

Characteristics of a Systems Thinker

Sees the whole picture

Changes perspectives to see new leverage points in complex systems

Looks for interdependencies

Considers how mental models create our futures

Pays attention and gives voice to the long-term

“Goes wide” uses peripheral vision to see complex cause and effect relationships

Finds where unanticipated consequences emerge

A Vision of the Future

Dynamics of a Vision

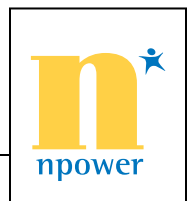
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- 2.
- 3.
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(From *Organizational Vision, Values and Mission* by Scott, Jaffe, and Tobe. Menlo Park, CA: Crisp Publications, Inc.)

“We do not describe the world we see.
We see the world as we can describe.”
Rene Descartes

Visioning Questions:

- If you could have your fraternity/sorority community any way you wanted, what would it look like?
- What would it feel like?
- What would the relationships be like?
- What types of behaviors would you see?
- What programs/activities would be implemented?



Force Field Analysis

Concept

Force field analysis is a management technique developed by Kurt Lewin, a pioneer in the field of social sciences, for diagnosing situations. It will be useful when looking at the variables involved in planning and implementing a change program and will undoubtedly be of use in team building projects, when attempting to overcome resistance to change.

Lewin assumes that in any situation there are both driving and restraining forces that influence any change that may occur.

Driving Forces

Driving forces are those forces affecting a situation that are pushing in a particular direction; they tend to initiate a change and keep it going. In terms of improving productivity in a work group, pressure from a supervisor, incentive earnings, and competition may be examples of driving forces.

Restraining Forces

Restraining forces are forces acting to restrain or decrease the driving forces. Apathy, hostility, and poor maintenance of equipment may be examples of restraining forces against increased production. Equilibrium is reached when the sum of the driving forces equals the sum of the restraining forces. In our example, equilibrium represents the present level of productivity, as shown below.



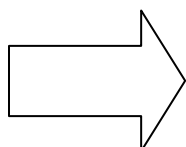
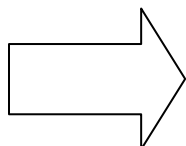
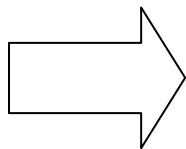
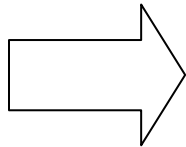
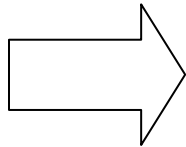
Force Field Analysis Worksheet

Directions:

1. List all of the enabling forces that will influence in the left arrows and the constraining forces that will influence in the right arrows. Forces could be attitudes, people, money, etc.
2. Assign a score to each force, from 1 (weak to 5 (strong)
3. Total the columns.

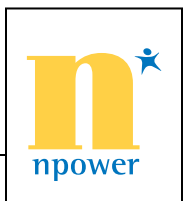
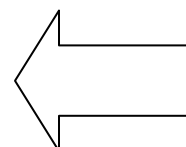
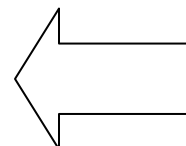
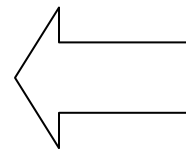
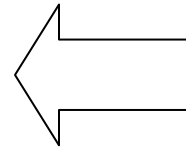
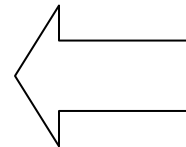
Stability or success is reached when the sum of the enabling forces equals or exceeds the sum of the constraining forces.

Enabling Forces



Change Initiative:

Constraining Forces





Edward deBono's Six Thinking Hats

Competing vs. Parallel Thinking

Competing:

Thinking about different aspects of the idea at the same time (much like brainstorming)

Parallel:

Thinking along the same lines at the same time

A Review of the Hats:

Yellow Hat: Seeks the positive of the idea. Asks thinkers to express why something will work and what benefits it will offer. *Why is this a good idea?*

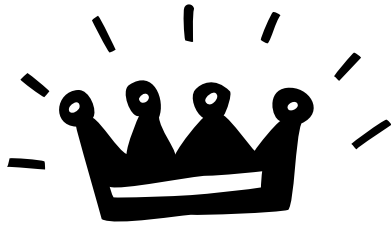
Black Hat: This is the hat of judgment and caution. Use it to point out why a suggestion does not fit the facts, previous experience, etc. The black hat must always be logical. *What would prevent this from working?*

Green Hat: This hat is used for creativity, alternatives, proposals, what is interesting, the introduction of provocative ideas, and changes. *What else do you suggest?*

White Hat: Covers facts, figures, information, asking questions, defining information needs and gaps. *What information do we have, or do we need to address this issue?*

Red Hat: Covers intuition, feelings, and emotions. The red hat should not include justification. This hat allows the thinker to express genuine emotion without feeling the need to support it. *How do people feel about his idea?*

Blue Hat: This hat is used to oversee the thinking process. Does not cover the subject itself, but rather the thinking process. *What have we accomplished? Where do we go from here? What else do we need to do?*



Six Thinking Hats Worksheet

Yellow Hat

Black Hat

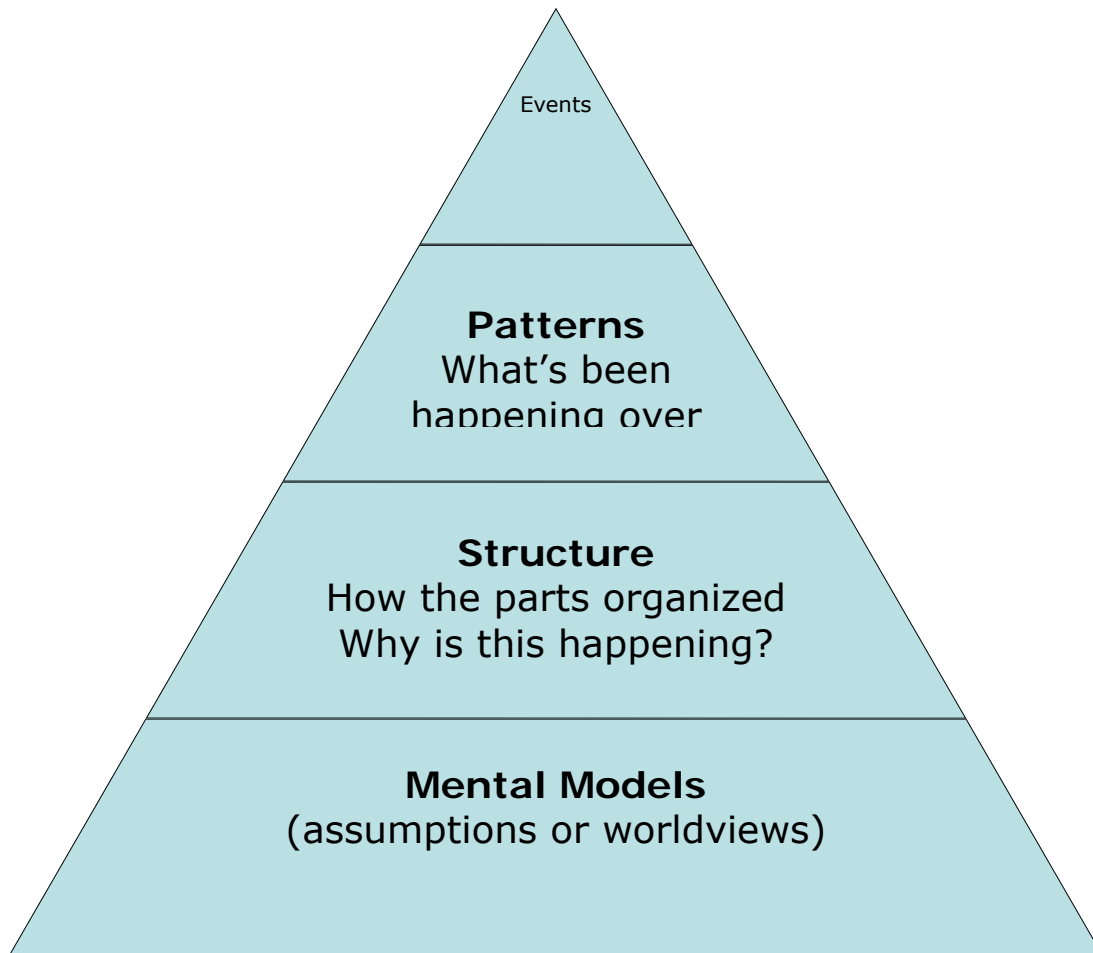
Green Hat

White Hat

Red Hat

Blue Hat

Our Mental Models: Seeing What's Below the Surface



Senge, et. al.



Npower's mission is to *empower leaders of today and tomorrow.*

We:

- Design innovative personal and professional development curriculum;
- Create personal growth experiences focusing on individual skill development;
- Create group activities focusing on team development;
- Design and facilitate strategic planning initiatives
- Evaluate and strengthen university fraternity communities; and
- Custom-design modules and programs that work best for you and your organization.

Karyn Nishimura (NEE-SHEE-MURR-AH) Sneath is an educator and consultant serving as the owner of **Npower**. Nishimura Sneath has spent the past ten years as an entrepreneur designing leadership development curricula and personal development initiatives as well as facilitating large and small group educational programs.

She has spent 20 years as an educator/consultant, association management senior staff member, and higher education administrator. As **Npower's** leader she guides a team of facilitators, strategists, consultants, and speakers to meet your team's needs.

She works with associations, universities, and fraternal organizations to create hands-on, interactive, values-centered leadership development programming which empowers individuals and strengthens and transforms their communities.

Over the past ten years she has custom designed and presented 489 training programs to meet the needs of various association and higher education constituencies. Nishimura Sneath has also designed and implemented long-term strategic planning initiatives with various institutions and associations. To date she has partnered with 123 associations and corporations, 75 inter/national fraternal, social, and professional organizations and conferences, and 91 colleges and universities.

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