

SCiO Systems Practitioner Competency Framework Resources

Competency	Books	Papers / articles / videos / presentations / WIKI
Systems Knowledge & Skills		
Bubble strategy		<u>The Bubble Strategy: A Case Study of Dynamic, Defensible Processes of Change in Salford, 2007, Kawalek</u>
Confrontation Analysis (CONAN)	<u>Confrontation Analysis – How to win operations other than war, 1999, Howard</u> <u>Rational Analysis for a Problematic World Revisited 2e: Problem Structuring Methods for Complexity, Uncertainty and Conflict, 2001, Rosenhead</u> <u>The Utility of Force, 2007, Rupert Smith</u> <u>The Confrontation Analysis Handbook, 2018, Curry & Young</u>	https://en.wikipedia.org/wiki/Confrontation_analysis
Critical System Heuristics	<u>Systems Approaches to Making Change: A Practical Guide, 2020, Reynolds & Holwell</u>	<u>A Brief Introduction to Critical Systems Heuristics, 2005, Ulrich</u> https://en.wikipedia.org/wiki/Critical_systems_thinking
INFORMED Group Dynamics		<u>Organisational decision-making: A personal construct perspective, University of Manchester, UK, 2017, Marguet.N</u>
Interactive Management	<u>A Handbook of Interactive Management, 1994, Warfield & Cárdenas</u>	<u>Interactive Management (IM), Lee</u> <u>The Life and Work of Dr. John Warfield</u>
Interactive planning	<u>Re-Creating the Corporation: A Design of Organizations for the 21st Century, 1999, Ackoff</u>	<u>A Brief Guide to Interactive Planning and Idealized Design, 2001, Ackoff</u> https://en.wikipedia.org/wiki/Interactive_planning
Mosaic Transformation	<u>Fractal Organization, 2007, Hoverstadt</u>	<u>Mosaic Transformation, Fractal</u>
Multi-methodology (incl. SOSM)	<u>Rational Analysis for a Problematic World Revisited 2e: Problem Structuring Methods for Complexity, Uncertainty and Conflict, 2001 Rosenhead</u> <u>Systems Thinking – Creative Holism for Managers 2003 Jackson</u> <u>Critical Systems Thinking and the management of Complexity 2019 Jackson</u>	
Patterns of Strategy	<u>Patterns of Strategy, 2017, Hoverstadt & Loh</u>	https://youtu.be/0Mi5F8z02Nk https://www.youtube.com/watch?v=irs7GiQyWLE&feature=youtu.be <u>Patterns of Strategy</u>
Socio-Technical Systems		<u>The Evolution of Socio-Technical Systems, 1981, Trist</u> <u>The Social Engagement of Social Science, A Tavistock Anthology, Trist</u> https://en.wikipedia.org/wiki/Sociotechnical_system
Soft Systems Methodology	<u>Systems Thinking, Systems Practice, 1981, Checkland</u> <u>Systems: Concepts, Methodologies, and Applications, 1990, Wilson</u> <u>Soft Systems Methodology: a 30-year retrospective, 1999, Checkland & Scholes</u>	https://en.wikipedia.org/wiki/Soft_systems_methodology

SCiO Systems Practitioner Competency Framework Resources

Competency	Books	Papers / articles / videos / presentations / WIKI
	<p><u>Soft Systems Methodology: Conceptual Model Building and Its Contribution</u>, 2001, Wilson</p> <p><u>Learning for Action: A Short Definitive Account of Soft Systems Methodology, and Its Use Practitioners, Teachers and Students</u> 2007 Checkland & Poulter</p> <p><u>Systems Approaches to Managing Change</u>, 2010, Checkland</p> <p><u>Soft Systems Thinking, Methodology and the Management of Change</u> 2015 Wilson & van Haperen</p> <p><u>Systems Approaches to Managing Change</u>, 2019, Checkland</p>	
<p><u>Synte-gration/Synteg-ri-ty™</u></p>	<p><u>Organizational Fitness: Corporate Effectiveness Through Management Cybernetics</u>, 1992, Espejo & Schwanninger</p> <p><u>Beyond Dispute: The Invention of Team Syntegrity</u>, 1994, Beer</p>	<p>http://www.synte-gration.com</p> <p>https://en.wikipedia.org/wiki/Management_cybernetics#Synte-gration</p>
<p>System Dynamics</p>	<p><u>Industrial Dynamics</u>, 1961, Forrester</p> <p><u>Urban Dynamics</u>, 1969, Forrester (N/A)</p> <p><u>Limits to Growth</u>, 1972, Meadows,</p> <p><u>Managerial Applications of System Dynamics</u>, 1981, Roberts.</p> <p><u>Elements of the System Dynamics Method</u>, 1980, Randers</p> <p><u>The Fifth Discipline</u>, 1990, Senge</p> <p><u>Business Dynamics: Systems thinking and modeling for a complex world</u>, 2000, Sterman</p> <p><u>Limits to Growth: The 30-Year Update</u>, 2004, Meadows</p> <p><u>Strategic Modelling and Business Dynamics: A Feedback Systems Approach</u>, 2007, Morecroft.</p> <p><u>Strategic Management Dynamics</u>, 2007, Warren</p> <p><u>Thinking in Systems: a Primer</u>, 2008, Meadows</p> <p><u>Strategy Dynamics Essentials</u>, 2015, Warren</p>	<p>System Dynamics Society: What is SD?</p> <p>https://en.wikipedia.org/wiki/System_dynamics</p>
<p>Viable System Model</p>	<p><u>Brain of the Firm</u>, 1973, Beer</p> <p><u>Designing Freedom</u>, 1974, Beer</p> <p><u>Heart of Enterprise</u>, 1979, Beer</p> <p><u>Diagnosing the System for Organizations</u>, 1985, Beer</p> <p><u>The Viable System Model: Interpretations and Applications of Stafford Beer's VSM</u>, 1989</p> <p><u>Organizational Fitness: Corporate Effectiveness Through Management Cybernetics</u>, 1992, Espejo & Schwanninger</p> <p><u>Fractal Organization</u>, 2007, Hoverstadt</p> <p><u>Systemisches Management</u>, 2009, Malik</p> <p><u>Systems Approaches to Managing Change</u>, 2010, Hoverstadt</p>	<p>https://en.wikipedia.org/wiki/Viable_system_model</p> <p><u>The SCiO Organisational Maturity Model</u></p> <p><u>The variety engineering method: analyzing and designing information flows in organizations</u>, 2011, Rosenkrantz & Holten</p> <p><u>Management control systems: A variety engineering perspective</u>, O'Gradya, Morlidge & Rousea</p>

SCiO Systems Practitioner Competency Framework Resources

Competency	Books	Papers / articles / videos / presentations / WIKI
	<p><u>Organizational Systems: Managing Complexity with the Viable System Model</u>, 2011, Espejo</p> <p><u>Complexity Approach To Sustainability, A: Theory And Application</u>, 2011, Espinosa & Walker</p> <p><u>Corporate Policy and Governance: How Organizations Self-organize</u>, 2012, Malik (N/A)</p> <p><u>Baukybernetik</u>, 2013, Frahm</p> <p><u>Die Intelligente Organisation: Das Playbook für organisatorische Komplexität</u>, 2018, Lambertz</p> <p><u>Systems Approaches to Making Change</u>, 2019, Hoverstadt</p> <p><u>The Viability of Organizations Vol. 1: Decoding the "DNA" of Organizations</u>, 2019, Lassl</p> <p><u>The Viability of Organizations Vol. 2: Diagnosing and Governing Organizations</u>, 2019, Lassl</p> <p><u>The Viability of Organizations Vol. 3: Designing and Changing Organizations</u>, 2019, Lassl</p>	
Systems Thinking Knowledge & Skills		
Systemic thinking & systems concepts	<p><u>General Systems Theory – Ideas and Applications</u>, 2001, Skyttner</p> <p><u>Systems Thinkers</u>, 2020, Ramage & Shipp</p> <p><u>Grammar of System</u>, 2022, Hoverstadt</p>	<p><u>Systems Approaches to Making Change: A Practical Guide</u>, 2020, Reynolds & Holwell</p> <p><u>Systems Thinking: What, Why, When, Where and How?</u>, Goodman</p>
Systems Laws	<p><u>Grammar of System</u>, 2022, Hoverstadt</p>	
Transposing Theory (YoYo model)	<p><u>Decision and Control</u>, 1966, Beer</p>	<p><u>The World, the Flesh and the Metal – the Prerogatives of Systems</u>. Stafford Beer 1965, Nature vol. 205, p223-231</p>

SCiO Systems Practitioner Competency Framework Resources

Competency	Books	Papers / articles / videos / presentations / WIKI
Intervention Knowledge & Skills		
Action learning	<u>Action Learning Handbook</u> , 2003, Brockbank	<u>What is Action Learning</u> , World Institute for Action Learning https://en.wikipedia.org/wiki/Action_learning
Action research	<u>The Action Research Planner: Doing Critical Participatory Action Research</u> , 2013, Kemmis, McTaggart et al.	https://en.wikipedia.org/wiki/Action_research
Agile (project mgmt.)	<u>Agile Project Management: Creating Innovative Products</u> , 2009, Highsmith	<u>Agile Project Management – Agilism versus Traditional Approaches</u> , 2016, Fernandez & Fernandez
Appreciative Inquiry	<u>Appreciative Inquiry: A Positive Revolution in Change</u> , 2012, Cooperrider & Whitney	<u>What is Appreciative Inquiry?</u> , Cooperrider https://en.wikipedia.org/wiki/Appreciative_inquiry
Coaching	<u>Coaching: Approaches and Perspectives</u> , 2008, Knight	https://en.wikipedia.org/wiki/Coaching
Constellations		https://en.wikipedia.org/wiki/Constellation_model
Conversation mapping	<u>Organisational learning II: Theory, Method and Practice</u> , 1995, Argyris & Schon <u>Conversations For Action and Collected Essays: Instilling a Culture of Commitment in Working Relationships</u> , 2013, Flores & Letelier Flores conversation model in: <u>Understanding Computers and Cognition: A New Foundation for Design</u> , 1986, Winnograd & Flores	<u>Conversations for Action and Collected Essays</u> , Flores
Covert operations		<u>Organisational change and covert processes</u> , 2018, Saxena
Critical Social Learning Systems	<u>Communities of Practice and Social Learning Systems</u> , 2000, Wenger <u>Social Learning Systems and Communities of Practice</u> , 2010, Blackmore	<u>Social Learning Systems for Collective Action</u> : http://oro.open.ac.uk/37508/ https://helen.wilding.name/2011/02/20/key-concepts-related-to-critical-social-learning-system/
Culture mapping	<u>Exploring Corporate Strategy</u> , 2002, Johnson & Scholes	<u>Management Models: Johnson and Scholes' Cultural Web</u> , CMI
Data analysis incl. SPC, statistics	<u>Normality and the Process Behaviour Chart</u> , 2000, Wheeler <u>Bayesian Data Analysis</u> , 2013, Gelman, Carlin et al. <u>Statistical Process Control</u> , 2018, Oakland & Oakland	https://en.wikipedia.org/wiki/Statistics https://en.wikipedia.org/wiki/Statistical_process_control#Application_of_SPC
Decision structure design		https://en.wikipedia.org/wiki/Design_rationale
Deming	<u>Out of the Crisis</u> , 1986, Deming <u>The New Economics for Industry, Government, Education</u> , 2018, Deming & Cahill <u>The Deming Management Method</u> , 1988, Walton	<u>Model of Sustainable Organisation (MoSO)</u> , 2010, MoSO Collective https://en.wikipedia.org/wiki/W._Edwards_Deming
Detecting & Managing undiscussables		<u>Making the Undiscussable and Its Undiscussability Discussable</u> , 1980, Argyris
Facilitation		<u>What we Mean by Facilitation</u> , Institute of Cultural Affairs https://en.wikipedia.org/wiki/Facilitation_(business)
Flawless consulting	<u>Flawless Consulting: A Guide to Getting your Expertise Used</u> , 2011, Block	

SCiO Systems Practitioner Competency Framework Resources

Competency	Books	Papers / articles / videos / presentations / WIKI
Fractal Enterprise Model & Capabilities (Bider)		Fractal Enterprise Model , Bider Fractal Enterprise Model and its Usage for Business Model Innovation , 2018, Bider & Perjons
Graphic facilitation, incl. visualisation	Visualising Business Transformation: Pictures, Diagrams and the Pursuit of Shared Meaning , 2020, Whitla	
Iceberg model	Thinking in Systems: a Primer , 2017, Meadows, ed. Wright	Iceberg Model , Ecochallenge.org
Influencing and mediation	Influence: The Psychology of Persuasion , 2007, Cialdini Confrontation Analysis – How to win operations other than war , 1999, Howard	Organisational decision-making: A personal construct perspective , 2017, Marguet.N, University of Manchester, UK.
Influence mapping		Influence, Stakeholder Mapping and Visualization , 2008, Walker, Bourne & Shelley
Interview technique		SOARA Interview Technique
Ladder of abstraction		Critical Thinking via the Abstraction Ladder , 1991, Seabury
Ladder of inference		https://en.wikipedia.org/wiki/Chris_Argyris https://www.youtube.com/watch?v=V85ZbpiLvBw
Large group decision approaches	Challenging Strategic Planning Assumptions: theory, cases and techniques , 1981, Mason & Mitroff, New York, Wiley	Strategic Assumptions Surfacing and Testing , Institute for Manufacturing, University of Cambridge
Large group engagement processes		
Lean & 6 sigma	Lean Thinking: Banish Waste and Create Wealth in your Corporation , 2003, Womack & Jones Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations , 2006, Harry & Schroeder	https://en.wikipedia.org/wiki/Lean_thinking https://en.wikipedia.org/wiki/Six_Sigma
Learning design & learning conversations	Learning Conversations: The Self-Organised Learning way to personal and organizational growth , 2013, Harri-Augstein E. S. and Thomas L. F.	https://en.wikipedia.org/wiki/Instructional_design
Linear argument technique	Visualising Business Transformation: Pictures, Diagrams and the Pursuit of Shared Meaning , 2020, Whitla	Making more meaningful models: A hands-on guide , 2017, Whitla
Listening & multiple perspectives		Systems-Centred®– Working with Differences Differently , 2020, SCiO
Managing deflection / resistance & challenge	Flawless Consulting: A Guide to Getting your Expertise Used , 2011, Block Discussing the Undiscussable: A Guide to Overcoming Defensive Routines in the Workplace , 2008, Noonan Overcoming Organizational Defenses: Facilitating Organizational Learning , 2018, Argyris	

SCiO Systems Practitioner Competency Framework Resources

Competency	Books	Papers / articles / videos / presentations / WIKI
Metaphors		<u>Major Metaphors of Communication and some Constructivist Reflections on their Use</u> , Cybernetics & Human Knowing, 2,1: 3-25, 1993, Krippendorff <u>Metaphors of Organisation</u> , 2001, Lawley <u>The Persuasive Effects of Metaphor: A Meta-Analysis</u> , <i>Human Communication Research</i> , 2006, Sopory & Dillard
Neuro-Linguistic Programming (NLP)	<u>Introducing NLP: Psychological Skills for Understanding and Influencing People</u> , 2011, OConner	https://en.wikipedia.org/wiki/Neuro-linguistic_programming
Presentation design		https://en.wikipedia.org/wiki/Visual_communication
Productive conversations	<u>Discussing the Undiscussable: A Guide to Overcoming Defensive Routines in the Workplace</u> , 2008, Noonan <u>Overcoming Organizational Defenses: Facilitating Organizational Learning</u> , 2018, Argyris	<u>Teaching Smart People How to Learn</u> , 1991, Argyris <u>The Left Hand Column</u> , 2000, Ross & Kleiner https://www.fastcompany.com/659549/leading-ideas-surface-your-difficult-issues
Public speaking		https://en.wikipedia.org/wiki/Public_speaking
Questionnaire design		https://en.wikipedia.org/wiki/Questionnaire_construction
Scientific Theory & Evidence		https://en.wikipedia.org/wiki/Scientific_theory
Selling systems approaches	<u>Flawless Consulting: A Guide to Getting your Expertise Used</u> , 2011, Block	
Stakeholder analysis	<u>Stakeholder Analysis A Complete Guide</u> , 2019, Gerardus Blokdyk	https://en.wikipedia.org/wiki/Stakeholder_analysis
Training design		
Transactional Analysis (TA)	<u>Games People Play: The Psychology of Human Relationships</u> , 2010, Berne	https://en.wikipedia.org/wiki/Transactional_analysis
Trust mapping & metrics	Flores conversation model in: <u>Understanding Computers and Cognition: A New Foundation for Design</u> , 1986, Winnograd & Flores	Value by Design 2019 Hoverstadt & Loh [copy via patrick.hoverstadt@systemspractice.org] <u>Patterns of Strategy [Products]</u> , Hoverstadt
Values mapping and integration	<u>Value Networks and the True Nature of Collaboration</u> , 2015, Allee.V et al.	<u>Value Network Analysis and Value Conversion of Tangible and Intangible Assets</u> , 2008, Allee.V Value by Design 2019 Hoverstadt & Loh [copy via patrick.hoverstadt@systemspractice.org]
Vanguard Method	<u>Systems Thinking in the Public Sector: The Failure of the Reform Regime.... and a Manifesto for a Better Way</u> , 2008, Seddon	<u>Leading a Revolution in Management Practice</u> , Vanguard
Verbal Behaviours (Rackham)	<u>Behaviour Analysis in Training</u> , 1977, Rackham	
Workshop design		<u>How to Prepare a Workshop</u> , 2021, Chandran <u>Planning a Workshop: Organizing and Running a Successful Event</u> , Mindtools

SCiO Systems Practitioner Competency Framework Resources