



ATENEIO DE MANILA UNIVERSITY
GRADUATE SCHOOL OF BUSINESS
CENTER FOR CONTINUING EDUCATION



Leadership & Management **ONLINE PROGRAM**

MANAGING WORKPLACE COMPLEXITY THROUGH SYSTEMS THINKING

August 9-10, 2021 | via ZOOM



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ABOUT AGSB-CCE

The Ateneo Graduate School of Business - Center for Continuing Education (AGSB-CCE) was established to complement the existing Ateneo-BAP Institute of Banking, a consortium between the Ateneo de Manila University and the Bankers Association of the Philippines. It was initially known as the Basic Leadership Program (BLP) until the name was changed to Continuing Professional Education (CPE) and then finally, to Center for Continuing Education (CCE).

Under AGBS, CCE takes an active role in addressing specific industry concerns that require immediate, purposeful, and focused response. As an industry resource and partner, CCE offers continuing professional development programs that are workplace-based with immediate take-away value. Methodologies are based on business simulation, practical exercises and applications, case analyses, and focused discussions. Courses are designed, developed and delivered by industry practitioners who are noted experts in their respective fields. Together, AGBS and CCE support the Ateneo mission to promote excellence, integrity and service.



WHO SHOULD ATTEND?

Managers, Project Team Leaders and Supervisors, Business Owners, Public Sector and Non-Profit Leaders

OBJECTIVES

After attending this workshop, the participants should be able to:

- ➔ Recognize the behavior of recurring complex problems and the structure that governs these;
- ➔ Analyze problems by becoming conscious of one's mental models and identifying causal loops and common system problems;
- ➔ Develop high leverage sustainable solutions that go beyond addressing singular causes;
- ➔ Apply systems thinking tools to real workplace issues;
- ➔ Present solutions and insights; and
- ➔ Practice the 13 habits of systems thinkers.

MANAGING WORKPLACE COMPLEXITY THROUGH SYSTEMS THINKING

The work of leaders involves solving problems. Some problems have identifiable root causes. Some problems seem to be just a tangled mess of interrelated factors and stakeholders - the more you try to “solve” it, the worse it gets. Some problems persist despite various attempts to solve them.

Systems thinking enables leaders and their teams to see the interrelationships among elements of a complex system, the structures that enable complex problems to persist, and the mental models that the players of the system have that get in the way of solving these problems.

A leader who thinks systemically introduces change by changing the relationships among systemic elements and by changing the perceptions, beliefs, assumptions, and actions that stakeholders take on the system.

PROGRAM OUTLINE

- I. Revealing What’s Below the Surface**
 - A. Systems, Wicked Problems, and Systems Thinking
 - B. Complicated vs. Complex
 - C. The Iceberg Model of Systems Thinking
 - D. Habits of Systems Thinkers

- II. Revealing Connections among Elements of Complex Problems**
 - A. Connection Circles: Seeing relationships in your problem story
 - B. Leverage Points – Factors that move your problem forward

- III. Revealing and Changing Structures that Influence a System’s Behavior**
 - A. Causal Loops – When cause is effect and effect is also...a cause?
 - B. Common Causal Loops
 1. Fixes that Fail
 2. Shifting the Burden
 3. Growth and Underinvestment
 4. Success to the Successful
 5. Drifting Goals
 6. Tragedy of the Commons

- IV. Mental Models: Revealing and Changing the Mindsets behind Complex Problems: Yours and Your Stakeholders’**
 - A. The Ladder of Inference: You cannot solve a problem with the same thinking that caused it
 - B. Dialogue: How to talk about data, feelings, assumptions, and actions around your complex problem

RESOURCE PERSON



MS. CZARINA B. TEVES

Ms. Czarina B. Teves is an organization, leadership, and personal transformation consultant with almost 30 years' experience in the private and public sectors. She is a resource person on organizational change, systems thinking, coaching and mentoring at the CCE.

As an executive coach, she has partnered with young leaders, high potentials, and executives at the regional and national levels. She is a Certified Action Learning Coach (CALC) and has coached action learning teams for Energy Development Corp, Accenture, Department of Trade and Industry, Department of Health, and Department of Education, the Zuellig Family Foundation.

She is a Certified Master Facilitator for Team Psychological Safety (TPS) and has used this to develop team practices for executive, leadership, and work teams.

She has led project teams for USAID-Department of Health, for Department of Finance/Australian Aid – Department of Education, and the Development Academy of the Philippines, among others.

MANAGING WORKPLACE COMPLEXITY THROUGH SYSTEMS THINKING

PROGRAM DETAILS

August 9-10, 2021
(Monday-Tuesday)
9:00 am - 4:00 pm
via **ZOOM**

PROGRAM FEE

Php 11,000.00 (*Early Eagle Rate until July 26*)
Php 12,000.00 (*Regular Rate*)

**Schedules and prices may change without prior notice.*

INCLUSIONS

- Digital copies of the materials can be accessed through AteneoBlueCloud (Canvas LMS)
- Digital Certificate of Course Completion

REGISTER NOW!

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SCAN CODE
TO REGISTER



Experience
EXCELLENCE