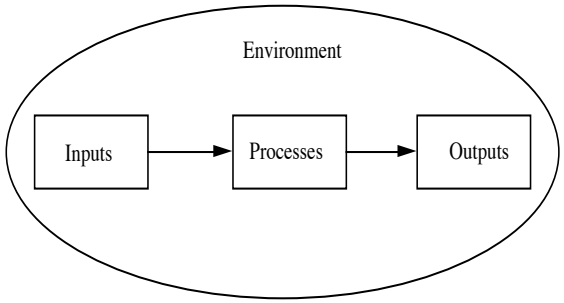
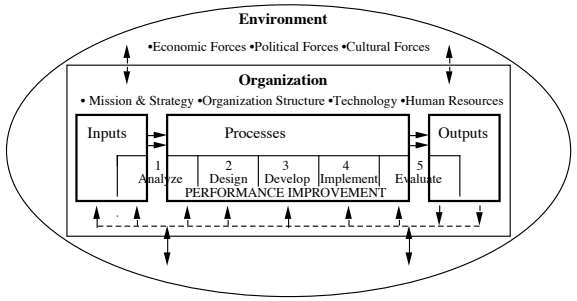
CHAPTER 2: Systems Thinking: The Foundation of Diagnosis and Documentation

KEY POINTS	FIGURES	EXERCISE/EXAMPLE
FOUR SINGLE-DIMENSION VIEWS OF ORGANIZATIONS: 1. The *power-oriented view*, with its tendency to focus on political strategies -- or pleasing top managers. 2. The *economic view*, which tends to focus on strategies to optimize financial return on organizational investments. 3. The *mechanistic view*, with its focus tending to be on strategies for getting more and more output per worker or process. 4. The *humanistic view,* with its focus on creating harmony in the workplace and on making life more pleasant.	**Figure 2.1.** Simple Organization System  	In your own words write a sentence that describes *Systems Thinking*:
SIX PROPERTIES OF COMPLEX SYSTEMS: 1. Systems are assemblies of parts or elements that are connected in an *organized* way -- that is, all the elements in a system interact. 2. Systems can be identified by their *purpose*. 3. The elements of a system are affected by being in a system and are *changed* by being taken out of the system. 4. Systems do *work*. 5. Systems have *boundaries*. 6. Complex systems are *open* systems.	**Figure 2.3.** Systems Model of Performance Improvement  Performance improvement phases (analyze, design, develop, implement, &evaluate) within the organization. Figure 2.3 Systems Model of Performance Improvement *Richard A. Swanson, 1993*	