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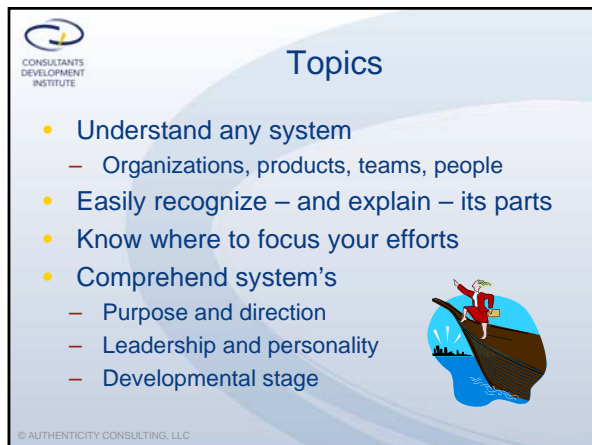
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## Importance of Seeing Systems

- Realize effects of your changes
- Sees “big picture”
- More effective consulting
  - See each part
  - Integration of parts
  - Relationships between parts
  - Needed feedback, evaluation and learning
- Know where to best focus your efforts



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## What is a System?

- Integrated parts focused on one goal
  - Inputs -> processes -> outputs -> goal
- Has subsystems, for example:
  - Products, programs
  - Teams and individuals
- Highly functioning if
  - All parts focused on same goal
  - Feedback, evaluation and learning



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## Seeing Parts of Systems

1. Inputs
  - Tangible (people, money)
  - Driving forces (laws)
2. Processes
  - Produce outputs
  - For example: products, programs, marketing, sales and finance

System
Inputs
Process

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## Seeing Parts of Systems

3. Outputs

- Tangible results
- Often in numbers
- Measure activities, not success?

4. Outcomes

- Ultimately desired results
- Benefits to customers
- Measure true success

System
Inputs
Processes
Outputs
Outcomes

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## Seeing Parts of Systems

5. Feedback

- Within parts and environment

6. Evaluation

- Is feedback useful?

7. Learning

- Achieving desired results?
- How achieve them better?

- Closed systems struggle

System
Inputs
Processes
Outputs
Outcomes
Feedback
Evaluations
Learning

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## Example: Systems Analysis of an Executive Team

1. Draw logic model

2. Quality of outcomes?


3. Outputs sufficient?

4. Processes = best practices?

5. Inputs sufficient?

6. Feedback sufficient?

7. Learning from feedback?



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### Benefits of Systems View – More Effective:

- Problem solving
- Leadership
- Communication
- Planning
- Products, programs and services
- Organizational results



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### Example: Systems Analysis of an Entire Organization

- Back through organization
- Focus on “business side”
- Notice business functions
- Symptoms in Operating
- Use assessment tool
- Solutions in Planning and Developing



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### Context of These Systems Analyses

- Numerous ways to analyze
- “Diagnostic models”
- Add “best practices” to logic models
- Do during Discovery
- Most useful -> discussions



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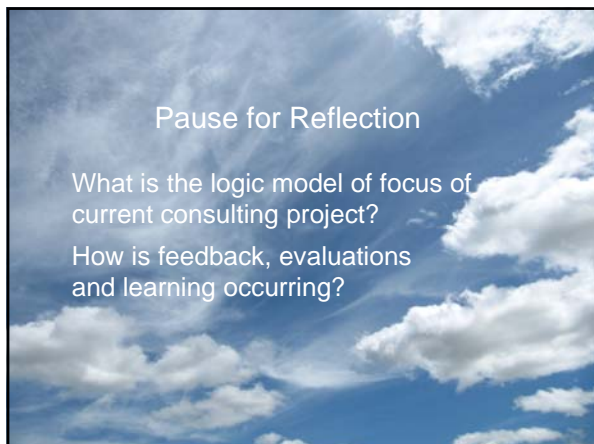
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Pause for Reflection

What is the logic model of focus of current consulting project?

How is feedback, evaluations and learning occurring?

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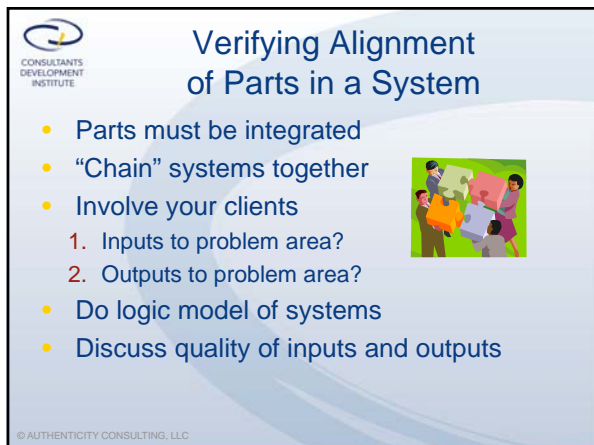
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### Verifying Alignment of Parts in a System

- Parts must be integrated
- “Chain” systems together
- Involve your clients
  - Inputs to problem area?
  - Outputs to problem area?
- Do logic model of systems
- Discuss quality of inputs and outputs

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### Strategic Direction: Mission, Vision, Values

- Mission - purpose
  - All must “own” it
- Vision – future state
  - Of organization and customers
- Values – principles
  - In operations and relationships

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## Strategic Planning for Direction and Priorities

- Determines priorities for
  - Board, executives and others
  - Products, programs, services
  - Projects and teams
- Align consulting with Plan
- CDI program  
“Facilitating Strategic Planning”



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## Driving Forces in Systems: Leadership

- Critical to have leadership support
- Sources of leadership
  - Board and management
  - Everyone in organization
- Domains of leading  
(self, others, teams, organization)
- Different styles and theories
- Bottom line: need leadership support



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## Personality of Organization: Culture

- Effects success of consulting
- Significant change is cultural change
- Examples of cultures
  1. Academy – highly skilled, stay in
  2. Baseball – “free agents”
  3. Club – must fit in
  4. Fortress – no security, frequent reorganizations



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### Development Stages of All Systems

- Stages suggests priorities
- 1. Startup/infancy stage
- 2. Growth stage
- 3. Maturity stage
- Can stagnate or die



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### Pause for Reflection

What are two to three business practices that you most need to learn?

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## Thank you!

[info@ConsultantsDevelopmentInstitute.org](mailto:info@ConsultantsDevelopmentInstitute.org)

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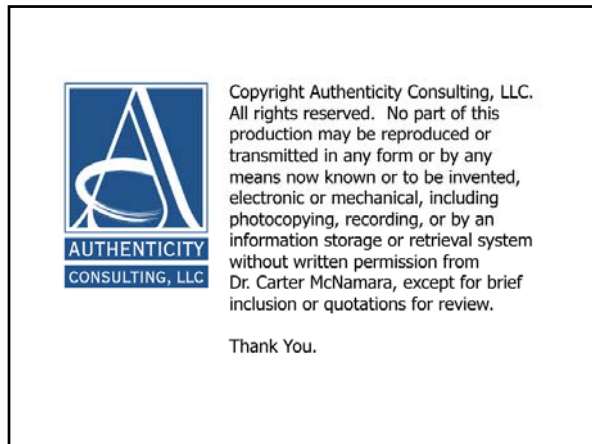
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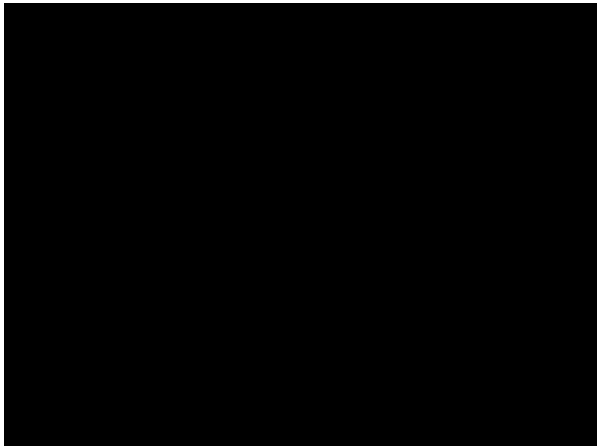
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