



UNIVERSITY OF SAN FRANCISCO
CHANGE THE WORLD FROM HERE

Essential Systems Thinking Leadership Skills to Achieve Global Health

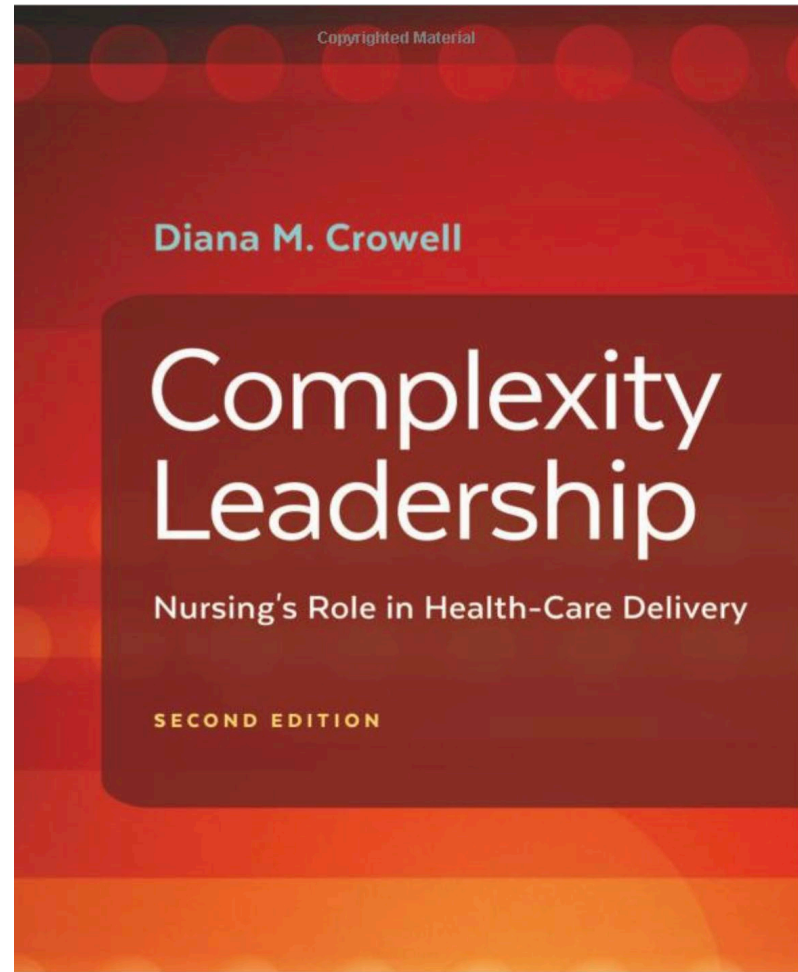
Sara Horton-Deutsch, PhD, RN, PMHCNS, FAAN, ANEF
Caritas Coach

Professor and Director of the University of San Francisco & Kaiser
Permanente Partnerships
University of San Francisco School of Nursing &
Health Professions
2130 Fulton Ave.
San Francisco, CA 94117

shortondeutsch@usfca.edu

Complexity Leadership

...people, in
relationships,
coming together,
from diverse
mental models,
moving toward
transformation.



Systems Thinking



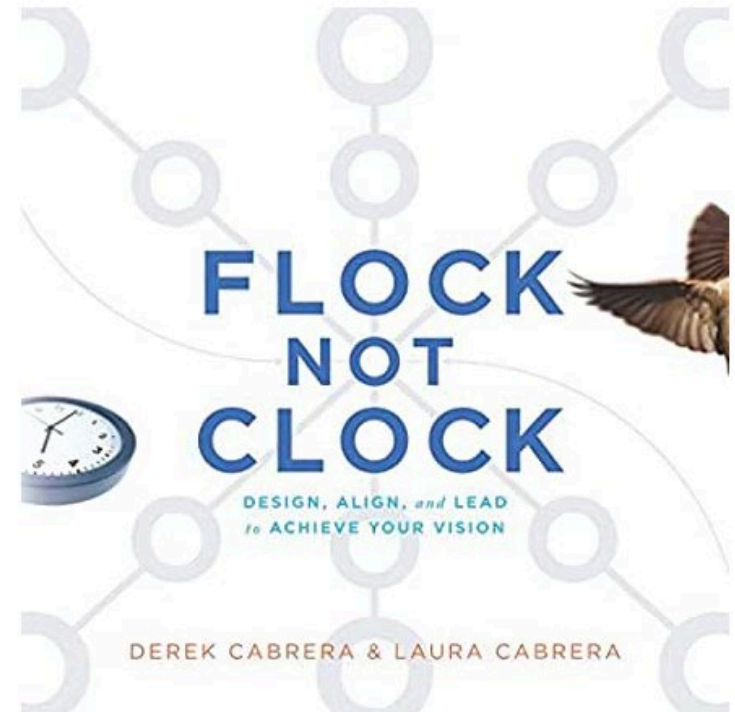
DEREK CABRERA & LAURA CABRERA

Being
AWARE

Thinking
about
thinking

Making
thinking
visible

Information
into
knowledge



Complex Adaptive Systems

3 Simple Rules



Mental Models



4 Structures of Mental Models

DISTINCTIONS

SYSTEMS

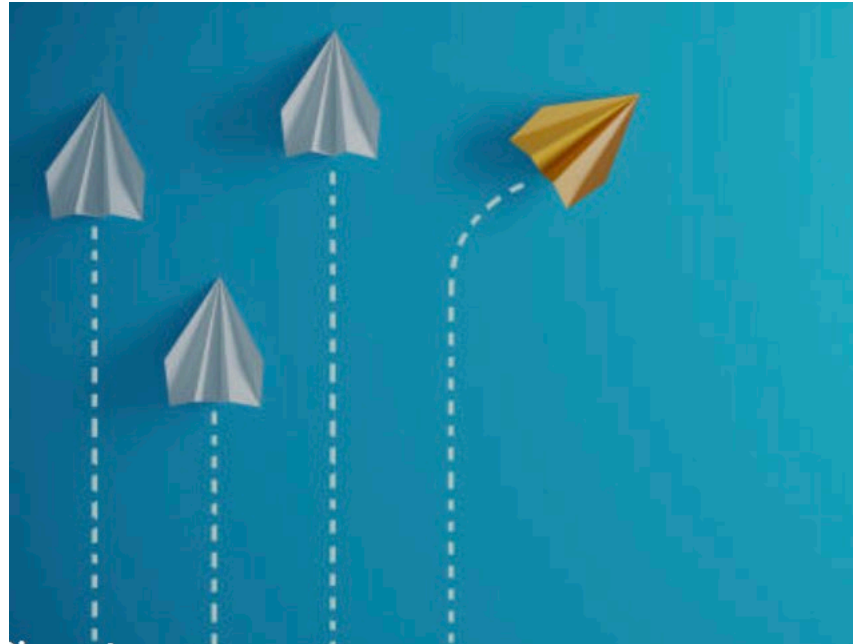
RELATIONSHIPS

PERSPECTIVES



Distinctions:

SEEING in new
ways.



Systems:



Relationships:



Perspectives:

We are all biased perspective-taking machines.



Value of Systems Thinking

- **Patterns and structures**
- **Makes life more interesting**
- **Increases understanding**
- **Expands awareness**
- **The world becoming possible**

In short, systems thinking skills...

- **Help us to deconstruct a problem or issue**
- **Help us to think about things in a different way**
- **Help us to refine everyday thought, in order to solve wicked problems**

WICKED PROBLEMS

Result from a mismatch how real-world systems work and how we think they work.

A systems thinker...



System Archetypes

System Archetypes describe common patterns of behavior in organizations. As a **Diagnostic Tool** they provide insight into the underlying structures from which behavior over time and discrete events emerge. As a **Prospective Tool**, they alert leaders to future unintended consequences. Collectively, they challenge leaders to consider the merits of fundamental solutions by making time to explicit variable in decision making.

-William Braun

In essence, system archetypes

- **Describes and depicts specific patterns**
- **Reveals underlying system structure and associated problems and mental models**
- **Facilitates addressing the underlying causes of behavior**
- **Common across many organizations**

Archetypes and System Dynamics

Classic Systems Archetypes

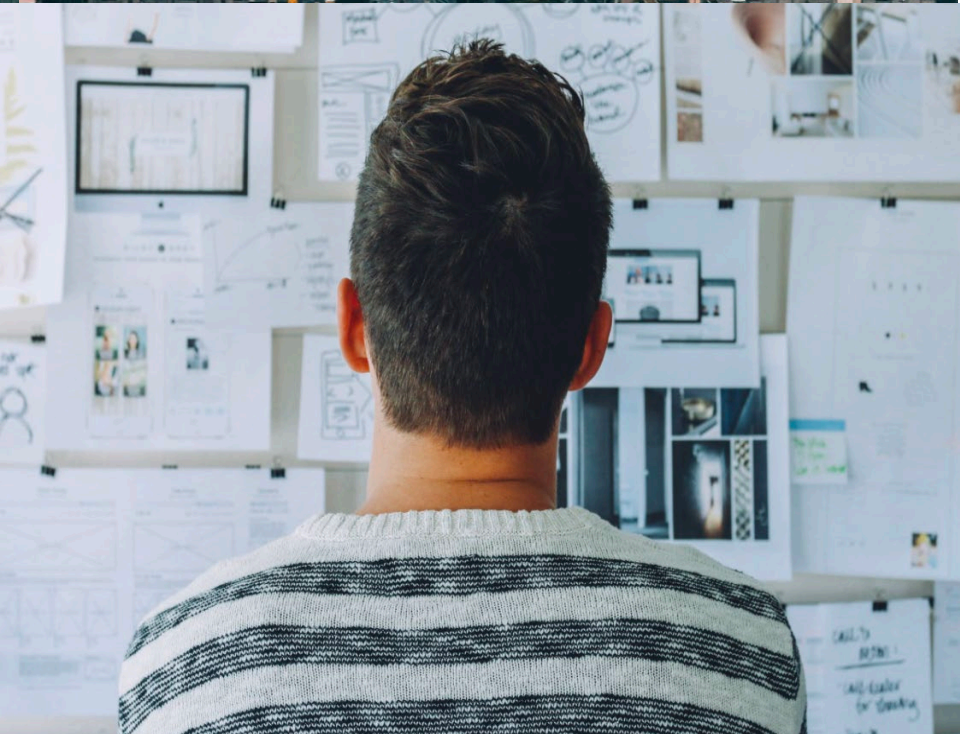
- **Drifting Goals**
- Escalation
- Fixes that Fail
- Growth and Underinvestment
- Limits to Success
- **Shifting the Burden/Addiction**
- Success to the Successful
- Tragedy of the Commons
- Accidental Adversaries
- Attractiveness Principle

Positive Systems Archetypes

- Plan for limits
- Strut your Stuff
- **Collective Agreement**
- Invest for Success
- **Fixes that Work**
- Bite the Bullet
- Stay on Track
- **Cooperative Partners**
- Win/Win
- Be Your Best

Systems Thinking Tools





References

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Resources

<https://www.crlab.us/>

<https://waterscenterst.org/event/systems-thinking-institute/>

<https://thesystemsthinker.com/positive-systems-archetypes/>