

“Systems thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing patterns of change rather than static “snapshots””.



15 CPD Points in Progress...

Systems Thinking in Organisational Change Management Master Class - 2019

27th – 28th of June 2019, Venue: Radisson Blue Sea Point Cape town



What is Systems Thinking?

Systems thinking is an approach that focuses on a set of elements and studies how they interact to produce behaviour. Systems thinking approach takes into account the bigger picture, instead of isolating a single component.

Systems Thinking is a philosophy that looks at the world in terms of diverse systems. The entire world can be seen as one big system which encompasses countless smaller systems.

Systems Thinking identifies the elements of a system as feedback cycles and delays.

Systems Thinking in Organisational Change Management

“It is a set of general principles — distilled over the course of the twentieth century, spanning fields as diverse as the physical and social sciences, engineering, and management...”

COURSE OUTLINE - DAY 1:

SESSION 1:

Defining systems thinking and how current thinking has created current problems.

- Getting to grips with the concept.
- Soft and hard systems.
- The limitations of traditional linear, analytical thinking.
- The world of the machine is over – welcome to the world of living systems.

SESSION 2:

Designing the future and system integration with clients.

- Creating the map of our “ideal world”.
- Scenarios for an ideal world.
- System evolution and sustainability.
- Order versus control.
- Key system drivers.
- Modes of dependency and Merging needs and services.

SESSION 3:

Understanding the complex organizational system.

- Building open, dynamic organizations and Our own organization as systems.
- The client as systems and Emergence and self-organisation.

SESSION 4:

What does it take to be a change agent in these complex environments?

- A change agent is a member of an organization that initiates, furthers, sponsors, promotes, or helps to enable an organization to change.
- *“The requirement is to account for the next gesture or action, quite apart from the consequences because they cannot be known when they depend as much on what others do as on what one does oneself. Quality actions are not actions with known consequences where one takes responsibility for the consequences, irrespective of the actions. Quality actions are actions that both those carrying them out and those affected by them can accept as ethical and moral in themselves and such acceptance implies a process of negotiation.”*

SESSION 5:

Becoming a strategic thinker and the value of big picture thinking.

- A leap into the systems age of the 21st Century.
- The science of systems thinking and its four fundamental concepts.
- The helicopter analogy and how it impacts on your life .
- The whole is greater than the sum of the parts .
- Connecting the dots – creating new relationships.

SESSION 6:

Leaders and managers.

- In 1995 a leading thinker in the area of organizational change, John Kotter, reported that of the almost 100 companies that he observed going through a change process, few could report success, and many failed outright (Kotter, 2011). In fact, many companies ended up (stuck) with a transitional state that did not really help the next attempt at changing the situation. One of the issues that were highlighted was that there is a clear difference between a leader and a manager in terms of capability and that during a change process there is a need for a proper balance of leading and managing.

COURSE OUTLINE - DAY 2:

SESSION 7:

Process models with a prescriptive character.

- Highlighting the major elements of organizational change and to develop a model that could be used to design and implement change processes. The model has five major elements:
- Use pilot project to show how the change introduces better outcomes.
- Use ‘group dynamics laboratories’ and special training for senior staff to change attitudes.
- Use facilitated social consultancy to address hostility and to get broad feedback, and induce anxiety to drive behavioral change in the organization if need be .
- Employ ‘participative methods’ that use sub-goals to ensure that the whole organization is on track and synchronized. This is achieved through group work sessions where groups help develop the required change elements.
- Replace key people to ensure that rigid traditional values, that may oppose the change, are removed.

SESSION 8:

Process models with an adaptive character.

- Addiction that people have to the status quo.
- Limited resources and the extra burden change may put on already burdened people, leading to demotivation.
- People with vested interest that may be actively working against the change initiative.
- Moment in time where several aspects or events come together to change the course of a process or history in an irreversible way .

SESSION 9:

Decision making approaches.

- It is good to have a framework to understand how the different problems we face should be approached, especially if we want to manage the change process details. Advances in modern science and cognition (**under the label of complexity**) are making a good contribution to helping leaders face the problems and messes of the modern organisation.

SESSION 10:

An immersion in strategic & systems thinking.

- ABCs of strategic and systems thinking and their practical tools for daily usage.
- Day-to-day and year-to-year best practices of a system for managing your organization strategically.
- Strategic leadership core competencies needed to deliver customer value.

SESSION 11:

Finding a more realistic approach.

- It should be clear that talking and making sense of the world are important parts of the change process. This is a result of the fact that this element is not manageable, it is difficult to control, but at the same time, paradoxically, it is the one part that can make a change initiative succeed. By doing less formal process, and by being more involved in the day-to-day discussions, the events that play out during a day as people make sense of their environment, within the close ties of trusted relationships, and by using the language of the culture and the inherent symbols, the process of change may be shaped.

Systems Thinking in Organisational Change Management

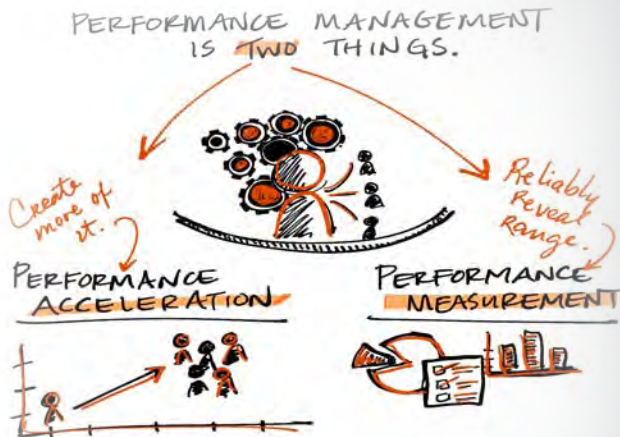
"It is a set of general principles — distilled over the course of the twentieth century, spanning fields as diverse as the physical and social sciences, engineering, and management..."

SESSION 12:

Into the future - Ensuring good intentions last.

- A personal action plan for growth as a manager: What you can do to get things going in practise.
- Self-assessment and feedback .
- Building confidence and security in others to perform better.
- programme review and next steps.

End of the Master class.



Some of the outcomes that we'll develop will include:

- How to ensure people are put first.
- Using modern business frameworks.
- Understanding change models from the past and from the cutting edge: what worked and what failed.
- Dealing with the complex systemic nature of modern business.
- Making decisions and developing clusters of informal decision makers.
- Getting to grips with innovation and disruption.
- Telling the story of change with belief and conviction.

COURSE SCHEDULE (2 - Day):

All timing are approximate due to the interactive nature of course.

08:00 - 08:30	Registration and early morning tea.
08:30 - 09:00	Facilitator's opening remarks and morning session.
09:00 - 10:00	First Morning Session starts.
10:00 - 10:15	Tea Break.
10:15 - 13:00	Second Morning Session.
13:00 - 14:00	Networking Luncheon.
14:00 - 15:00	Afternoon Session.
15:00 - 15:15	Mid Afternoon Break.
15:15 - 16:00	Afternoon Session.
16:00 - 16:30	Questions and closing remarks.
16:30	End of training.

ABOUT THE FACILITATOR:



**Founder and CEO:
(DR. Colin Steyn).**

Centre for Integral Innovation and Development Colin has been facilitating and consulting in the domains of leadership, Strategy, Education, Scenario Planning and Innovation for the past 20 years and is also CEO and enabler for the Centre for Integral Innovation and Development.

Colin is completing an extended 3rd doctoral study, which explores global worldviews on Integral Leadership thinking and practice toward a collaborative Ecology. He is particularly interested in sharing new leadership and management lenses with corporate, Ngo's and students, thereby introducing innovative thinking from a Southern perspective of "community being and becoming" within a new mindset. This new mindset appreciates the importance of de-construction of current Leadership towards practise and thinking to thereby reconstruct strategic leadership and management realities to foster a new vision of harmony and prosperity to drive collective, integral solutions in a world dealing with unprecedented change.

He believes that in today's economy and business climate organisations should shed their out-dated strategies and thinking- of working in silos and embrace the cross pollination of talent pools with diverse human assets within the company to co-create valuable, innovative and sustainable growth to propel a collaborative networked economy.



ATTENDANCE CONFIRMATION FORM

SYSTEMS THINKING IN ORGANISATIONAL CHANGE MANAGEMENT

27th – 28th of June 2019, Venue: Radisson Blue Sea Point Cape town

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FEE per Delegate: R9, 999.00