



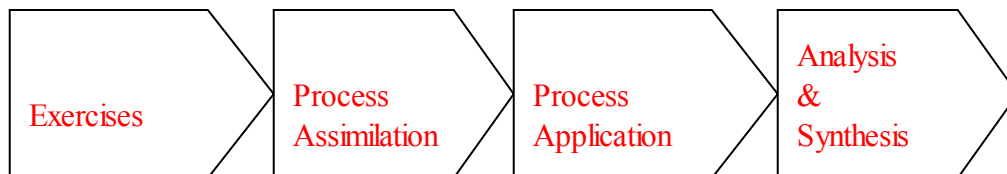
Workshop Proposal: Systems thinking

1. Objectives:

- 1.1 To enable the participants to distinguish between systems thinking and traditional analysis.
- 1.2 To analyze complex problems using systems thinking tools such as ,”problem mapping”.
- 1.3 To apply systems thinking for organizational problem solving.
- 1.4 To identify,assimilate and apply the system oriented skills needed for successful organizational problem solving.
- 1.5 To apply the systemic problem solving process to key organizational problems.
- 1.6 To assimilate the applications of systemic problem solving.
- 1.7 To formulate an action plan for applying,” Systemic problem solving”.



2. Workshop Process:



3. Workshop Format:

- 3.1 Unfreezing exercises.
- 3.2 Briefing of Workshop objectives.
- 3.3 Briefing of workshop process.
- 3.4 Expectations mapping.
- 3.5 Systems thinking:
 - Difference between systems thinking and traditional analysis.
 - Need for systems thinking.
 - Problems in equilibrium.
 - Finding solutions that work as well as last.
- 3.6 Mapping system dynamics:
 - Identifying problem elements.
 - Mapping inter-dependency among problem elements.
 - Mapping the dynamic interaction among problem elements.
 - Mapping the dynamic forces underlying complex problems.



3.7 Application exercise:

- Identifying an organizational problem.
- Mapping the dynamic interplay of forces underlying the problem.
- Seeing the problem as a whole along with the underlying interplay of forces.

3.8 Event analysis:

- Mapping the reinforcing and retarding cycles that underlie events.
- Blocking the retarding cycle for enabling growth.

3.9 System archetypes:

- Archetype 1: Limits to growth.
 - Removing the factors limiting growth.
- Archetype 2: Shifting the burden.
 - Addressing symptoms than the underlying systemic causes.

3.10 Formulating systemic solutions:

- Identifying attack points in the system map for finding long term and lasting solutions.
- Creative decision making at attack points for formulating a comprehensive solution.

3.11 Applications of systems thinking:

- Organizational diagnosis.
- Problem diagnosis
- Organizational behavior.
- Success and Failure analysis.
- Interventions for enhancing organizational effectiveness.

3.12 Creative decision making:

- Creative decision making process.
- Applying creative decision making for blocking the retarding the cycle underlying complex problems.

3.13 Competencies for creative decision making:

- Divergent thinking.
- Convergent thinking.

3.14 Self-analysis and introspection:

- Psychometric testing for determining preferred decision making style.
- Impact analysis of decision making style.