

Vanguard & Systems Thinking – An Introduction

6:00 pm on 19th Nov 2009 ~ Swansea Metropolitan University,
Lecture Room (503), Business School,
Mount Pleasant, Swansea. SA1 6ED

Presented by Simon Pickthall – Vanguard Wales



If you were told that the people who work for you have little control over any variation in their performance, would you believe it?

The common understanding of organisations is as top down hierarchies, where the decision making is separated from the work. We expect managers to make decisions using measures such as budgets, standards, targets and activity. We teach managers that their job is to manage people and manage budgets. As W. Edwards Deming famously stated if we set targets and make people's jobs depend on meeting them, "they will likely meet the targets – even if they have to destroy the enterprise to do it". From the work of Deming we know that the system – policies, procedures, targets, etc. – is responsible for 95% of the variation in people's performance. Yet we spend most of our time conducting appraisals, coaching, setting objectives and targets, congratulating 'good' performance, and managing 'bad' performance by our people. This is all undertaken despite the fact that this activity can only ever impact on 5% of the variation in their performance.

Therefore, the place to start is to understand what the system is currently achieving and why, and as the system is responsible for 95% of variation in performance, when managers work on the system rather than the people, they can lever dramatic improvements, with results never thought possible. This is Systems Thinking.

Join us for an introduction to Systems Thinking with a networking buffet at 6:00 pm, with presentation starting at 6:30 pm

Contact Details

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Additional Comments	Please respond by the 16 th Nov 2009
Cost	Free

This is a joint event with the Swansea Business School



& the Swansea Branch of The Chartered Institute of Building



If you want to learn more about Systems Thinking, Simon Pickthall will be happy to talk to you or your management team.

He can be contacted by:

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Further information and support materials can also be obtained from the Vanguard website:

www.systemsthinking.co.uk

www.managers.org.uk