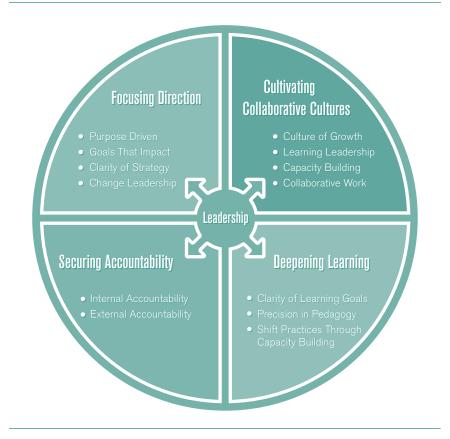**Figure 1.1** The Coherence Framework

Focusing direction operationalizes the systemness dynamic vis-à-vis ad hoc policies. This component plays an overriding role because the moral imperative and directional vision are crucial, but you cannot settle the direction at the beginning and simply pursue it. Focus is something that comes alive through the other elements. It gets shaped and reshaped by the interactive forces of collaboration, deep learning, and accountable actions. Focus gets clearer and more shared as a process of deliberate action evolves.

Second, cultivating collaborative cultures is at the heart of system transformation. This second component clarifies the relationship of teamwork vis-à-vis individualism and the role collaboration plays in producing both strong groups and individuals. But collaboration as an end in itself is a waste