

SYLLABUS

SYSTEMS THINKING ADVISOR CERTIFICATION

Lesson 1

- 1.0: Class Objectives and overview
- 1.1: Systems Thinking Overview
- 1.2: General System Theory
 - Elements of a System
 - Systems Come in Many Flavors
 - Sub-Systems
- 1.3: Linear vs Systems Thinking
- 1.4: Degree of Independence
- 1.5: Discussion of Systems
- 1.6: Organization as a Living System
- 1.7: Deming's System of Profound Knowledge
- 1.8: Statistical and Systems Thinking
- 1.9: Operations Excellence
 - 1.10: The Five Activities
 - Purpose
 - System
 - Measurement
 - Planning
 - Continual Improvement or Transformation

Lesson 2

- 2.0: Class Objectives

- 2.1: The Five Activities
- 2.2: Understanding Purpose Activity
- 2.3: Why Purpose is Needed
- 2.4: Mission and Vision Statements
 - Building
- 2.5: Core Values
- 2.6: Examples of Mission, Vision, and Value
- 2.7: Uses of Mission/Vision/Values
- 2.8: Constancy of Purpose
- 2.9: Organizational Alignment
 - How do we get alignment to the Mission/Vision?
- 2.10: The Balanced Scorecard (Tangible vs Intangible)
- 2.11: Customers and Stakeholders
 - Discussion
- 2.12: Environment, SWOT Analysis and Strategic Objectives
 - Conduct/ Validate SWOT Analysis

Lesson 3

- 3.0: Class Objectives
- 3.1: Understanding System Activity
- 3.2: What is Systems Thinking?
- 3.3: Organization Chart
- 3.4: Organization as a System
 - Linkage of Process
- 3.5: Driver, Mainstay, Support Processes
- 3.6: Corpus Optima vs Generic System of Work

3.7: SIPOC

3.8: SIPOCs Link to Other SIPOCs

3.9: Systems Thinking Tools

Lesson 4

4.0: Class Objectives

4.1: Understanding Measurement Activity

-Why Measure

4.2: Sup-Optimize by Focusing too Narrowly

4.3: Family of Measures (Systems Vital Signs)

4.4: Measurement Matters in All Areas

4.5: Identify Key Result Measures

4.6: Use SIPOC to Develop Measures

4.7: SMARTER Metrics

4.8: Systems Thinking Tools

Lesson 5

5.0: Class Objectives

5.1: Understanding Planning Activity

5.2: Leadership Discussion

5.3: Implementation Phases

5.4: Use Scorecard to Set Goals

5.5: Line of Sight

5.6: Implement Project Teams and Projects

5.7: Fully Committed Sponsorship

5.8: Strategic Objectives

5.9: The Leadership Challenge- The Big "Ys"

- 5.10: Review: Key Metrics
- 5.11: Performance Driver Examples
- 5.12: Target the Opportunities
 - Business Improvement Opportunities
 - Brainstorm Improvement Project Opportunities
 - Inventory Project Opportunities
- 5.13: Develop Project Assignments
- 5.14: Team Charter Elements
- 5.15: Discussion
- 5.16: Finalize Business Improvement Plan
- 5.17: Strategic Projects
- 5.18: Matching Teams, Projects, and Team Processes
- 5.19: Improvement Defined
- 5.20: Core Business Improvement Principle

Lesson 6

- 6.0: Class Objectives
- 6.1: Understanding Continuous Improvement or Transformation Activity
- 6.2: Improvement vs Transformation Defined
- 6.3: Juran Chronic Loss Theory
- 6.4 Fire Fighting vs Improvement
- 6.5: Examples from Your Industry
- 6.6: Methodologies
- 6.7: Difference Between Process and Product Improvement
- 6.8: Keys to a Successful Performance Improvement
- 6.9: Basic Model for Improvement
- 6.10: DMAIC Methodology

- 6.11: Elimination of the 7 Sources of Waste
- 6.12: Lean Tools and Terminology
- 6.13: Role of Sponsors
- 6.14: Elements of an Improvement Campaign
- 6.15: Role of Team Charters
- 6.16: Matching Teams, Projects, and Team Processes
- 6.17: What's the Output We Desire
- 6.18: Core Business Improvement Principle
- 6.19: Leadership Component of Skills Thinking
- 6.20: Integration
- 6.22: What Comes Next (Support for Practicum)
 - Fieldwork
 - Implementation within Your Organization
 - Coaching calls and Slack Meetings
 - Community of Practice and Development