
COURSE DESCRIPTION

CHV090 – Systems Thinking – Understanding and managing complex interrelations

Course goal

The prerequisites for successful entrepreneurial acting have changed significantly over the last few years. Globalization and the economic dynamics led to a consequent customer orientation, an acceleration of business processes and an increased flexibility. Therefore, it is increasingly important to be capable of handling complexity and the associated dynamics.

This course provides the methodology to systematically capture complex challenges, analyze them and derive appropriate target-oriented measures.

Main learning objectives

Upon completion of the course, participants will be able to

- present complex challenges visually and transparently
- provide themselves and their team a common understanding for the causes and solutions of complex challenges
- identify the difference between steerable and non-steerable factors
- derive target-oriented measures based on the cause-effect-diagram (success motor)
- apply the learnings successfully for continuous process improvements (CPI).

Participant profile

Employees from all business processes of a company, who are confronted with complex questions in their daily work and would like to approach tasks and projects in a more target-oriented way.

This course is addressed to individuals or teams (2-3 members).

Prerequisites

Function according to “Participants” and the willingness to participate actively during the whole course.

Participants should bring a complex issue or challenge to the course.

Topics

Part 1:

- Classification of simple, complicated and complex systems
- Most important misconceptions in handling complex challenges
- Determination of stakeholders
- Identification of stakeholder needs and objectives
- Determination of influencing factors
- Developing cause-effect-diagram (success motor)
- Analysis of relationships within the success motor
- Identification of steerable factors and derive measures to achieve the objectives
- Relation of cause-effect-diagram and management system such as Balanced Scorecard (BSC), Intellectual Capital Statement, target-oriented leadership, etc.
- Developing an implementation plan for the elaboration of own cases (self-study)

Part 2 – Follow-up:

- Presentation and discussion of individually elaborated practical cases

Course type

This is a face-to-face class room training with min. 7 and max. 12 participants.

Learning methods and tools

Expert inputs, practice-oriented exercises, work on participant cases, intensive group works and plenum discussions, action plan and preparation of implementation.

Laptop or tablet is required to have access to the e-documentation. Please bring your own device.

Duration

2 + 1 days