



appreciate the importance of having multiple perspectives if a system is to more fully understand.

9:10 a.m.

**Systems Thinking Habits** [50 minutes]

Results: You will be able to (a) identify examples of applying systems thinking habits in your work and personal life and (b) recognize system thinking habits being used by leaders you admire.

10:00 a.m.

**BREAK**

10:15 a.m.  
minutes]

**Mental Models – The Ladder of Inference Tool** [60

Results: You will (a) understand the contribution made by the ladder of inference and how to use it; (b) recognize the importance of suspending judgment and bringing multiple perspectives to bear so a system issue is more fully understood; and (c) be able to apply the ladder of inference to your job embedded project and agency work.

11:15 a.m.

**Mental Models – The Iceberg Model** [30 minutes]

Results: You will understand (a) the limitations of assessing a situation at the 'event level'; (b) the relationship between delving deeper into a particular system and being able to identify high leverage action(s)

11:45 a.m.

**LUNCH**

12:30 p.m.

**Mental Models – Using the Iceberg Model to Identify Patterns & Trends** [45 minutes]

Results: You will know how to use behavior-over-time graphs to identify patterns and trends and be able to translate the graph into a narrative that includes sequence, causality, and prediction.

1:15 p.m.

**Systems Structures Generate System Behavior**

Results: You will be able to (a) differentiate quick fixes from systemic solutions; (b) understand why quick fixes are sometimes preferred over systemic solutions; (c) recognize and apply causal loop archetypes.

2:00 p.m.

**BREAK**

2:15 p.m.

**Systems Structures Generate System Behavior,  
Continued [60 minutes]**

Results: You will (a) be able to explain circular causality and use causal loops to represent important interdependencies related to your job-embedded projects; (b) be able to use causal loop diagrams to explain the dynamics in a variety of systems; (c) recognize that feedback loops help identify leverage actions; be able to identify important gaps in your job embedded and be able to represent your efforts using feedback loops, and (d) be able to identify creative tension in your work settings and highlight ways to manage tension so it can be productive.

3:15 p.m.

**Reviewing What's Been Learned: Pulling Together  
Systems Thinking Habits [30 minutes]**

3:45 p.m.

**Fellow Meetings with Coaches [45 minutes]**

4:30 p.m.

**Looking Toward & Check-Out**

Lori & Jana  
All

5:00 p.m.

**Adjournment**



**Tracy Benson** is a leader of the Waters Foundation Systems Thinking in Schools Project, serving as President of the Systems Thinking Group. Her 30+ years of experience in preK-20 education include teaching at all educational levels, school administration, professional development, and research. As a leader in the fields of systems thinking and organizational learning, she has presented Systems Thinking in Schools work and research findings extensively to national and international education and business audiences that span the globe across the U.S., China, Singapore, the Philippines, India, the Netherlands, Brazil, Argentina and Mexico. Tracy is known for her hands-on approach to teaching and shares the value of systems thinking through participatory and engaging professional development sessions.