


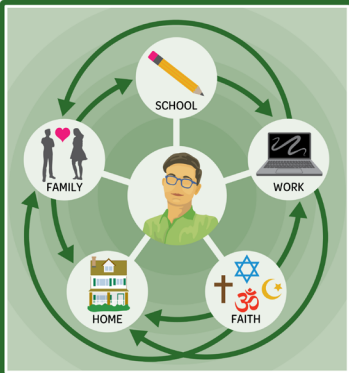
Questions for Coaching and Collaboration





Adaptations to the Questions on the backs of the Habits of a Systems Thinker Cards


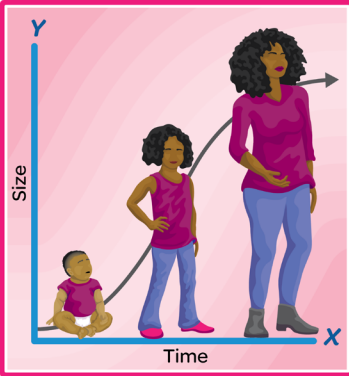


Past, Present and Future Coaching and Collaboration Scenarios


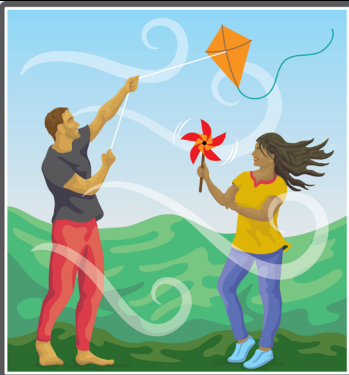


You will see 3 versions of the same questions for each Habit of a Systems Thinker.

- 1. Past** - These questions are to help people reflect on previous experiences, debrief and learn from successes and missteps.
- 2. Present** - These questions help people think through the current state of the system and process what is going on now.
- 3. Future** - These questions help people envision future possibilities, with a focus on informed actions to work toward a desired state of the system.

Habits of a Systems Thinker	Past Reflecting on previous experiences	Present Considering current states of the system	Future Envisioning the future and what might be possible
	<p>Changes Perspectives How did different points of view influence the way you understood the system?</p> <p>As you learned about different perspectives, how willing were you to change your mind?</p>	<p>Changes Perspectives How do different points of view influence the way you understand the system and what is happening currently?</p> <p>As you learn about different perspectives, how willing are you to change your mind?</p>	<p>Changes Perspectives How might different points of view influence the way you understand the system and how will they influence what happens?</p> <p>As you learn about different perspectives, how willing will you be to change your mind?</p>
	<p>Meaningful Connections How did your understanding of this experience help you understand other systems/experiences?</p>	<p>Meaningful Connections How does your current understanding of this experience help you understand other systems/experiences?</p>	<p>Meaningful Connections How will your understanding of this experience help you understand other systems/experiences in the future?</p>

Habits of a Systems Thinker	Past Reflecting on previous experiences	Present Considering current states of the system	Future Envisioning the future and what might be possible
	<p>Mental Models How did mental models advance or hinder efforts to achieve desired results?</p> <p>How could your own mental models have been barriers to what you tried to achieve?</p>	<p>Mental Models How did mental models advance or hinder efforts to achieve desired results?</p> <p>How could your own mental models have been barriers to what you tried to achieve?</p>	<p>Mental Models How could mental models advance or hinder future efforts to achieve desired results?</p> <p>How could your own mental models be barriers to what you try to achieve in the future?</p>
	<p>Big Picture What time frame did you consider as you worked through this challenge?</p>	<p>Big Picture What time frame do you have in place now as you work through this challenge?</p>	<p>Big Picture What time frame will you need to consider as you make plans to work through this challenge?</p>
	<p>Leverage Where did a small change have a long-lasting effect?</p> <p>How did we use what we knew about the system to identify possible leverage actions?</p>	<p>Leverage What small change is currently having a significant effect?</p> <p>How are we using what we know about the system to identify possible leverage actions?</p>	<p>Leverage What possible small change could have a long-lasting effect?</p> <p>How could we use what we hope to learn about the system to identify possible leverage actions?</p>
	<p>Testing Assumptions How did your past experiences influence the assumptions you held?</p> <p>How did your mental models match or differ from other views of the system?</p>	<p>Testing Assumptions How do your current experiences influence the assumptions you hold?</p> <p>How do your mental models match or differ from other views of the system?</p>	<p>Testing Assumptions How could your experiences influence your future assumptions?</p> <p>How could your mental models match or differ from other possible views of the system?</p>

Habits of a Systems Thinker	Past Reflecting on previous experiences	Present Considering current states of the system	Future Envisioning the future and what might be possible
	Time Delays After making a change, how long before you saw the results you desired?	Time Delays As you are making this change, how long do you expect to wait to see the desired results?	Time Delays As you plan for this change, how long do you anticipate before seeing the results you desire?
	Change Over Time What patterns or trends have emerged over time?	Change Over Time What patterns or trends are you seeing now?	Change Over Time What patterns or trends would you like to see emerge over time?
	Considers an Issue Fully How much time did you take to allow for consideration of the issue? How did you manage the tension that existed when issues were not resolved immediately? How did you help others to be patient while living with unresolved issues?	Considers an Issue Fully How much time are you taking to fully consider this issue? How are you managing the tension that exists when issues are not resolved immediately? How are you helping others to be patient while living with unresolved issues?	Considers an Issue Fully How much time will you need to fully consider this issue? How will you manage tension in the future when issues are not resolved immediately? What are ways you can help others to be patient while living with unresolved issues?
	Consequences What were the unintended (short and long-term) consequences of your already-executed plan? What trade-offs did you consider?	Consequences What are the unintended (short and long-term) consequences of your proposed or already-executed plan? What trade-offs are you considering?	Consequences What unintended (short and long-term) consequences do you anticipate of your proposed plan? What trade-offs should you consider?

Habits of a Systems Thinker	Past Reflecting on previous experiences	Present Considering current states of the system	Future Envisioning the future and what might be possible
	Circular Causality Was one feedback loop more influential over time than another? If so, how?	Circular Causality Is one feedback loop currently more influential than another? If so, how?	Circular Causality Which feedback loop do you think will have more influence over time? If so, how?
	System Structure If things went wrong, how did you focus on the system's structure and resist the urge to blame? What helped you focus on the internal causal factors that contributed to the disappointing results?	System Structure If things are going wrong currently, how are you focusing on the system's structure and resisting the urge to blame? How are you focusing on the internal causal factors that are contributing to the disappointing results?	System Structure If things go wrong in the future, how will you focus on the system's structure and resist the urge to blame? What will help you focus on the internal causal factors that contribute to future disappointing results?
	Successive Approximation Did you take time to pause and assess the effects of the plan before taking necessary action? If so, what did you do? If not, how would this have helped you?	Successive Approximation What time do you need currently to pause and assess the effects of your current plan before you take necessary action?	Successive Approximation What time will you need to pause and assess the effects of your future plan before taking necessary action?
	Accumulations and Rates of Change What elements in the system were you able to see, feel, count, or measure as amounts or accumulations that change over time? At what rates did the accumulations change over time? How did the accumulations impact one another?	Accumulations and Rates of Change What elements in the system can you currently see, feel, count, or measure as amounts or accumulations that change over time? At what rates are the accumulations currently changing over time? How are the accumulations impacting one another?	Accumulations and Rates of Change What elements in the system will be important for you to see, feel, count, or measure as amounts or accumulations that change over time? At what rates do you anticipate the accumulations changing over time? How do you anticipate the accumulations impacting one another?