

Systems Thinking Approach to Effective Leadership

What is Systems Thinking?

Systems Thinking is not a new concept. It has been around for decades. Lately our business life has outgrown itself and evolved from complicated situations to complex systems. Decisions are taken on a whim rather than rational and systemic approach.

The boundary of our life expanded to include events and entities we never thought would affect our business or life. This course is an eye opener that aims at raising awareness of the limitation and potential dangers of linear thinking and expand our view to include the “whole” instead of just fixing the parts. Systems thinking is considered a fundamental 21st century skill for managers, professionals and individuals. It enables them to deal with effective reality and dismiss emotional or personal fog that hinders proper decision making.

Who Should Attend

Systems thinking is becoming a mandatory skill for 21st century individuals. Because of the nature of problem solving in complex situations, this course will massively benefit senior leaders, executives, and managers aiming to change the method of working within their teams, HR and operational department heads will also appreciate and use systems thinking.

Learning approach:

This is a highly interactive workshop. As with most course, Kolb learning approach is practiced with emphasis on reflective observation and active experimentation. There will be group assignments and discussions where concepts and tools are practiced. There will be group games and case studies as well to strengthen the understanding and make the learning experience memorable

Learning Outcomes

After completing this course, you will be able to

- Understand the different types of thinking and the difference between them
- Explain the subtle differences between rational & emotional, messy versus difficult situation.
- Explain the notion of “systems of interest”, and how to define and describe them within complex situations
- Use system modelling techniques to identify balancing versus enforcing loops and the effect of time on subsystems
- Be able to rally stakeholders in your organization to appreciate addressing the whole rather than parts
- Relate key ideas, techniques and approaches in systems thinking to professional practice when working with complex situations

Module 1: introduction to leadership & organizational thinking

- Introduction to management and leadership
- Leadership levels (self-evaluation)
- What is required to move up the leadership ladder
- Evolution of organizational thinking
- Differentiation between linear, critical, design, and systems thinking
- Why and when to use systems thinking

Module 2: systems thinking key concepts

- Logical, causal, reductionist, and holistic approaches
- Distinction between world view and multiple perspective
- Hard and soft complexity
- Distinctions between rational and emotional reactions to situations
- Exercises module 2

Module 3: the language of systems

- Definition of a system
- The language of systems; subsystems, boundaries, environment
- Systems of interest
- Exercises module 3

Module 4: systems thinkers' tools (Iceberg)

- Iceberg
 - a. Events
 - b. Behavior
 - c. Structure
 - d. Mental model
- Exercises module 4

Module 5: systems thinkers' tools (Causal Loops)

- Causal loops
 - a. Systems behaviors (exponential growth, goal seeking, s-shaped, oscillation)
 - b. Re-enforcing and balancing loops
- Exercises module 5

Module 6: Systems thinkers' tools (Archetypes)

- Systems archetypes
 - a. Drifting goals
 - b. Escalation
 - c. Fixes that fail
 - d. Growth and under investment
 - e. Limit to success
 - f. Shifting the burden
 - g. Success to the successful
 - h. Tragedy of commons
- Exercises module 6

Wrap-up and key take aways

- By the end of this workshop, you should have acquired the following skills:
 1. How to handle business and life issues by identifying “systems” within the issues
 2. Be able to rally stakeholders in your organization to appreciate addressing the whole rather than parts
 3. Understand causal loops and system behavior over time, and how to use them to understand systems dynamics
 4. Use system modelling techniques to identify balancing versus enforcing loops and the effect of time on subsystems
 5. Learn recurring systems archetypes and how to spot them in system environment

Ashraf Osman is a highly experienced executive whose career spans 30 years of working for international corporations in multiple geographies. His knowledge & experience cover technical, managerial and senior executive space in cross cultural environments in Canada, Middle East and Asia.

As a *business effectiveness* consultant he delivered numerous consulting engagements to organizations addressing sales function challenges (workforce hiring, enablement, go to market model, territory design, target setting, performance management, etc.)

Has founded own sales effectiveness consulting practice. The mission of which is summed up in the following statement:

“Inspire business leaders to implement scientific methods and international best practices in their sales operations to achieve and exceed sustainable business growth.”



His vision for sales transformation services is to :

- Be in the middle of the sales industry, improving the relations between vendors, partners, and consumers by improving sales effectiveness process.
- Anticipate changes in local markets and help customers prepare for them
- Be the ever-fresh pair of eyes that customers consult with to grow their revenue and profits

He is a fully bilingual person (A/E) with lots of professional and human traits that are appreciated by the participants of his training courses; many of them maintained a fruitful relationship with him as a business coach and mentor.

Positions held:

- Board member, Egyptian National Post Office (WAVZ)
- Founder, sales transformation services www.STS-KEMET.com
- Practice head, Leoron Professional Development Institute
- Regional manager, Middle East Quota® Sales Performance System.
- Founder, SMCI
- Executive Director, Business Systems Management at regional System integrator
- Country Sales Manager, Government Sector IBM Saudi Arabia (SBM)
- Founder & Partner, Evergreen Indonesia furniture (Indonesia)
- Founder & Partner, Evergreen Construction Company (Egypt)
- Held many positions in IBM during early career

Academic Achievements & Professional Certification

- BSc Computer Science & Automatic Control, 1977. Alexandria University, Faculty of Engineering
- Certified coach, Quota® sales performance system
- CPLP certified
- Member of IAF (International Association of Facilitators)
- Member of ATD (Association of Talent Development)

PERSONAL INFORMATION

Date of Birth: 15 August 1954
Nationality: Egyptian/Canadian
Interests: Golf, Badminton, and hiking; personal achievements include climbing Mount Kilimanjaro to celebrate 50th birthday

Sample publications

- YouTube channel contains 50+ clips covering all aspects of sales effectiveness practices that are built following 6M methodology
<https://www.youtube.com/channel/UC3Sy71rMyLlj1ZU67EcclQ/videos>
- LinkedIn page contains 100+ articles about different aspects of business effectiveness
<https://www.linkedin.com/in/ashraf-o-8995a031/>
- Website contains numerous articles in Arabic addressing major challenges facing sales departments <https://www.sts-kemet.com/video-clips-copy>
- Books (Business Effectiveness Series for Arab Commercial Establishments):
 - Business writing for Arabic speakers **الكتابة العملية باللغة الإنجليزية**
 - Dealing with difficult sales situations **التعامل مع أصعب مواقف البيع**
 - Building your Unique Selling Point **بناء الميزة البيعية الفريدة**
 - Organizational Trust **الثقة المؤسسية**

Partial list of training sessions

1. EMAAR (Jeddah)
2. FOSROC building solutions (Dubai)
3. FOSROC (Jeddah)
4. FOSROC (Khobar)
5. Qatar Datamation System (Doha)
6. Al Rabie (Riyadh)
7. NADEC (Riyadh, multiple sessions)
8. SALEC (Cairo)
9. NAQEL (Riyadh, multiple sessions)
10. ASTRA food company (Dubai)
11. Al Inma bank (Dubai)
12. RAYA holding
13. RAYA IT
14. INTERCOM
15. ORACLE (Riyadh)
16. IBM partners (Cairo, Riyadh)
17. Umniya Telco (Amman)
18. PEPSICO (Riyadh)
19. ITS (Integrated Technology Solutions, Dubai and Cairo)
20. SABBOUR consulting (Cairo)
21. Innovative Formula Asia (Malaysia)
22. Jepara Furniture Producers Association (Indonesia)
23. Jakarta Consulting Group (Indonesia)
24. National Water Company (Jeddah)
25. Road & Transport Authority (Dubai)
26. General Organization of Social Insurance (multiple sessions across Saudi Arabia)
27. Al Salam Aircrafts (Riyadh)
28. Bank Al Jazira (Jeddah)
29. INTIGRAL content solutions (subsidiary of STC, Riyadh)
30. AL Khorayef Industries (Riyadh multiple sessions)
31. Tatweer Holding (Riyadh)
32. T4edu (Tatweer company, Riyadh multiple sessions)
33. Johnson Controls
34. RAYA corporate (Egypt, multiple sessions)
35. Intercom (Egypt, multiple sessions)
36. RAYA call center (Egypt)
37. Egyptian National Post Office
38. Other references that we have no authorization to list their names