

Table 1

Properties of simple, complicated, and complex processes/interventions (adapted from Patton, 2009)

Simple (e.g., following a recipe)	Complicated (e.g., a rocket to the moon)	Complex/Multicomponent (e.g., raising a child)
Recipe is essential	Formulae are critical and necessary	Formulae have only a limited application
Recipes tested to assure later replicability	Sending one rocket increases assurance of success the next time	Raising one child gives no assurance of success with the next
No particular expertise; knowing how to cook increases success	High level of expertise in many specialized fields, plus coordination	Expertise can help but is not sufficient; relationships are key
Can be spread by word of mouth and/or learned by imitation	Implementing agents require special training and monitoring	One must learn from careful self-monitoring of results and trends for adjustment
Recipe notes the quantity and nature of parts needed	Separate into parts and then coordinate	Cannot separate parts from the whole
Recipes produce standard products, yet can have successful adaptations	Rockets are similar in critical ways	Every child is unique, yet there are patterns of what works better or worse
Certainty of same results every time	High degree of certainty of outcome	Uncertainty of outcome