

Navigating Complexity with Systems Thinking

Developing skills in this fast growing discipline through apprenticeships

Systems Thinking Practitioners support decision-makers in strategic and leadership roles to understand and address complex and sometimes even 'wicked' problems through the provision of expert systemic analysis, advice and facilitation. The UK Government has embraced Systems Thinking and the approach is highly recommended by the Government Office for Science.

The master's level Systems Thinking Practitioner apprenticeship enables practitioners to develop the required knowledge, skills and behaviours in an environment where they can apply the methods and see the benefits straight away.



The JGA Systems Thinking Practitioner Level 7 Apprenticeship

Delivered by experts in Systems Thinking

Over 18 months learners gain master's level systems thinking training from recognised experts, leading to an understanding of the methods, models and techniques and how to use them.

Addresses real world problems

Each presentation of the course is adjusted for the types of complex problems apprentices face at work and includes projects and assignments aligned to their real work.

Learning in action

The JGA Group's apprenticeship encourages learners to think about how they can apply what they have learned to their work straight away and to reflect on the outcomes.

Personalised learning and support

Apprentices learn in small groups and receive one to one coaching throughout their apprenticeship to support application into practice.

Systems Thinking Practitioner is one of the portfolio of transforming organisations apprenticeships that the JGA Group provides, along with the brand-new Level 6 Service Designer apprenticeship.

To find out more about the Systems Thinking Practitioner apprenticeship or any other apprenticeships, contact our helpful team.



sales@jga-group.com

The JGA Group's Systems Thinking Practitioner Apprenticeship

The accelerated training phase is 18 months, plus four months for end point assessment.

The format is:

- Interactive tutor-led seminars and round tables with leading Systems Thinking practitioners, typically two half days a month via Teams
- Monthly 1-2-1 time with an experienced skills coach
- Online learning and self-study materials
- Development of an individualised Workplace Development Plan focused on both learner and business needs
- Quarterly reviews with line managers

At the end of the apprenticeship, the apprentice will demonstrate their achievements to an independent third-party assessment organisation.

For the end point assessment learners prepare:

- A portfolio of evidence of the Knowledge, Skills and Behaviours required
- A work-based project report and presentation

Apprenticeship training is free to levy payers and the Government provides 95% funding for smaller organisations.

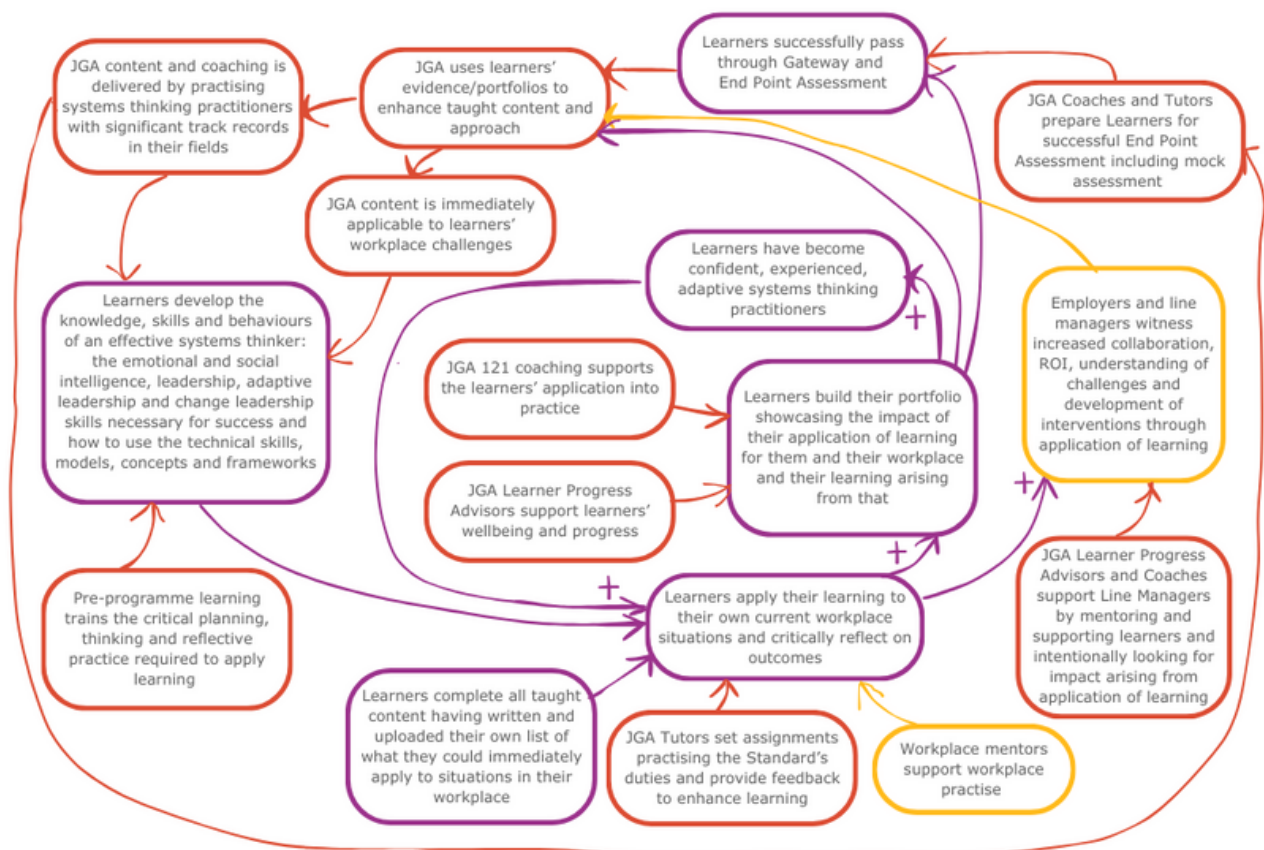


Fig 1 The supported learner journey to becoming a confident, experienced, adaptive systems thinking practitioner

Modules cover:

- Introduction to Systems Thinking
- Systems Approaches – Underpinning Ideas and Core Concepts
- Problematic Situations and Systems Approaches
- Engaging with Stakeholders
 - Intervention and Engagement
 - Information and Data Gathering
 - Situations vs Systems
- Practical Portfolio Building
- Producing a Model for Systems of Interest or Focus
- Role of Systems Approaches in Supporting Strategy and Change
 - Culture, beliefs of the organisation
 - Ethics

Why Choose JGA for your Systems Thinking Apprenticeship?

The JGA Systems Thinking apprenticeship has been purpose designed with work-based learning in mind. Our tutors, skills coaches and guest speakers are experts in the field with experience of implementing systems thinking at a senior level across public sector, private sector and healthcare organisations.

The NHS Project Profession has adopted The JGA Group's Systems Thinking Practitioner as its level 7 apprenticeship of choice.

We teach apprenticeships for more than 400 organisations including the House of Commons, Cabinet Office, DEFRA, Department for Education, HM Treasury, Department of Health and Social Care, NHS England, HSE and local government.

Ofsted rates The JGA Group as Good, saying:

"Apprentices and learners particularly appreciate being taught by experts who help to bring their subjects to life and make them relevant to their own workplace."

The JGA Group is a Queen's Award-winning training provider. We pride ourselves on our high quality and inclusive programmes.

What Our Apprentices Say

100% of apprentices told us seminars and coaching were "Excellent" or "Good" (July 2023)

"Starting the apprenticeship has been one of the most fulfilling personal development decisions I have ever made. I always look forward to sharing things that I have learned with my team.

It has been a game-changer for me and I cannot recommend apprenticeships highly enough."

Kalpesh Thankey, Primary Care Programme Support Manager, HEE Midlands Systems Thinking Apprentice

"It [the apprenticeship] fitted everything I wanted to do. It's about how you work as a wider system, it's about different strategies, different approaches. It's about getting the best out of things for the most people and it really does have that different lens. It's thinking about things from different systems points of view."

Louise Booth, NHS programme manager, Systems Thinking Apprentice

Awards for The JGA Group



- The Queen's Award for Enterprise (Promoting Opportunity) 2021
- AAC Creative and Design Apprenticeship Provider of the Year 2023
- West London Business Awards Training Provider of the Year 2023
- BAME Apprenticeship Awards 2020



SYSTEMS THINKING PRACTITIONER (ACCELERATED)

INTRODUCTION

INTRODUCTION TO SYSTEMS THINKING

- Introduction to Systems Thinking Practice, surface and deep language, clarity around the words "system; systemic; systematic"
- Basic research methods - the three traps to avoid : Holism (data collection at high level); Dogmatism (fixate on one thing); Reductionism (data collection at minimal level)

MODULE ONE

SYSTEMS APPROACHES - UNDERPINNING IDEAS AND CORE CONCEPTS

- Core systems concepts and laws that underpin and inform the practical methodologies
- The dance between systemic and systematic thinking, parts and wholes, purposeful and non-purpose system (Ackoff)

MODULE TWO

PROBLEMATIC SITUATIONS AND SYSTEMS APPROACHES

- Introduction and overview of systems approaches - SSM, VSM, CSH, SODA Systems dynamics and archetypes; their focus and uses
- Key concepts which underpin the different ST approaches
- Recognise constraints of using data and information culture
- Demonstrate a clear interpretation of at least 2 out of the 5 systems approaches, identifying whether it is the current or future view
- Show and share the interpretation of "Mixed/Multi-Methods" of different world views, so that together a bigger picture emerges and is presented

2 Months

MODULE THREE

ENGAGING WITH STAKEHOLDERS

- Multiple Perspectives
- Systemic Thinking vs Systematic Thinking
- Process Thinking vs Systems Thinking
- Use of systems to illustrate different perspectives

MODULE THREE PART 2

ENGAGING WITH STAKEHOLDERS (INTERVENTION AND ENGAGEMENT)

- Approaches for delivering systems interventions with differing levels of complexity and ambiguity
- Managing communications and communication channels
- Managing change as a top down and bottom up process

MODULE FOUR

PRACTICAL PORTFOLIO BUILDING

- Using a systems language to lead communication and to influence change and stakeholder thinking
- Building Executive presentations and reports
- Collecting and refining evidence

MODULE FIVE

ENGAGING WITH STAKEHOLDERS (INFORMATION AND DATA GATHERING)

- Approaches for delivering systems interventions with differing levels of complexity and ambiguity
- Understanding the difference between data, information and knowledge
- Understanding the different language and terminology used across an organisation

MODULE SIX

ENGAGING WITH STAKEHOLDERS (SITUATIONS VS SYSTEMS)

- Approaches for delivering systems interventions with differing levels of complexity and ambiguity
- Working in Communities of Practice and in groups or teams
- Using communication skills "clean language"; avoiding bias in conversations

MODULE SEVEN

PRODUCING A MODEL FOR SYSTEMS OF INTEREST OR FOCUS

- Presenting initial systems models(s) and seeking constructive feedback from stakeholders
- Use of different diagramming methods to illustrate a system of interest or focus
- Generating systems models options for the future

2 Months

MODULE EIGHT

ROLE OF SYSTEMS APPROACHES IN SUPPORTING STRATEGY AND CHANGE (CULTURE, BELIEFS OF THE ORGANISATION)

- The role of systems approaches to support strategy and change
- Understanding different types of strategy
- Development of an implementation strategy to support the introduction/use of systems models and approaches

MODULE NINE

ROLE OF SYSTEMS APPROACHES IN SUPPORTING STRATEGY AND CHANGE (ETHICS)

- The role of systems approaches in supporting Ethics and Corporate Social Responsibility

APPLYING SYSTEMS THINKING

- Plan your Report Proposal
- Using systems thinking in your workplace
- Using at least 3 out of the 4 systems models and approaches covered in the apprenticeship - Critical Systems Heuristics, Soft System Methodology, System Dynamics and Viable Systems Model

5 Months

GATEWAY READINESS AND END POINT ASSESSMENT

PREPARING TO FINISH

- Check validity, scope and boundaries of the system of interest or focus proposal
- Quality review of evidence for portfolio

END POINT ASSESSMENT

- Work-based Project Report with Presentation
- Professional discussion underpinned by Portfolio

4 Months

