Seeks to understand the "big picture"

Iceberg

Seeing What's Below the Surface

Learning

Events

Leverage

Patterns of Behavior

What has influenced the patterns?
(e.g. policies, laws, physical structures)
What are the relationships among the parts?

STOCK

Structure of the System

Action
Belief
Perception

Mental Models

Waters Center For Systems Thinking

Goal: As a team working together, your goal is to lower the pole to the floor.

Rules:
You can only support the pole with the top of one finger per person.

You absolutely must not lose contact with the pole at anytime.

If you lose contact with the pole, raise your free hand and your group must start over.

How does structure influence the behavior of a system?

What happened during this exercise?

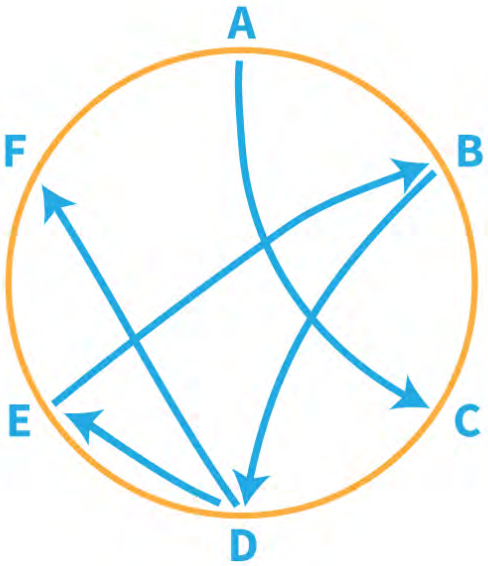
What contributed to your team's success?

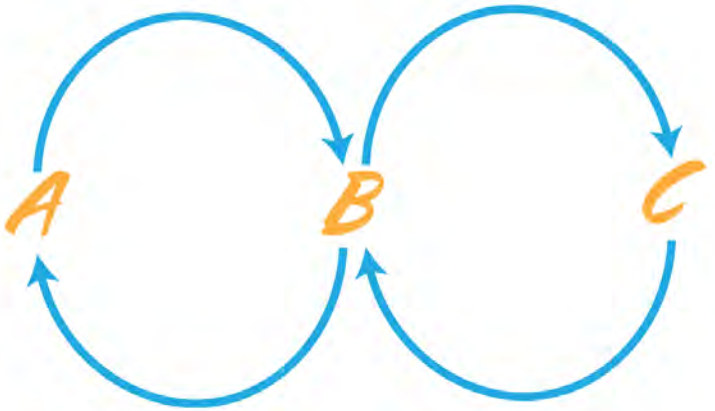
What got in your way?

Where have you seen examples of this sort of system behavior in your own workplace?

What were some of the structures of this system that produced the behaviors you experienced?

Systems Thinking Tools that help you map **Structure**

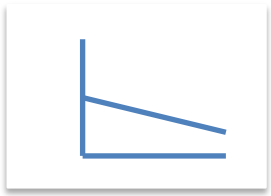


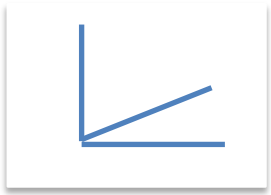


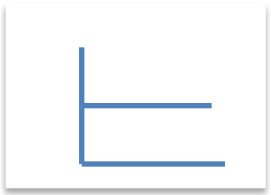
Sample BOTG variables from February session

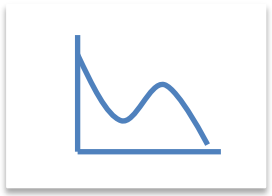
- **Trust**
- Amount of Stress/Workload*
- Feedback * *
- **Collaboration** *
- Understanding how actions impact all levels
- Amount of learning
- Quality of connection* *
- Ability to contribute
- Retention of administrators
- **Multi-level collaboration**
- Willingness to change & adjust *
- Amount of prep/training
- **Trust among leadership**
- # of urgent tasks
- Level of communication (dist/btwn sites) *
- Level of autonomy
- Amount of conflict
- Time commitments
- Urgency of admin team tasks
- **Level of help when sought**
- Level of commitment to common goals *
- Most of our work as a team
- **K-12/CS admin workload**
- **Site admin workload**
- # of priorities
- **Level of support**
- **Workload - projects**

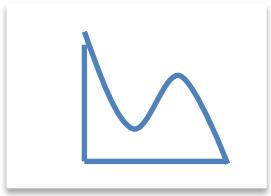
Arrange your BOTGs in a circle



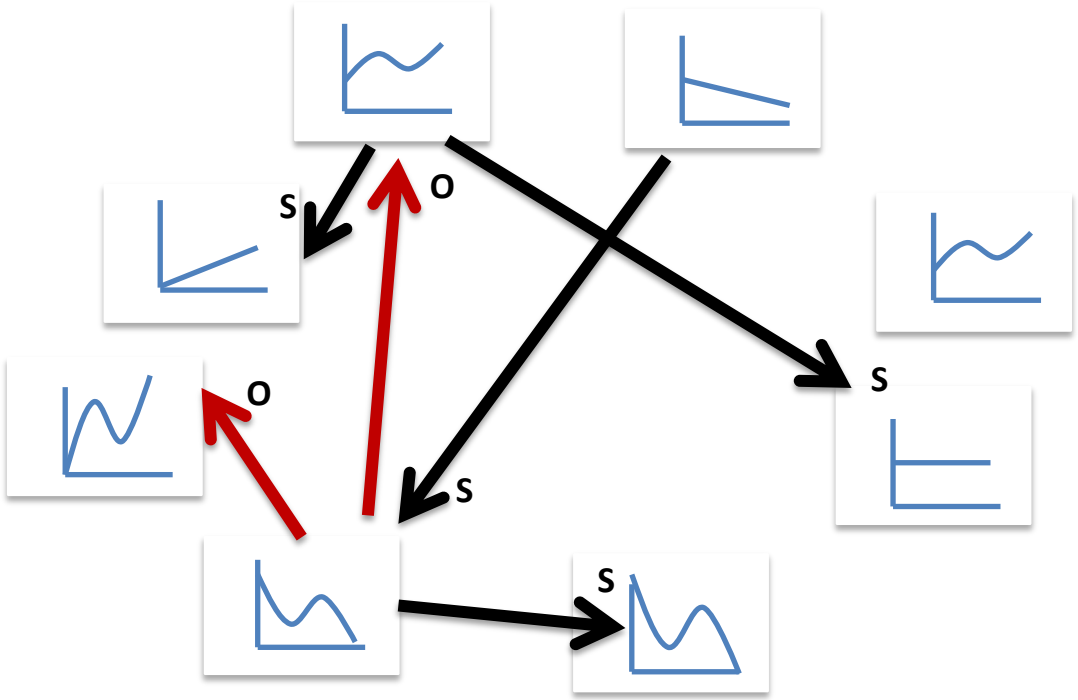






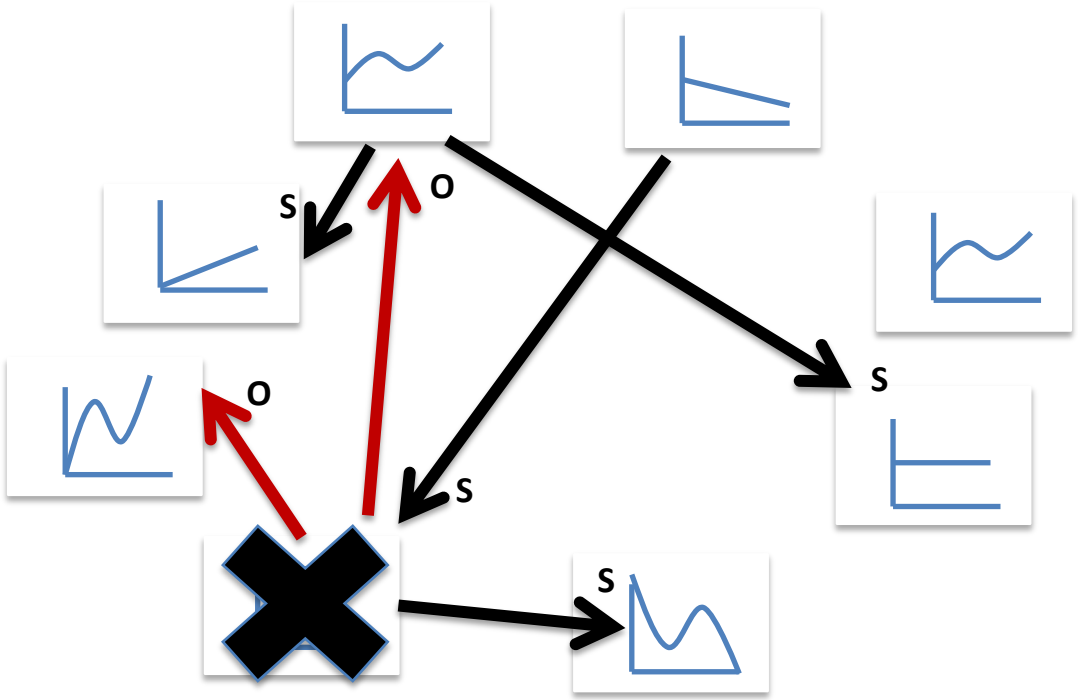


Use the arrows to connect pairs of BOTGs that have cause and effect relationships:
When one element causes a change in another element



S = Same
O = Opposite
Or
+ = Additive relationship
- = Inverse relationship

Eliminate the bottom left hand element.
"What impact does elimination or significant change in one element have on the rest of the system?"



S = Same
O = Opposite
Or
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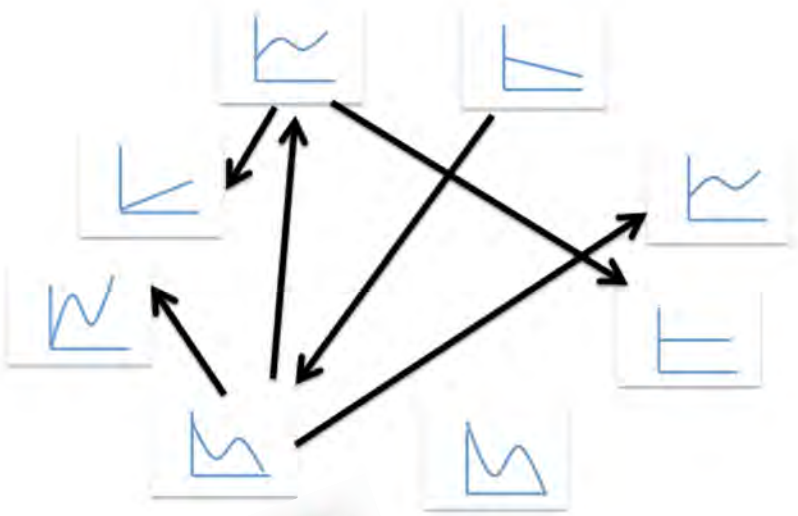
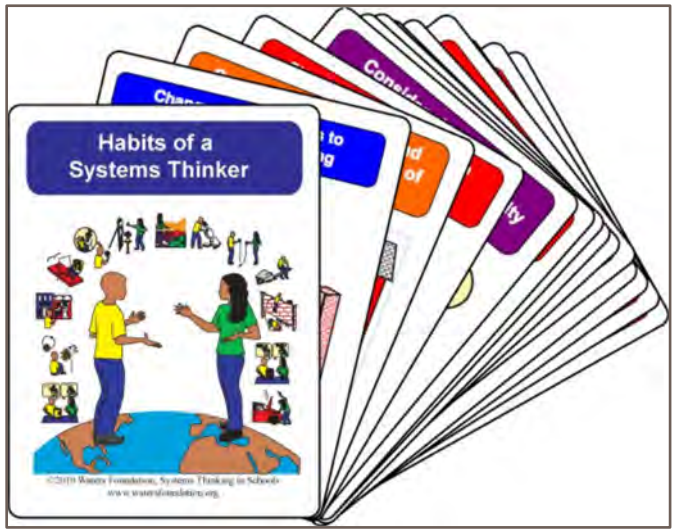
When you are finished, share your connection circle with another group. In your connection circle, which elements seem to have the most arrow tails and thus could be considered leverage areas?



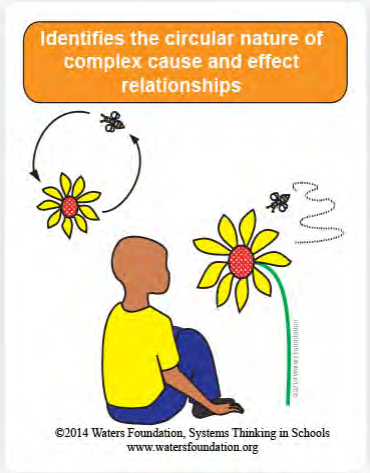
Which habits did we practice today?



Systems think

What insights did you gain from your system map? Which changing element could serve as a leverage focus?

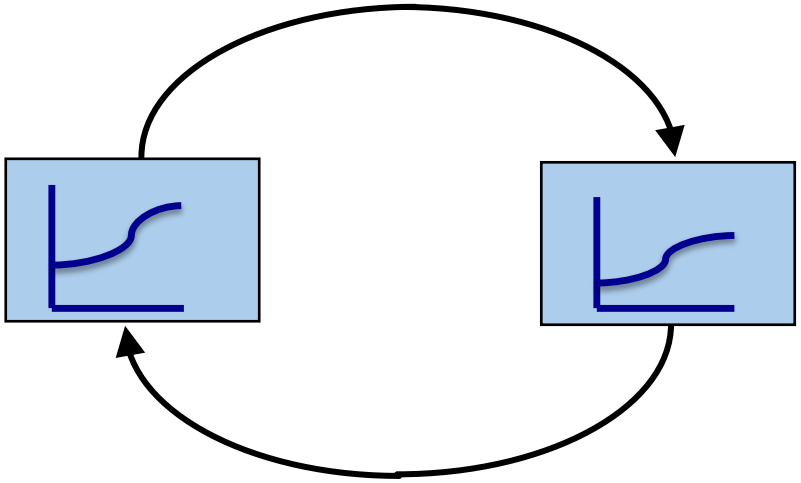
Causal Loop Diagrams (CLDs)
aka Feedback Loops



Can you find a loop in your connection circle map?
If so, draw it on a blank piece of paper and be ready to share.

Feedback: As different parts of a system affect each other, causes become effects which in turn become causes.

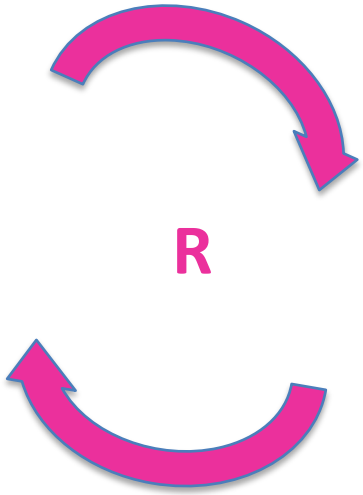
Tool Terminology:
Causal Loop Diagram (CLD)
Feedback Loops



Feedback: As different parts of a system affect each other, causes become effects which in turn become causes.

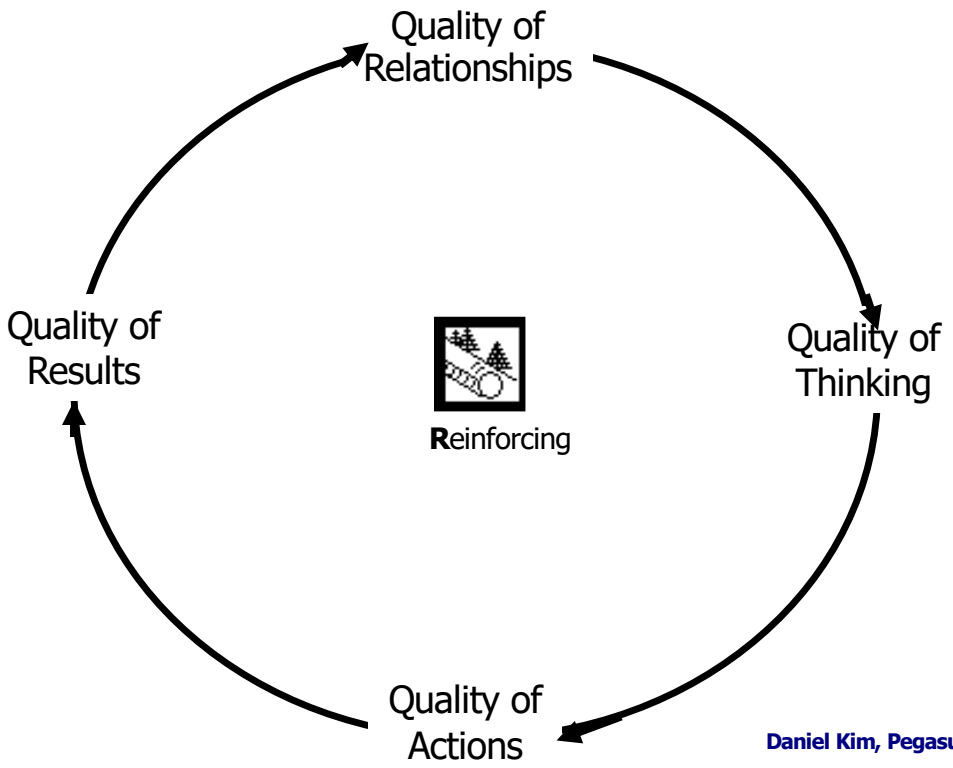
There are 2 types of feedback loops:
Reinforcing Loops and Balancing Loops.

Very early reinforcing feedback



Reinforcing Feedback Loop

Core Theory of Success



Daniel Kim, Pegasus Communications

Applying the Core Theory of Success to the launch of a new initiative