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Here's what Kay has to say about all this:

"Obliquity is the best approach whenever complex systems evolve in an uncertain environment and whenever the effect of our actions depends on the way in which others respond to them...Directness is only appropriate when the environment is stable, objectives are one-dimensional and

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transparent and it is possible to determine when and whether goals have been achieved.

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Obliquity: Why Our Goals Are Best

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**Achieved Indirectly:
Kay ...**

This is the concept of 'obliquity': paradoxical as it sounds, many goals are more likely to be achieved when pursued indirectly. Whether overcoming geographical obstacles, winning decisive battles or meeting sales targets, history shows that oblique approaches are the most successful, especial If you want to

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go in one direction, the best route may involve going in another.

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Leading economist John Kay applies his provocative universal theory to a variety of complex systems, including business and communities.

**John Kay - Obliquity:
Why our goals are
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indirectly**

Obliquity: Why our goals are best achieved indirectly is a book by economist John Kay. It was

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inspired by an observation of the successful pharmaceutical researcher, Sir James Black : [2] I used to tell my colleagues that if they wanted to make money, there were many easier ways to do it than drug research.

Obliquity (book) - Wikipedia

Obliquity is the principle that complex

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goals are best achieved indirectly. This book explains why the happiest people aren't necessarily those who focus on happiness, and how the most successful cities aren't planned (look at Paris versus Brasilia).

Obliquity - Why our goals are best achieved indirectly

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Leaders want direct

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action - raise profits, or enter new markets - that are often lead to failure for the simple reason that they are too direct. In place of directly pursuing goals, Kay recommends leaders choose to obliquity. Obliquity describes the process of achieving complex objectives indirectly.

Obliquity: Why our goals are best achieved indirectly

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Obliquity is the idea that complex goals are often best pursued indirectly. In general, oblique approaches recognise that complex objectives tend to be imprecisely defined. These objectives contain...

Think oblique: How our goals are best reached indirectly ...

Strange as it may seem, overcoming

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geographic obstacles, winning decisive battles or meeting global business targets are the type of goals often best achieved when pursued indirectly. This is the idea of Obliquity. Oblique approaches are most effective in difficult terrain, or where outcomes depend on interactions with other people.

Interesting Article:
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**Obliquity, the
Indirect Path to ...**

To fit the world into a single model or narrative fails to acknowledge the universality of uncertainty and complexity. Goals are often vague, interactions unpredictable, complexity extensive, problem descriptions incomplete, the environment uncertain. That is why obliquity

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comes into play.

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John Kay Profile

£10.99, 106 pages FT
Bookshop price: £7.99.

The economist John
Kay is one of the most
eloquent and lucid
prose stylists ...

Obliquity | Financial

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We can learn how to achieve our objectives only through a gradual process of risk taking and discovery-what Kay calls obliquity. The author traces this seemingly counterintuitive path to success as it manifests itself in nearly every aspect of life, including business, politics, sports, and more.

Obliquity: Why Our
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by ...

John Kay is a leading economist and Visiting Professor of Economics at the London School of Economics, a Fellow of St John's College, Oxford. He is a Fellow

...

**TEDxWarwick - John
Kay - Obliquity: How
Complex Goals Are**

...

Like. "Art," said

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Picasso, “is a lie that makes us realize the truth.”. — John Kay, Obliquity: Why Our Goals Are Best Achieved Indirectly. 0 likes. Like. “Success depends on the flair, skills and initiative of people who cannot be effectively supervised.”.

**Obliquity Quotes by
John Kay -
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And our unpredictable
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interactions with other people and the world at large mean that the path to our goals-and sometimes the goals themselves-will inevitably change. We can learn about our objectives and how to achieve them only through a gradual process of risk taking and discovery-what Kay calls obliquity.

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