



THE NATIONAL CONSERVATION
LEADERSHIP INSTITUTE

Developing Extraordinary Conservation Leadership

Unleashing the Power | NCLI 2.0 2018

Curriculum Info

Pre-work/Prerequisites: Fellows will receive adaptive leadership review materials prior to the training.

Systems Thinking: A Tool for Exercising Adaptive Leadership

Observation, Interpretation and Intervention: the steps in the iterative cycle of exercising leadership on adaptive challenges. Sounds easy doesn't it? Well, we all know it's not that easy. However, adding systems thinking to your toolbox can aid in exercising leadership on adaptive challenges we care about.

This session on Systems Thinking is designed to enhance adaptive leadership ability by increasing participant diagnostic capacity and creating greater understanding of systemic issues that hold back progress on adaptive work.

The process of systems thinking provides a set of tools that are useful in diagnosing, understanding, intervening and exercising leadership in systems. It helps people in the problem see and think about the larger systemic picture – and their role in re-enacting the current reality that people hope to change. Systems thinking tools provide a thoughtful approach to pointing out barriers to problem solving and how to overcome them.

Participants will learn:

- The difference between systems thinking and conventional thinking.
- How to use the iceberg model to diagnose and tell a systems story.
- Understand the different reoccurring systems archetypes that represent common behavior patterns in human systems.
- The basics of systems mapping and how to map the system they are a part of creating and maintaining.
- How to identify mental models/mindsets that shape behaviors and create cause and effect relationships in systems
- The four stages of systemic change: (1) building a foundation for change, (2) seeing the current reality more clearly, (3) making an explicit choice, and



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(4) intervening into the system to bridge the gap between aspirations and the current reality.

The development of relationships with stakeholders is critical to all four stages of systemic change. During this session, participants will learn how to use systems maps and storytelling to create catalytic conversations that shape and share systems narratives among stakeholders. You'll learn about tools designed to walk people through a process in which they can see themselves and others enacting the current reality, and a process to join with others to make a deliberate decision to commit to long-term and meaningful change – thus overcoming the temptation to apply a technical solutions to adaptive challenges.

**Applied Systems Thinking/Adaptive Leadership Outcomes of Session:
By the end of this sessions, participants will be able to:**

- Describe the principles, concepts and processes used in Systems Thinking.
- Apply the Systems Thinking processes as a diagnostic tool in the “observation, interpretation and intervention” cycle of Adaptive Leadership to enrich, expand and enhance understanding of the situation/adaptive challenge. (Diagnosis)
- Apply the Systems Thinking in conjunction with Adaptive Leadership skills to identify factions and make explicit the mental models and underlying assumptions driving current system dynamics. (Work Across Factions)
- Apply the Systems Thinking in conjunction with Adaptive Leadership skills in an effort to identify their contribution to the result the system is currently getting. (Manage Self and Identify Our Piece of the Mess)
- Apply the Systems Thinking in conjunction with Adaptive Leadership skills to catalyze new conversations and generate new insights into the situation. (Interpretation)
- Use Systems Thinking in conjunction with Adaptive Leadership skills in an effort to develop new alternatives and identify strategic intervention options. (Intervention)



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Course Instructor: Michael Goodman



An internationally recognized speaker, author, and practitioner in the fields of Systems Thinking, Organizational Learning and Change, and Leadership, Michael Goodman's main focus is transferring the learning disciplines into organizations to sustain their capacity for learning and change. He also helped create many of the innovations in the field of Systems Thinking that has made it more accessible to organizational leaders.

Mr. Goodman draws on over 35+ years of expertise to create curriculum, lead courses and training in the arena of organizational learning and change, and help clients apply systems approaches to their critical business and organizational issues. He has published widely, authoring one of the first textbooks in the field, *Study Notes in Systems Dynamics*, and serving as the primary contributor to the Systems Thinking chapter in the acclaimed *Fifth Discipline Fieldbook*. Michael has also contributed numerous articles to *The Dance of Change* and *Schools that Learn*. He also has published a variety of articles on applying systems thinking as well as system dynamics in areas from culture change to health care.

Michael Goodman has been designing and leading leadership development programs around the globe for many years. Among his current clients are the World Bank Group, IMF, Asia Development Bank, ReThink Health, Northwestern Mutual, British Petroleum, Exxon Mobil and the New Zealand Leadership Development Center. Other clients include Seagate Corporation,



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Caterpillar Corporation, EMC Corporation, Boeing, and Saudi Aramco Oil. Michael also has extensive experience using web based (online) technology for teaching and coaching. He also led the development of a web-based Systems Thinking course based on his course, *Systems Thinking: A Language for Learning & Action*.

Mr. Goodman is currently the Principal and Founder at Innovation Associates Organizational Learning as well as co-founder of Applied Systems Thinking (www.appliedsystemsthinking.com). From 1985-2002 he served as an Associate Director and head of the Systems Thinking practice at Innovation Associates, founded by Peter M. Senge and author of the Fifth Discipline books. From 1983-1985, Michael was an Assistant Professor at Lesley College in Cambridge, Massachusetts in the Graduate School of Education. He is also an adjunct professor at Texas A&M University and has taught systems thinking at South Dakota State University. He also works closely with ReThink Health focused on health dynamics modeling.

Mr. Goodman received his Bachelor of Science Degree in Mechanical Engineering from Purdue University in 1970, and he holds master's degrees in Mechanical Engineering (1972) and Management from the Massachusetts Institute of Technology (1974). His thesis advisor at M.I.T. was Jay W. Forrester, founder of the System Dynamics field.

A web site he shares with colleague David Stroh can be found at www.appliedsystemsthinking.com



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Keynote Speaker: Julie Jones (Cohort 1)



Julie Jones was appointed by Governor Scott as Secretary of the Florida Department of Corrections on January 5, 2015. Before joining the Florida Department of Corrections, Secretary Jones served as the Executive Director at the Department of Highway Safety and Motor Vehicles (DHSMV) where she was responsible for the management of a \$425 million dollar budget and more than 4,600 employees. As Executive Director of DHSMV, she was recognized for reenergizing and reorganizing the Department; creating a results based, fiscally responsible, accountability driven culture and realigning the Florida Highway Patrol's command structure to increase the number of Troops patrolling Florida's roads. Before this, she served as Colonel at Florida Fish and Wildlife Conservation Commission where she was responsible for setting policy for more than 900 members; planned, directed and organized Commission law enforcement response to protect the state's natural resources, civil disturbances, natural and manmade disasters, mass migration, dangerous wildlife escapes and other public safety emergencies, including search and rescue operations with aircraft, vessels and specialized vehicles, to protect human life and property.

Secretary Jones is a member of the Airborne Law Enforcement Association, Florida Sheriff's Association, Florida Police Chiefs Association, American Correctional Association and Association of State Correctional Administrators. She served as the Chairman of the Governor's Law Enforcement Consolidation Task Force. Secretary Jones has been recognized with awards including Florida Wildlife Federation, Law Enforcement of the Year, 2003, and Louise Ireland Humphrey Achievement Award for Outstanding Leadership in Managing the State's Fish and Wildlife Resources, 2009. Secretary Jones received both Bachelor and Master of Science degrees in biology from Florida Atlantic University.



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Julie is a Fellow from Cohort 1 and was a career employee at FWC. She started in 1982 as a wildlife biologist on the Kissimmee River, then as a law enforcement officer. She worked in 4 of the 5 agency regions and was appointed a Regional Director in 1997. She was appointed Colonel in 2002 and was the first female statewide law enforcement director in the country. Julie played a major role in the Florida Fish and Wildlife Conservation Commission's (FWC) agency's reorganization in 2005. As the Law Enforcement Colonel and Director of the largest division in FWC she was a champion of staff working on teams across work units to solve thorny issues. She advocated for staff to think differently, use diagnostic tools to better understand the context of an issue and fully understand the larger system. She "walked the talk" of adaptive leadership in FWC. She not only demonstrated exercising leadership in her role, but she *expected* all staff in the agency to exercise leadership. Her knowledge and passion for conservation was evident in all of her actions – we often heard her say that the law enforcement division was a service division to the conservation work of the agency. She was known for offering multiple interpretations of events and challenging staff to fully diagnose the system before taking action. She stretched the traditional boundaries of the traditional law enforcement culture and partnered with many regional, national and international organizations to better protect and preserve fish and wildlife resources. She is a continual learner and formally and informally mentored many FWC staff, including many of FWC's 13 NCLI Fellows. She has tried to retire several times, but answered the call repeatedly to public service and took on the challenge of transforming not just the Department of Highway Safety and Motor Vehicles but is currently doing the same in the Department of Corrections!

Networking and Connecting: This training will also provide the fellows time to reconnect to their cohorts, develop new relationships with the entire NCLI community and begin to refocus the collective expertise and experience of NCLI fellows on addressing broader conservation challenges.