

- 1 Use Systems Leadership (VMCL) to design, align, and lead an adaptive learning organization.
- 2 Identify thinking errors grounded in faulty mental models (Plan, Command, Control, and Utilize)
- 3 Use the tenets of POSIWID ("The purpose of a system is what it does") to analyze the difference between a stated Vision and the actual outcomes of a system.
- 4 Design a new Vision that follows the litmus tests for a good vision.
- 5 Analyze the Mission of an existing organization based on the principles of Complex Adaptive System (CAS).
- 6 Draft a Mission that adheres to the litmus tests of a good vision.
- 7 Use the litmus tests to diagnose the Mission of an existing organization.
- 8 Identify system structure failures (aka, "system structure determines behavior") that led to undesirable system behaviors.
- 9 Map systems of systems (create a CapMap).
- 10 Map and evolve mental models of any complexity using the Systems Thinking Loop and DSRP.
- 11 Facilitate individual learning (a change in a mental model).
- 12 Differentiate and relate Individual and Organizational Learning, Culture, and Mental Models in real-world scenarios.
- 13 Demonstrate use of VMCL across scale in an organization.
- 14 Reify cultural mental models (e.g., through chachkis, symbols, branding, practices, metaphors, incentives, and stories).
- 15 Strategically target and incentivize a committed minority to achieve change using Party Photos.
- 16 Develop a Case for Existence Map.
- 17 Strategically target and incentivize a committed minority to achieve change using an Incentives Inventory.
- 18 Model a scenario where a mental model is enculturated partially.
- 19 Facilitate organizational change with the Culture-Building Graph (CBG).
- 20 Build culture through shared mental models.