make matters worse, if an attempt is made to bring the stakeholders together to discuss a cross-boundary situation, it is quickly realized that each party speaks their own language and has their own customs, legends, history, problems and goals. It is the Tower of Babel Revisited.



So how would I do it differently? Review the same text below as produced by a highly skilled technical expert. It contains essentially the same information but in a more compact and efficient format. Which do you like better?

The tragedy of the commons is a dilemma arising from the situation in which multiple individuals, acting solely independently by rationally consulting their own self-interest, will ultimately deplete a shared limited resource even when it is clear that it is not in anyone's long-term interest for this to happen. This dilemma was first described in an influential article titled "The Tragedy of the Commons", written by Garrett Hardin and first published in the journal *Science* in 1968. Hardin's idea was based on original work done by William Forster Lloyd in an 1833 pamphlet describing a hypothetical and simplified situation based on medieval land tenure in Europe, of herders sharing a common parcel of land, on which they are each entitled to let their cows graze. (From Wikipedia, the free encyclopedia). In today's world of global business, I believe "The Tragedy of the Commons" has been replaced by "The Tragedy of the Complex". The common pasture is now "The Value Chain" which has been virtualized into highly sophisticated electronics with complex algorithms developed by skilled engineers who are disassociated from the social interactions between the customer and the company. Of course, you can find on the organization chart someone who has the responsibility for Marketing and Sales, Manufacturing, Product Design, and Distribution, etc., but who has the authority to make the tough calls when the impact of "self interest" crosses political boundaries? Today the answer is essentially no one! To make matters worse, if an attempt is made to bring the stakeholders together to discuss a cross-boundary situation, it is quickly realized that each party speaks their own language and has their own customs, legends, history, problems and goals. It is the Tower of Babel Revisited.

The solution, I believe, is to analyze the "value chain" of interest using a rigorous, proven and well documented method based on several millennia of research and experience. Then supplement the written recommendations with sufficiently in-depth standardized models supported by icon legends and metadata. For a more complete discussion of this topic, please review the presentation introduction entitled, BALAGAN: A System of Messes; the Ongoing Tragedy of the Complex.