

Contents

Illustrations	vii
Foreword	xi
Message from the Series Editor	xiii
Preface	xv
Acknowledgments	xix
Acronyms	xxv
Chapter 1—Overview	1
Introduction	2
Monograph Framework.....	3
Summary	5
Major Conclusions	5
Chapter Conclusions	6
References	9
Chapter 2—Tobacco Control at a Crossroads	11
Introduction	12
Need for a New Approach	13
Population-Level Tobacco Control Efforts: Beginnings of an Integrated System	20
Current Tobacco Control Research and Practice: Systems Problems.....	25
Summary	29
Conclusions	30
References.....	30
Chapter 3—Systems Thinking: Potential to Transform Tobacco Control....	37
Introduction	38
Systems and Systems Thinking.....	39
Systems Thinking: Toward an Integrated View	47
Application of Systems Thinking in Tobacco Control	51
Summary	54
Conclusions	55
References.....	56
Chapter 4—How to Organize: Systems Organizing	61
Introduction	62
Traditional Management Theory.....	63
Systems Organizing Model	65
Collaboratively Constructed Concept Maps for Systems Organizing: Case Studies	83
Summary	95

Conclusions	96
Appendix 4A. Description of Concept-Mapping Methodology	97
References	104

Chapter 5—How to Anticipate Change in Tobacco Control Systems 109

Introduction	110
System Dynamics	111
System Dynamics Application to Tobacco Control	116
Simulation Results	133
Summary	141
Conclusions	142
Appendix 5A. Detailed Development of a System Dynamics Model	143
References	146

Chapter 6—Understanding and Managing Stakeholder Networks 147

Introduction	148
Overview of Network Theory	148
Effective Organizational Networks	154
Value of Organizational Networks	155
Application of Network Analysis	159
Use of Network Methods for Tobacco Control	160
Case Study of Network Analysis in Tobacco Control Evaluation	169
Summary	180
Conclusions	181
References	181

Chapter 7—What We Know: Managing the Knowledge Content 185

Introduction	186
Knowledge Management and Translation	187
Knowledge Management Concepts	189
Framework for Strategy of Knowledge Management and Translation	194
Case Study: Knowledge Management in Tobacco Control	197
Case Study: Concept Mapping of Knowledge Base for Tobacco Control	209
Summary	216
Conclusions	217
Appendix 7A. 4P-Knowledge Management and Translation Infrastructures: Strategy and Outcome Maps	218
Appendix 7B. Discussion Questions Used in National Cancer Institute Review of Knowledge Management and Translation	221
References	223

Chapter 8—ISIS: Synthesis and Conclusions 225

Introduction	226
Synthesis: Looking Back and Looking Over the Horizon	227

General Conclusions231
Specific Conclusions 234
Summary 245
References..... 246

**Appendix A—Initiative on the Study and Implementation of
Systems: A Project History249**
References.....257

**Appendix B—Systems Thinking in Tobacco Control: A Framework
for Implementation259**
Integrated Systems Thinking: Story Line for the Future..... 260
Putting Systems Thinking into Practice..... 266
Implementing Systems Thinking in Tobacco Control: Open Questions and Next Steps..... 273
References..... 275

Index277