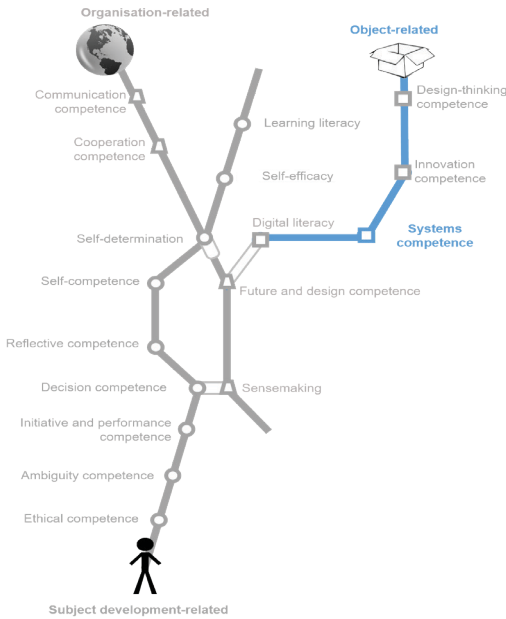### A 3.2.3 *Future Skill* Profile #12: Systems competence

Definition: Systems competence as a *Future Skill* is the ability to recognise and understand complex personal-psychological, social and technical (organisational) systems as well as their mutual influences and to be able to design and/or accompany coordinated planning and implementation processes for new initiatives in the system. *(mean value: 4.3 of 5, standard deviation: 0.73)*

Reference competences: systems-thinking, knowledge about knowledge structures, navigation competence within knowledge structures, networked thinking, analytical competence, synergy creation, application competence, problem-solving, adaptability

Significance: For the work in *Future Organisations,* systems competence enables an understanding of the multipolar dependencies of personal-psychological, social and technical systems and is thus a prerequisite for the ability to shape *Future Organisations*.

Description: Themes, objects and processes of everyday work in *Future Organisations* are increasingly systemically interwoven with each other. Globalized, intercultural contexts, the increasing integration of technical and social systems, such as artificial intelligence, decision or performance support systems in professional and increasingly private contexts, require us to know the mutual dependencies of personal-psychological, social and technical systems, to understand them and to perceive them as designable. Systems competence also means recognising system boundaries and subsystems. Systems competence as a *Future Skill* entails the development of the understanding that systems are networked and integrated with each other, i.e. are connected with each other and influence each other to varying degrees (positively or negatively),

1. can only be recognised through a holistic approach, the focus having to be on the structure of the overall system while individual sub-areas are becoming blurred,
2. are becoming increasingly emergent and non-linear, with often only minor cause-and-effect relationships, and that deep comprehension and self-organisation skills become crucial.