Henley Business School

**Virtual design and delivery template for Henley faculty 2020 ('Wow with the How!)**

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| **Programme and client title** | Multichoice Work Readiness Programme |
| **Faculty/facilitator name** | Kammy Naidoo |
| **Programme director name** | Gené van Heerden |
| **Duration of teaching session/s** | 1 day |
| **Topics/themes to be taught** | • Systems Thinking understanding, specifically understand what a system is and the importance of understanding different perspectives on a problem<br>• Systems Thinking concepts<br>• Difference between complex and complicated<br>• Systems Thinking problem solving methodology |
| **What do you bring to Henley with this session/s?** | Over 20 years' experience in a corporate and consulting environment, combined with over 4 years in academia. |
| **What the delegates should know/be able to do by the end (intended outcomes) – inclusive of practice time in the workplace** | • Identify a work-based problem<br>• Focus on objectively understanding the systemic nature of the problem, through engaging with various stakeholders<br>• Identify potential root causes of the problem through use of objective techniques.<br>• Formulate potential systemic solutions / interventions to address identified problem |
| **Online pre-work/reading** | None |
| **Usage of digital tools/platforms** | Zoom will be used as the main facilitation tool. |
| **Daily times and broad task types:**<br>**List (with teaching themes) –**<br>**1. Duration of sessions**<br>**2. Breakaway vs plenary**<br>**3. Other types of tasks eg individual time offline**<br>**4. Quizzes or other additional digital teaching mechanisms** | The initial class discussion is aimed at giving students a broad understanding of 'systems' and accompanying 'systems thinking' principle. These relate to relationships between people, structures and processes, along with the interconnections and potential impacts felt as a result. Well known stories from general business and/or their business are used to ground the discussion. |

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| | Theoretical concepts are introduced and explained through practical examples to enhance the level of understanding. Further discussion is encouraged for students to link the theoretical concepts to aspects of their own operation.<br><br>Equipped with the understanding of systems thinking, students are introduced to a problem solving methodology, with the aim of identifying a work-based problem area (or specific problem), analyse the problem on a systemic level, identify potential root causes, ideate solutions to systemically address the root causes, and formulate business-specific interventions to achieve a positive outcome.<br><br>Throughout the problem solving methodology portion of this module students are given background to particular process steps, introduced to various widely used techniques and engage in group-based activity where they workshop the methodology with focus on a work-based problem area. By the end of the process the students will have conceptualized a set of potential interventions. While the work in class is conceptual in nature, the output out of each process step provides a basis for further research with which the students could go back into their operation and collect data related to what they have done in class to substantiate / validate their thinking.<br><br>Sessions will be 45 minutes in duration, with a 5 minute body break at the end of the time. Every 45 minutes, a longer break of 15 minutes will be allowed. Lunch will be 40 minutes.<br><br>To facilitate the day, 4 break away sessions will occur, in pre-allocated groups. The length of the sessions will vary based on student needs. |
| **Digital simulation/immersion** | N/A |

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| **Fireside chat/power hour** | N/A |
| **Assessment type and period required** | Not required |
| **Recommended reading/webinars etc** | 1. What is Systems Thinking?<br>https://www.youtube.com/watch?v=GPW0j2Bo_eY<br>2. Understanding a System<br>https://www.youtube.com/watch?v=ysa5OBhXz-Q<br>3. Difference between complex and complicated<br>https://blog.usejournal.com/7-differences-between-complex-and-complicated-fa44e0844606 |
| **EE support team** | Siya Nkosi and Kholofelo Tjale |
| **Other faculty involved** | |
| **Other pertinent information** | |