

The 10 systems thinking skills by unit

	Chapter 1 - Introducing complexity							Chapter 2 - Thinking in systems									Chapter 3 - Mapping the dynamics of complexity									Chapter 4 - Living with complexity						
	1.1	1.2	1.3	1.4	1.5	1.6	1.7	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9	4.1	4.2	4.3	4.4	4.5	4.6	4.7
Forest thinking See the 'big picture' and take an "on average" view of a situation. Avoid focusing on the details of the "trees".			X	X		X	X									X			x		x				X							X
Horizontal thinking Identify variables from multiple disciplines rather than focus one particular field.			X	X		X	X									X									X							X
Dynamic thinking Position the issue as part of a pattern of behavior that has developed over time.	x		X	X		X	X							x	x	X			x		x				X							X
Operational thinking Analyze how things actually work, the cause and effect relationships, and how performance is actually being generated.						X	X									X			x		x				X		x	x	x			X
Generic thinking See common structures that underlie several situations in the world around us.						X																				X	X	X	X			X
Feedback thinking Move away from laundry lists of factors and describe the 'feedback loops' that combine to create the behavior of the system.						X		X	X	X	X	X	X	X		X			x						X					x		X
System-as-cause thinking Place the responsibility for behavior on the structure of the system and draw a model to explain how the problem behavior arises.		x		x		X	X	x	x	x	x	x	x	x		X			x		x				X							X
Quantitative thinking Quantify not just the hard data but also the soft variables that are operating in the system.						X	X									X					x				X							X
Bathtub thinking Explain how variables accumulate and dissipate over time.						X											X	X	X	X	X	X	X	X	X					x		X
Leverage thinking Look for leverage points where actions can best influence the systems behavior.						X	X									X			x						X	x	x	x		x		X

X : the skill is the main focus of the unit

x : the skill is not the main focus but is used in examples and exercises