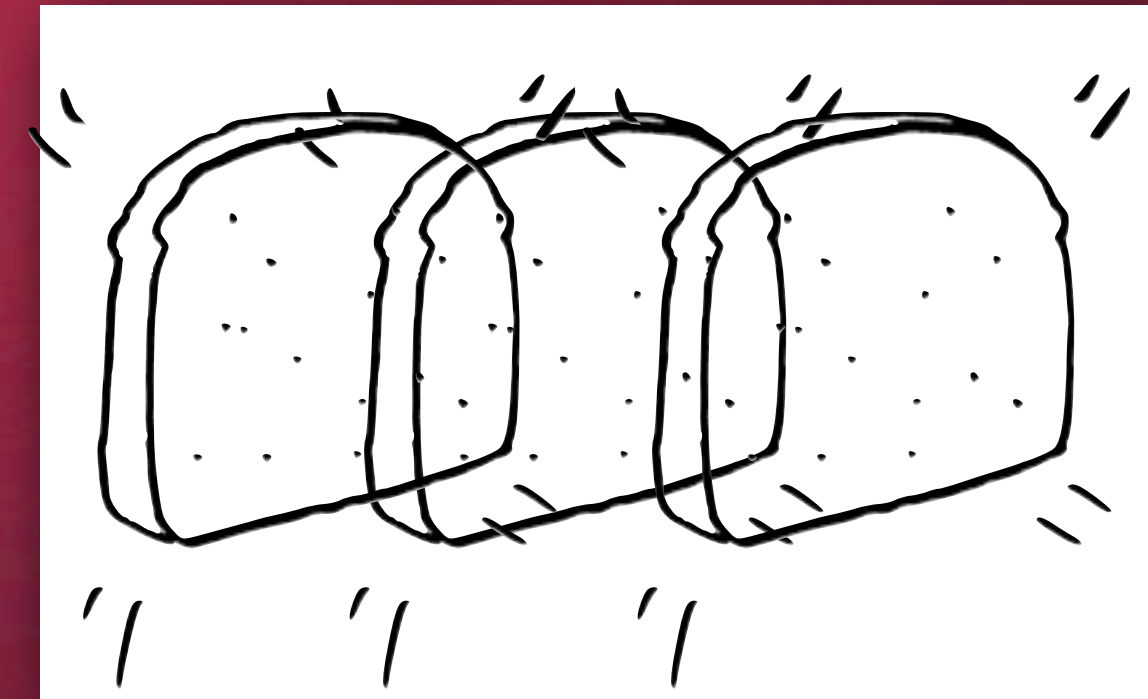
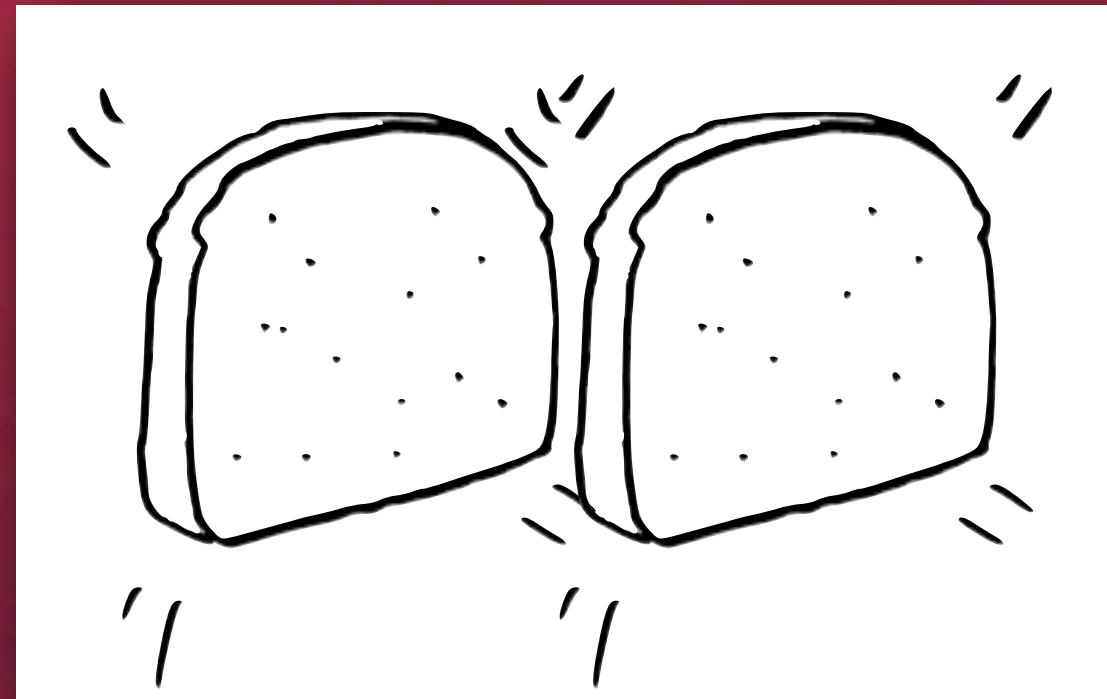
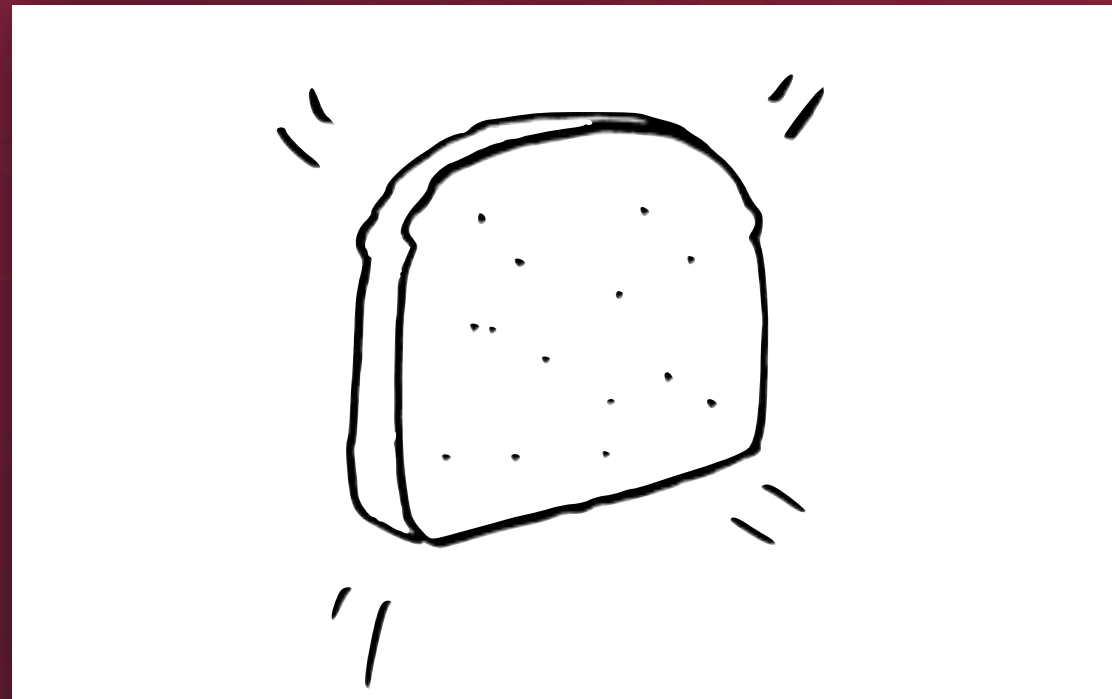


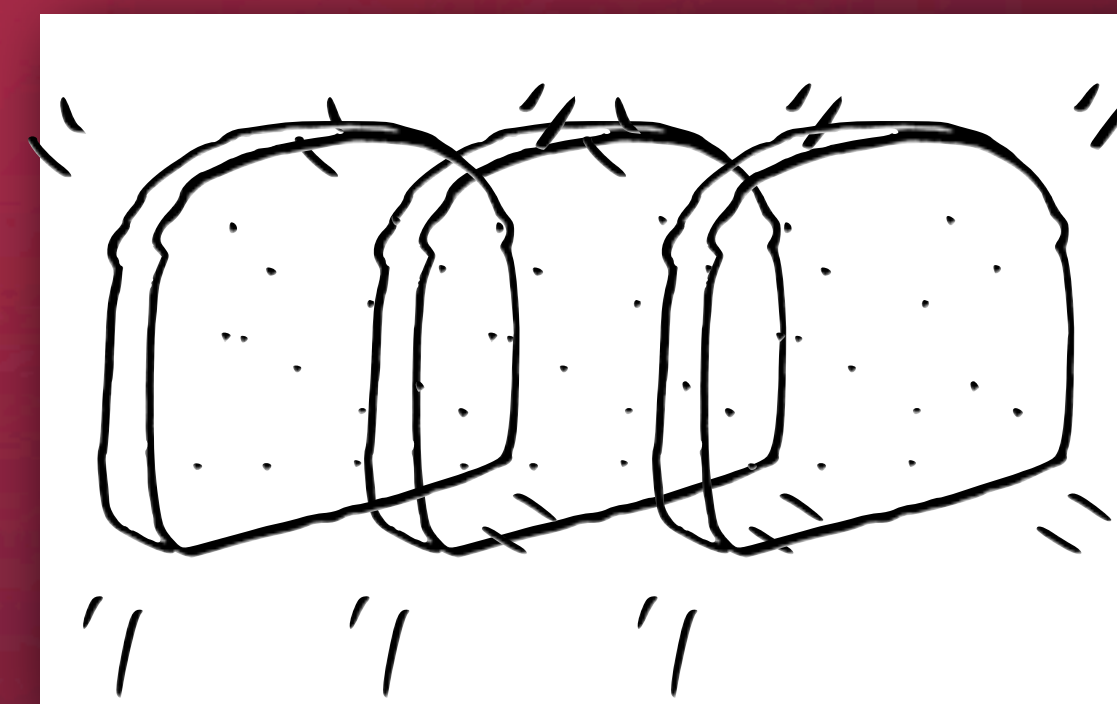
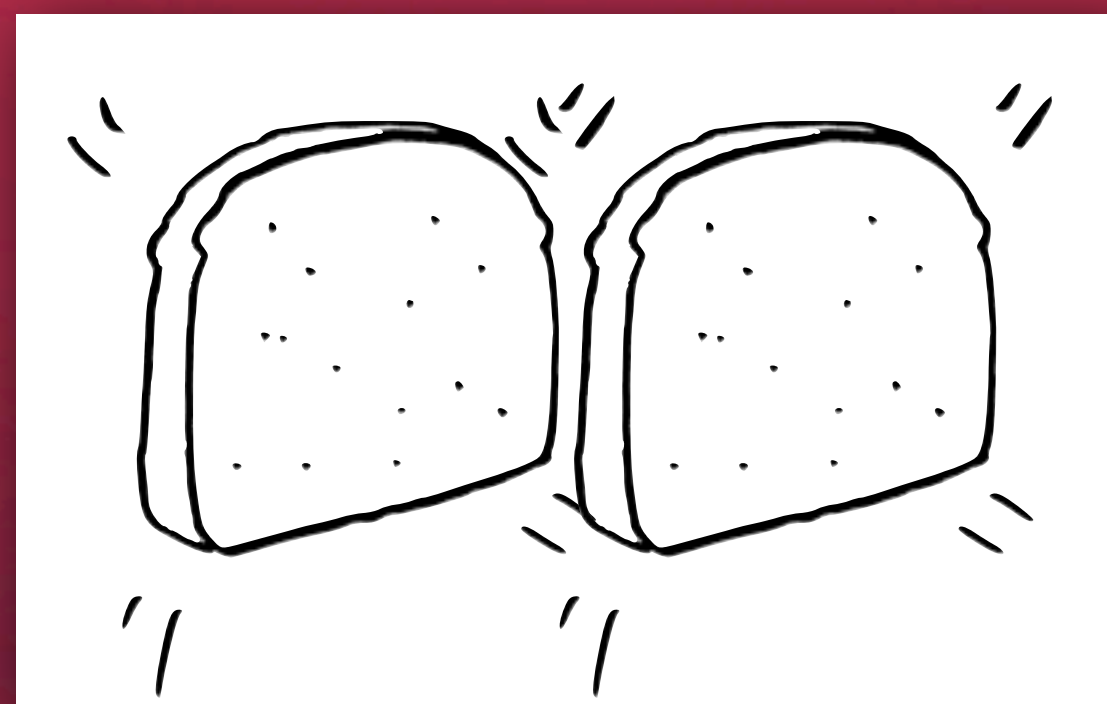
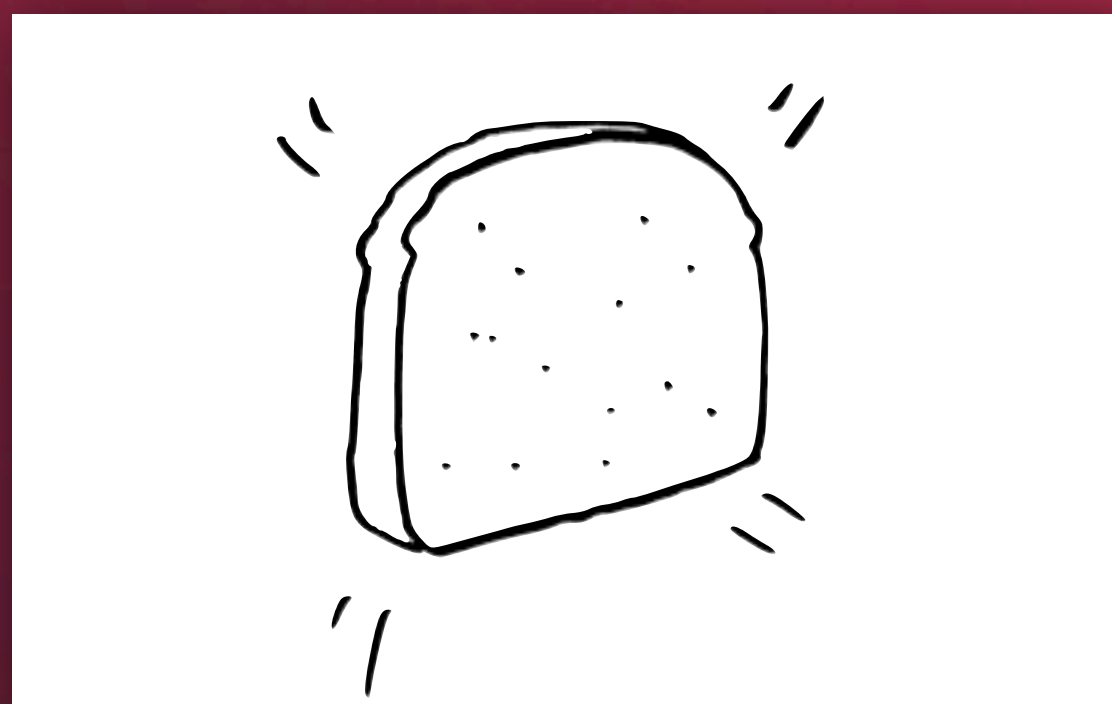
An Exercise in
SYSTEMS THINKING

An Exercise in SYSTEMS THINKING

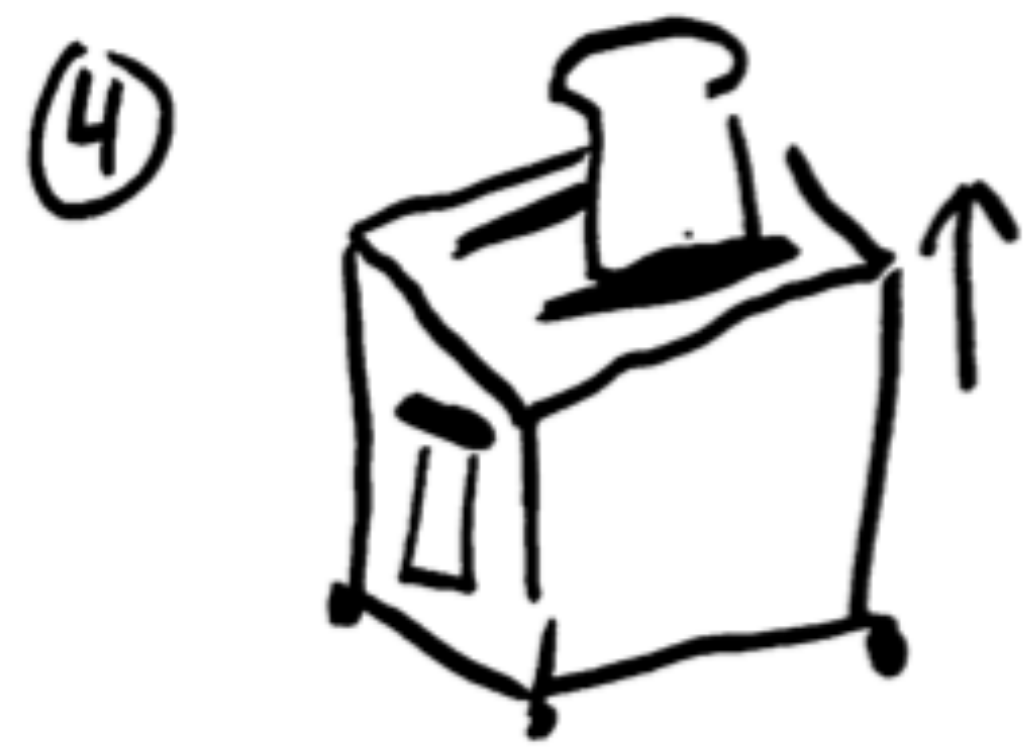
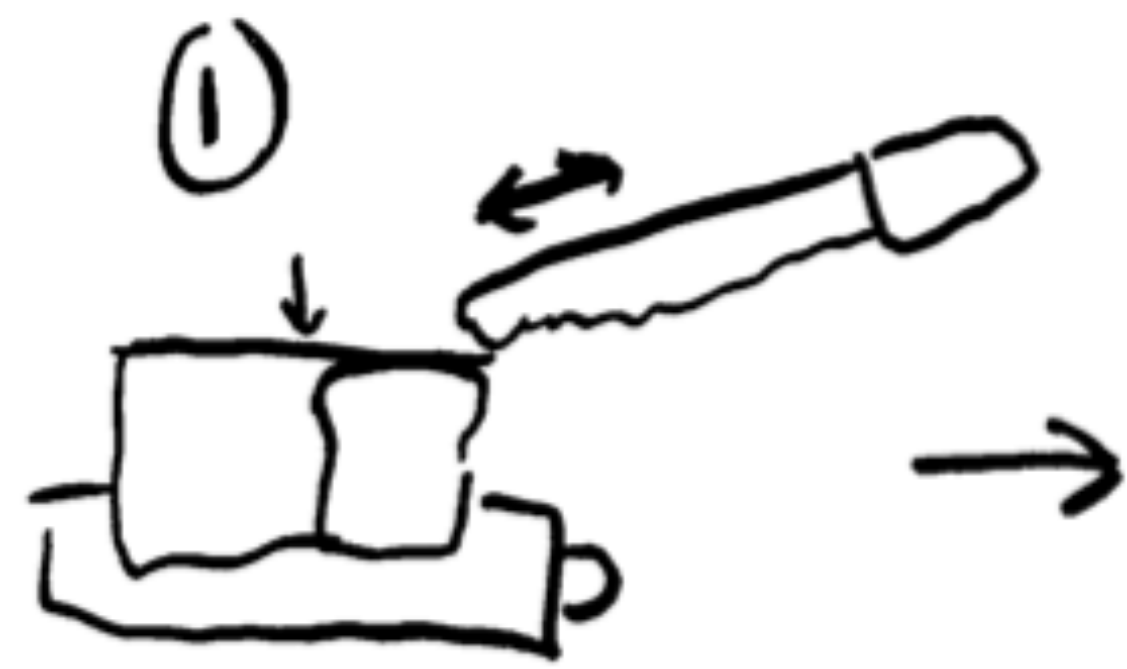


DRAW

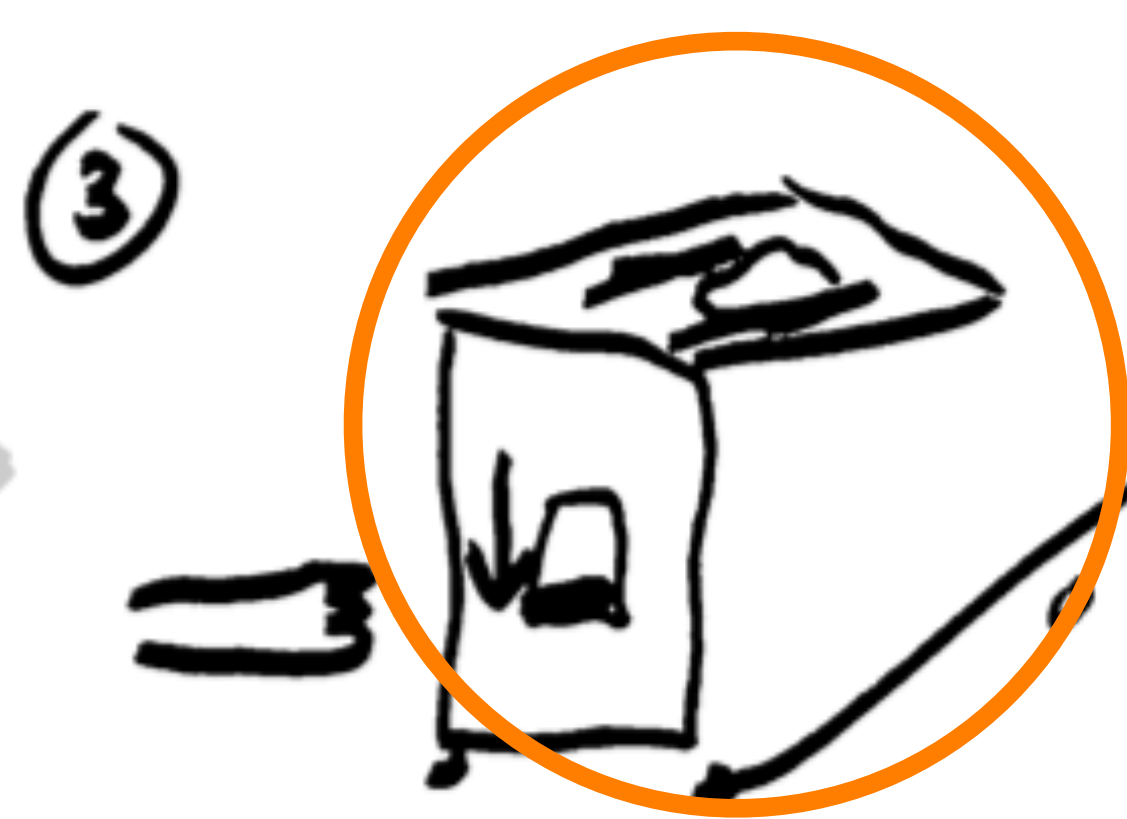
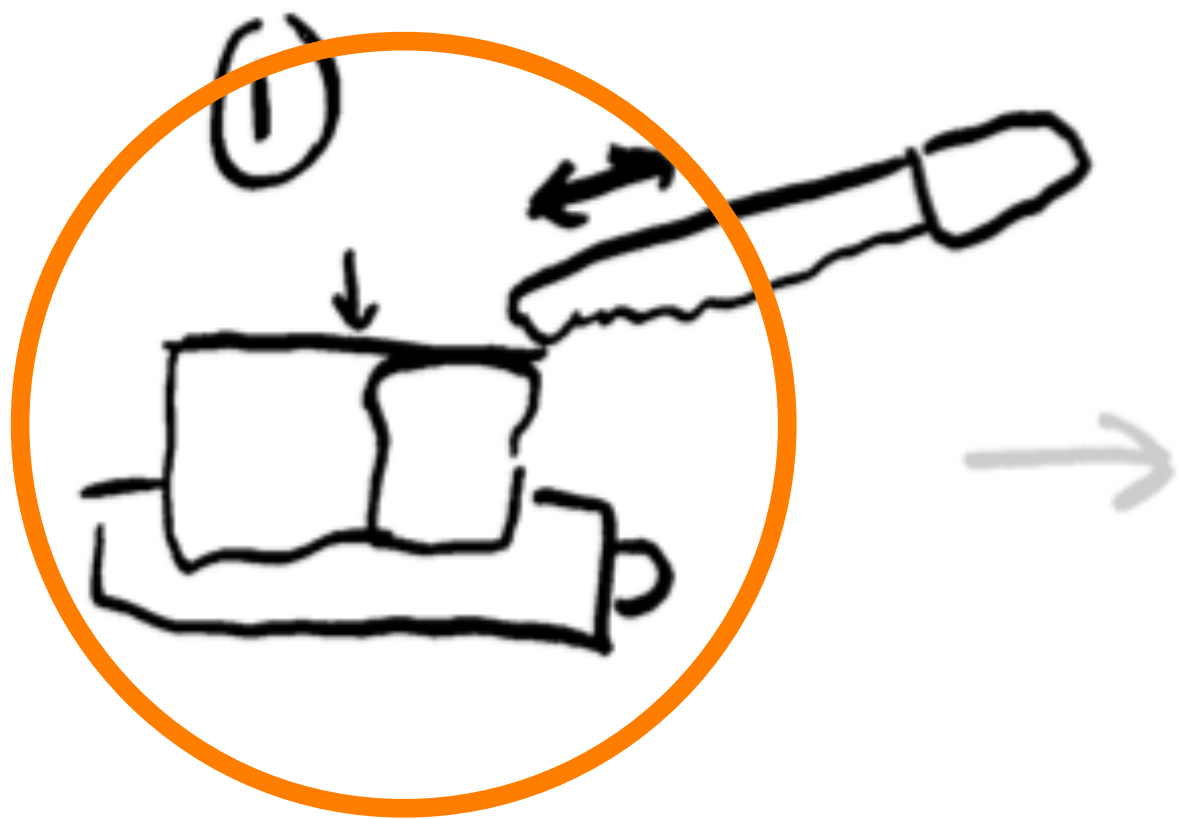
How to Make Toast







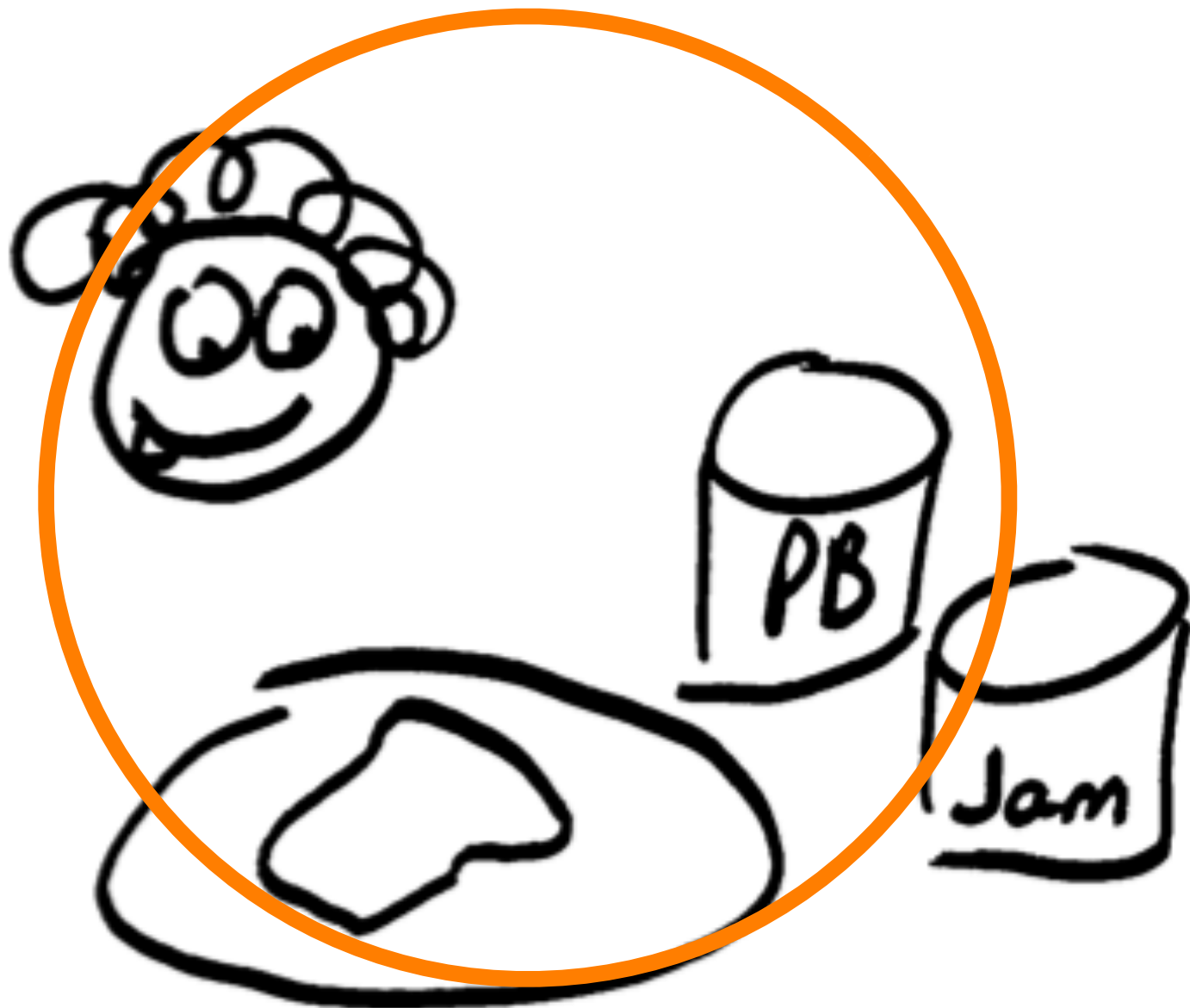
NODES



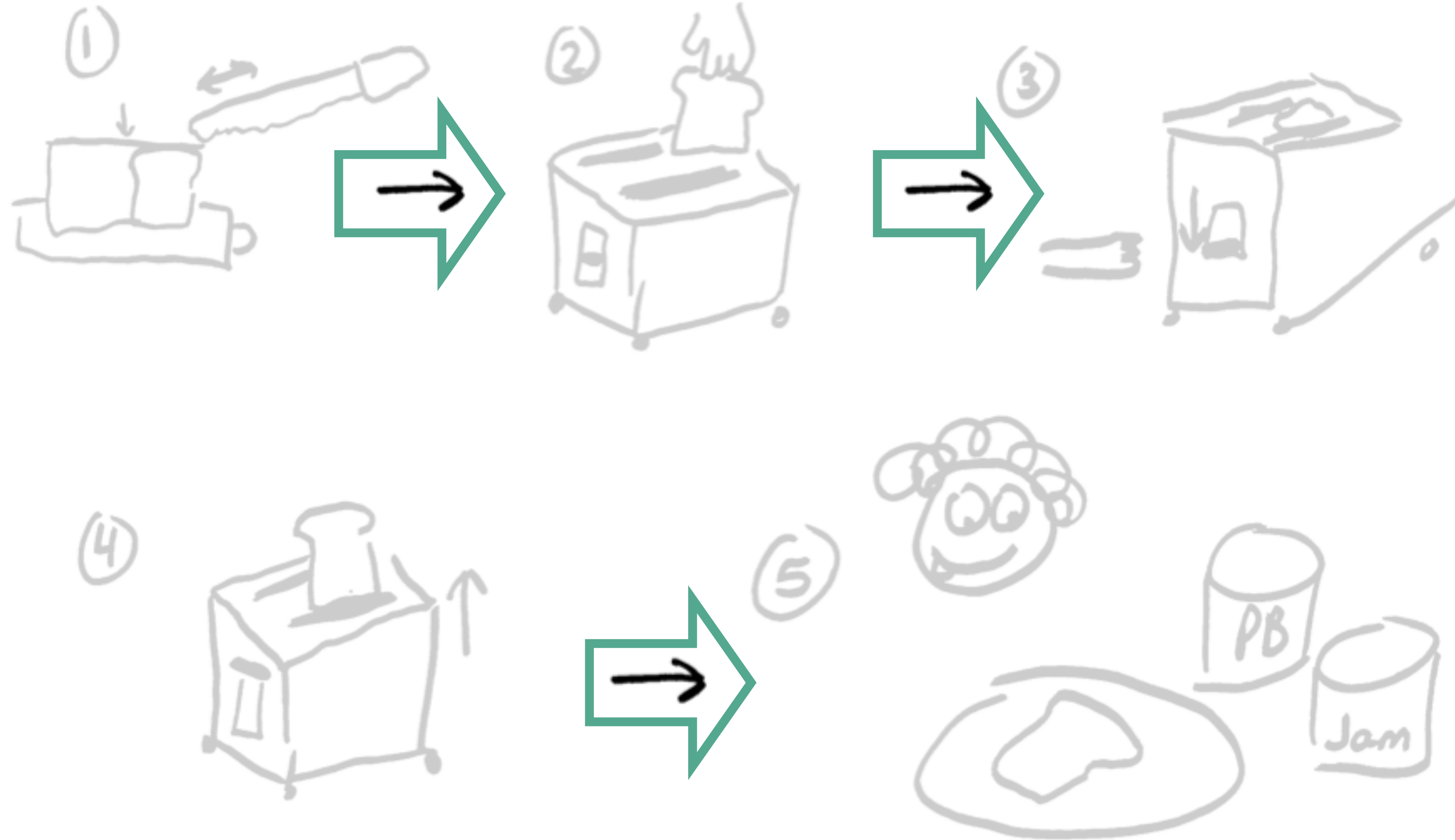
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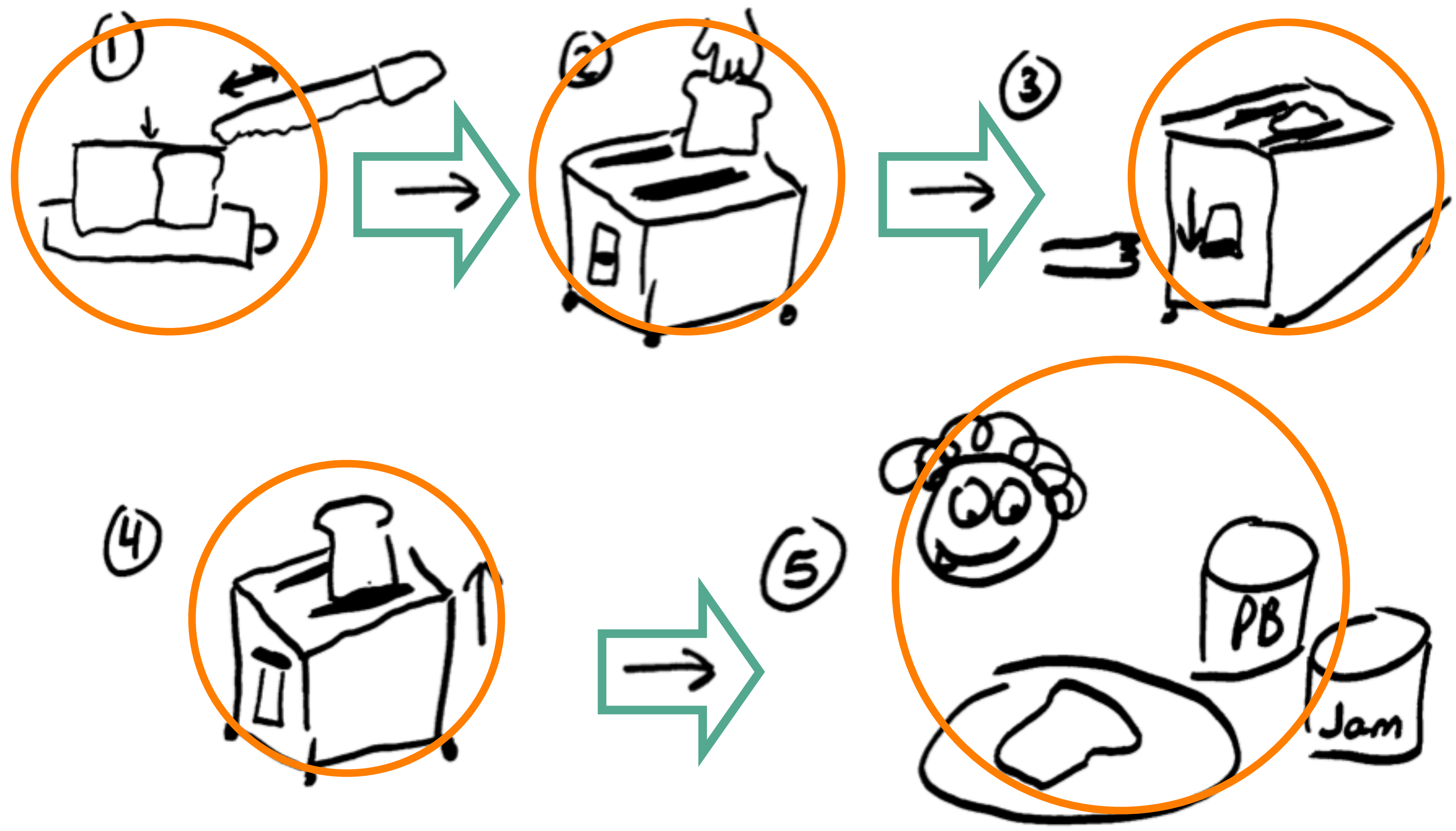
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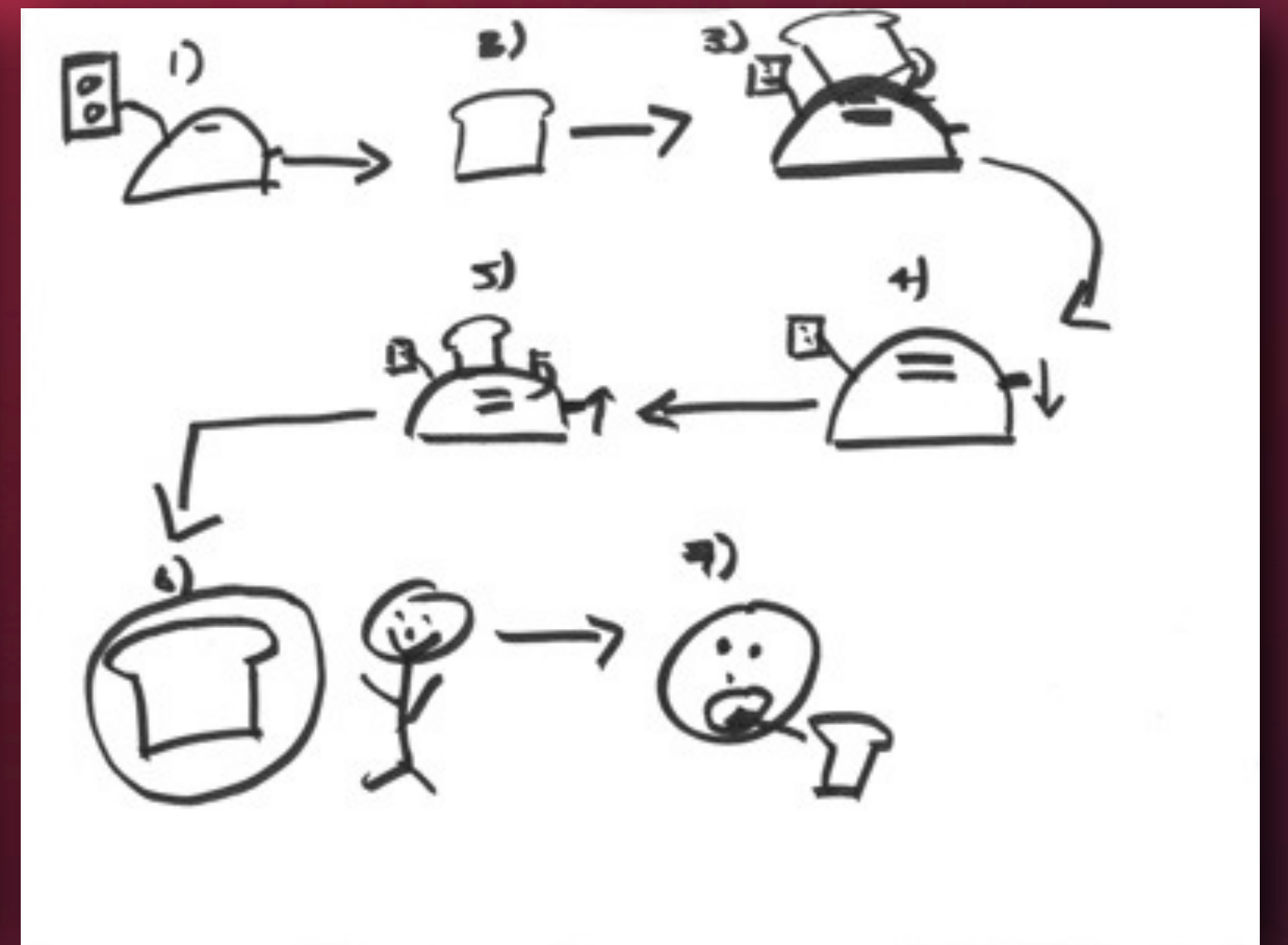
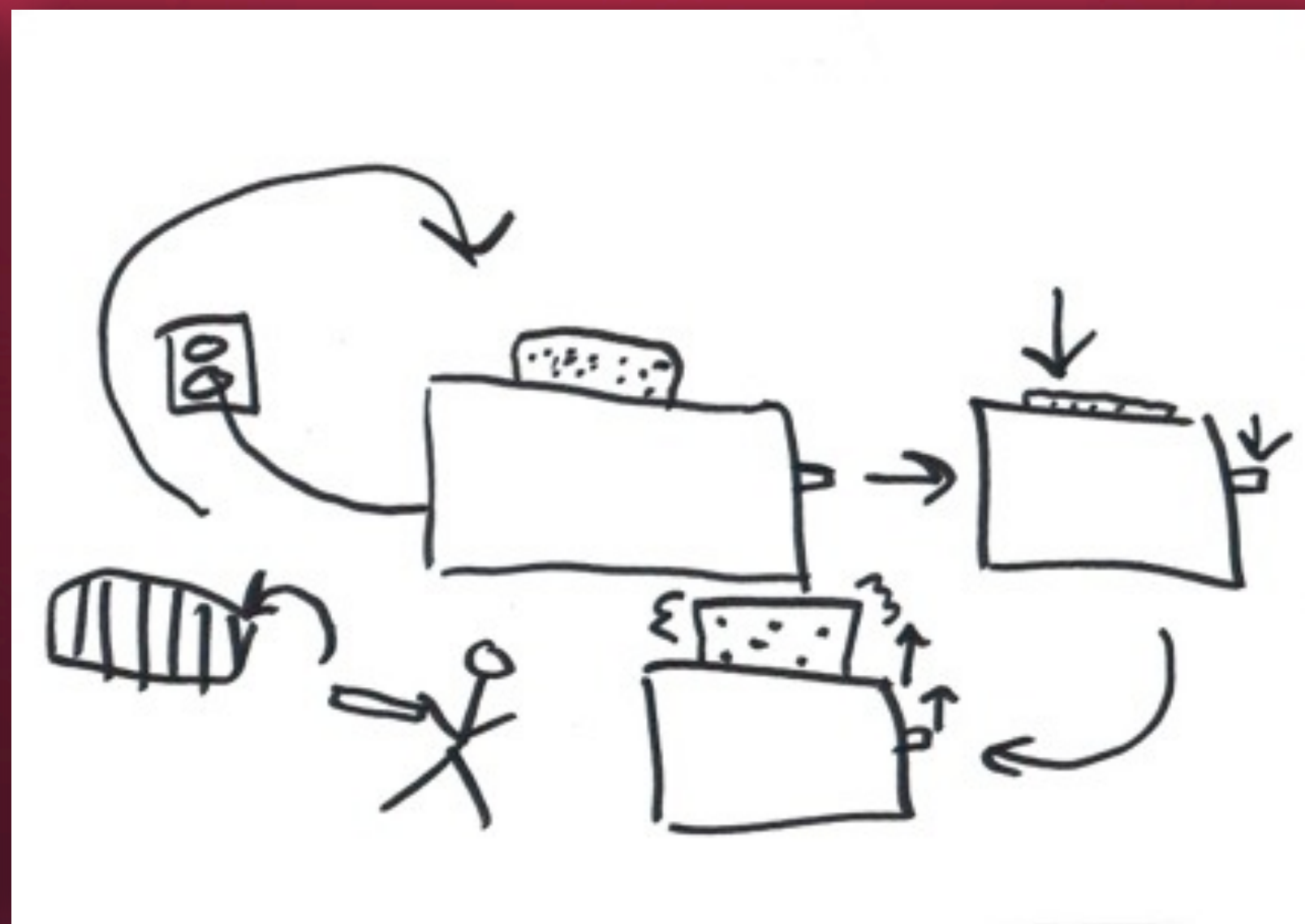
LINKS

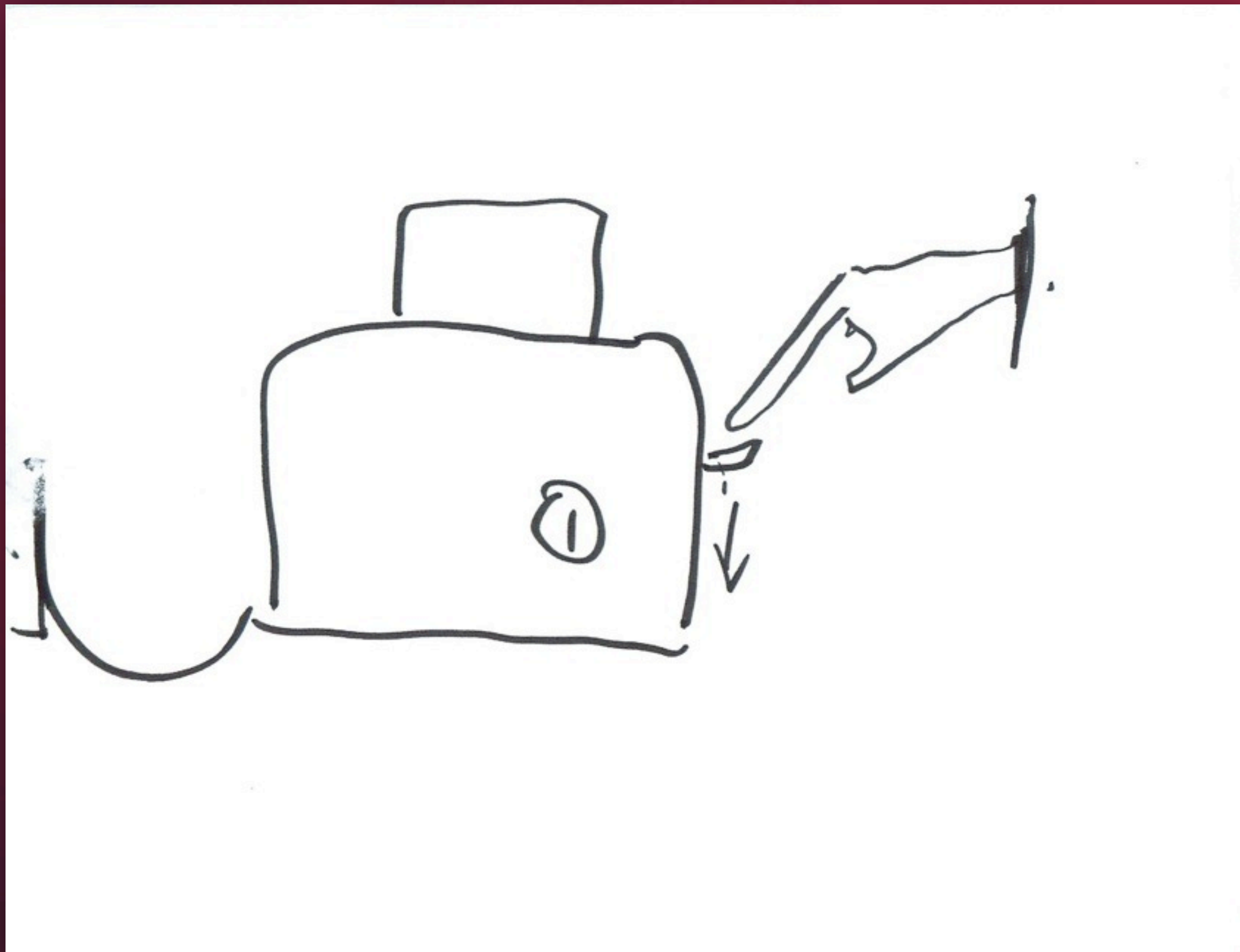


NODES + LINKS = SYSTEMS MODEL

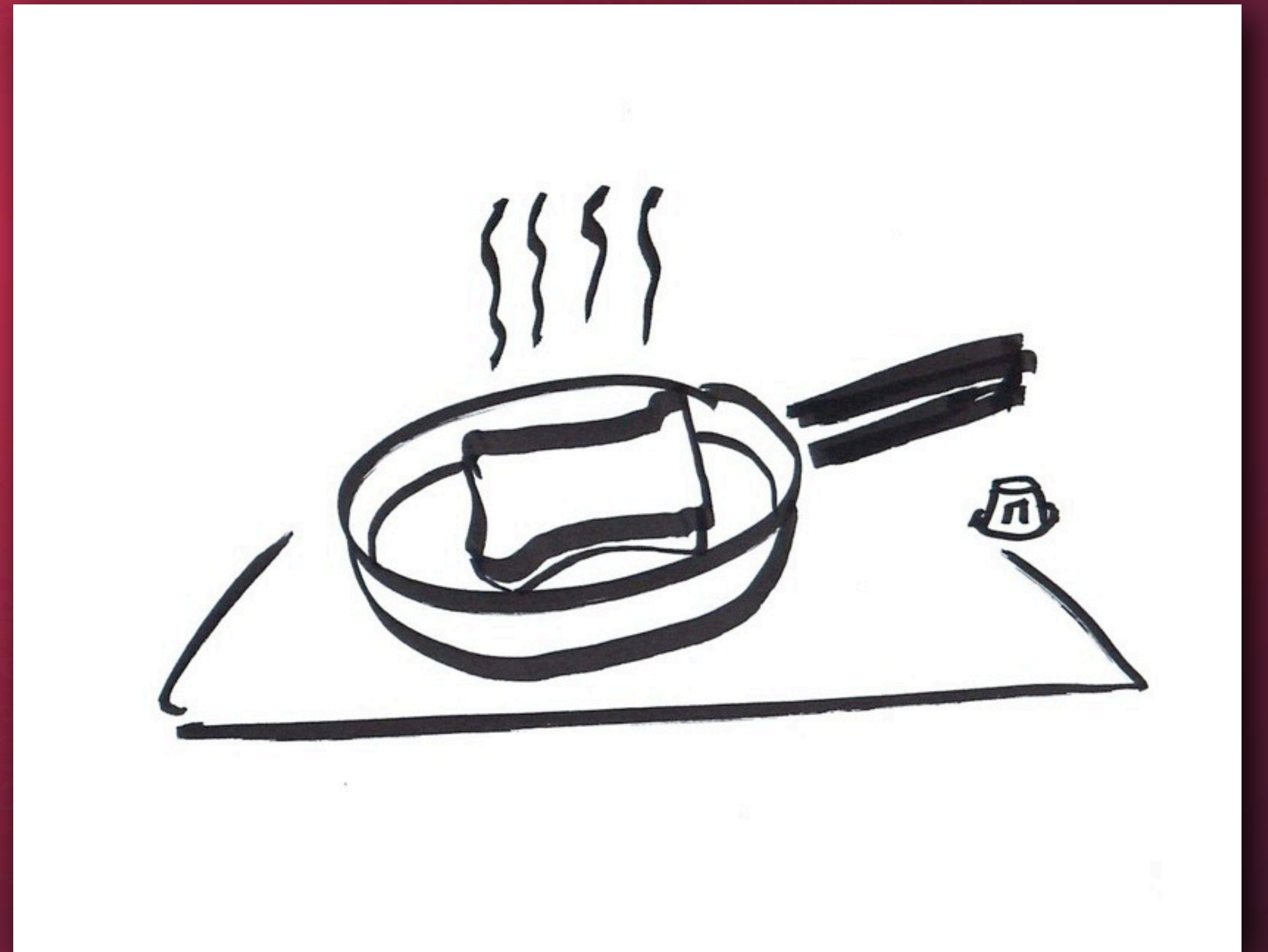


NODES + LINKS = SYSTEMS MODEL

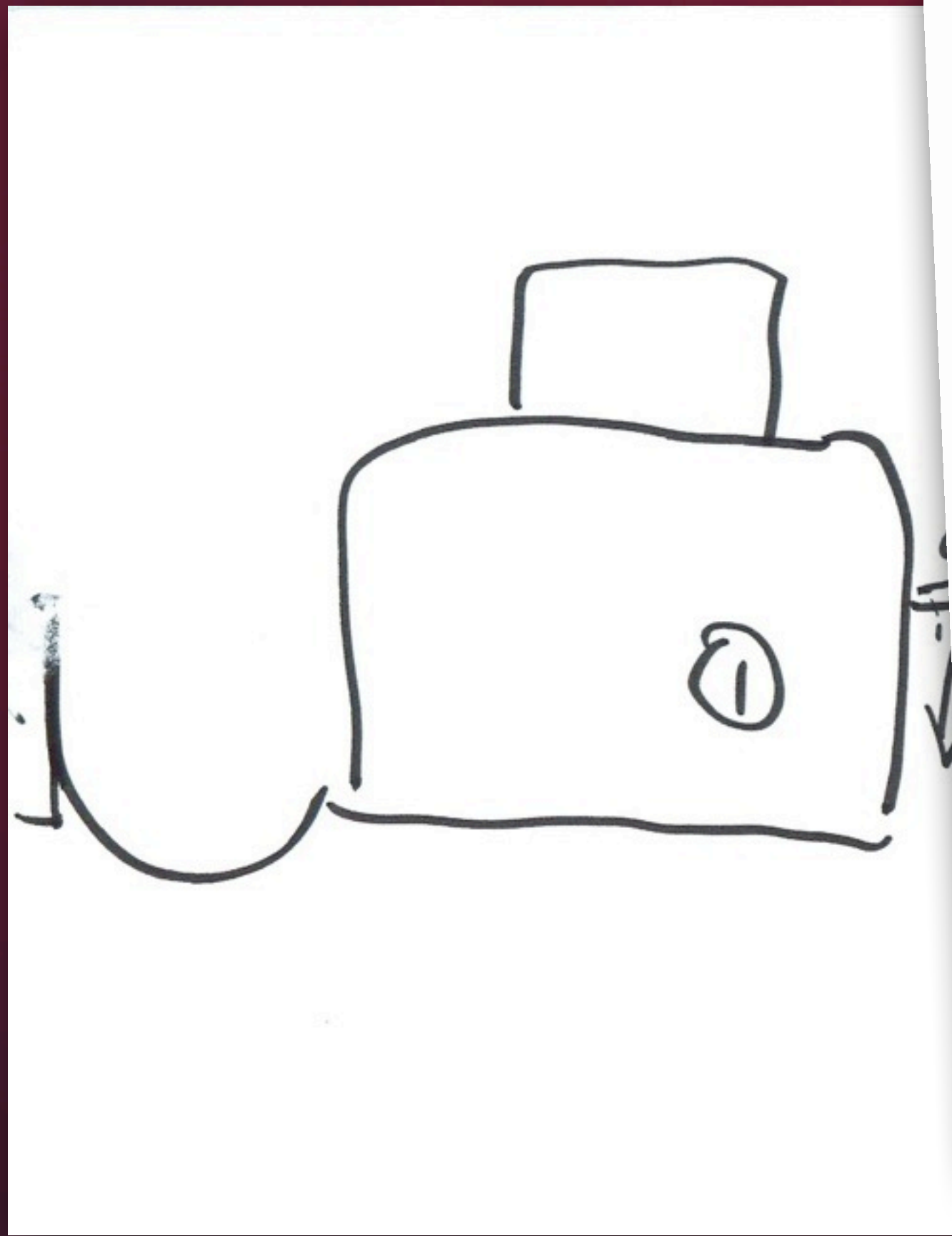




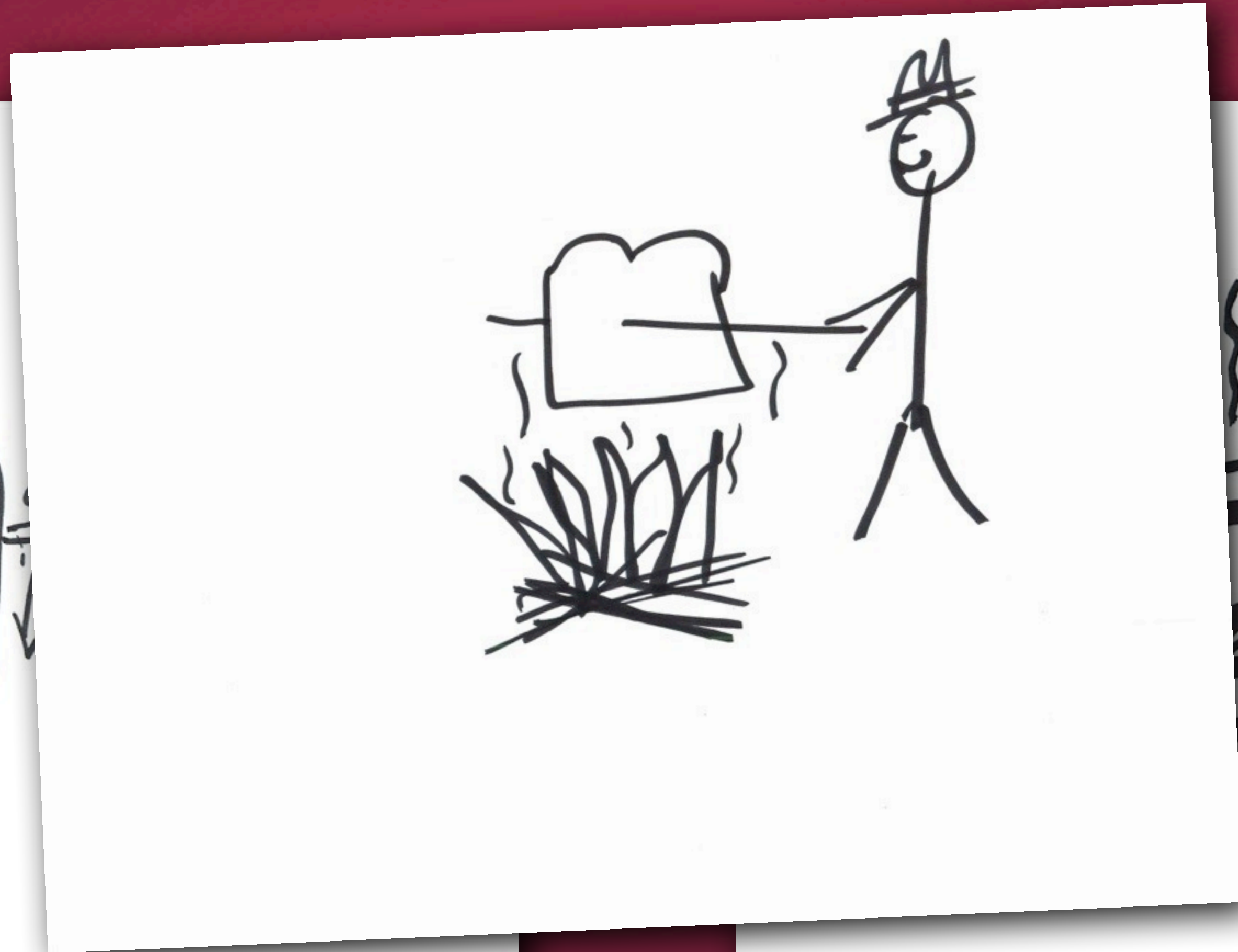
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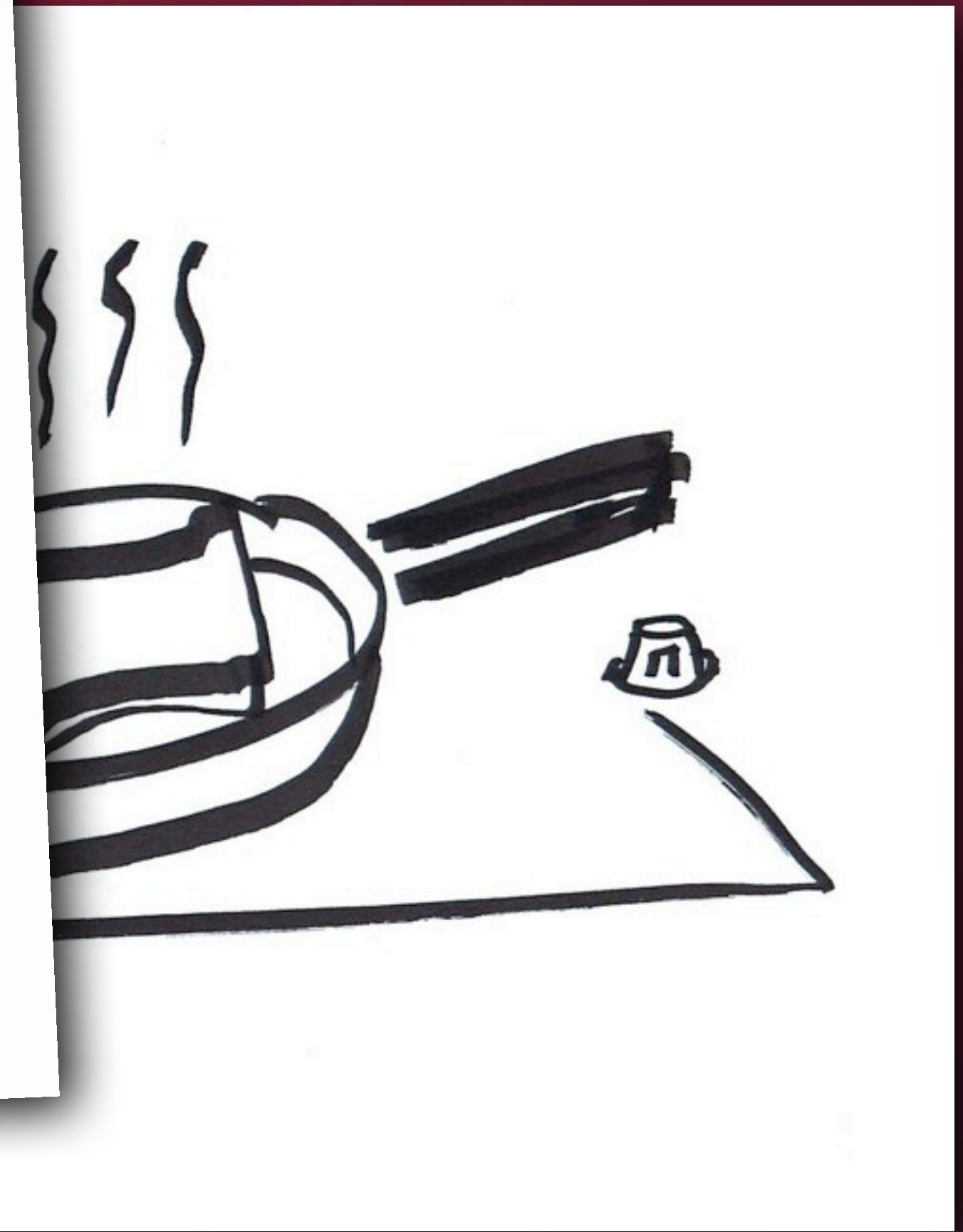
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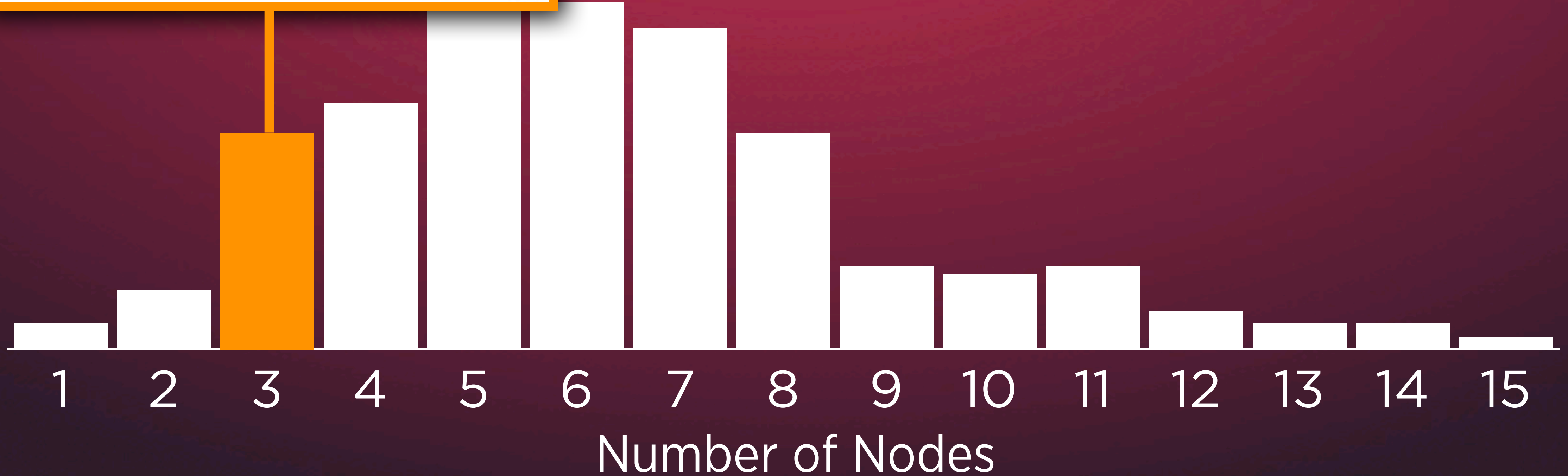
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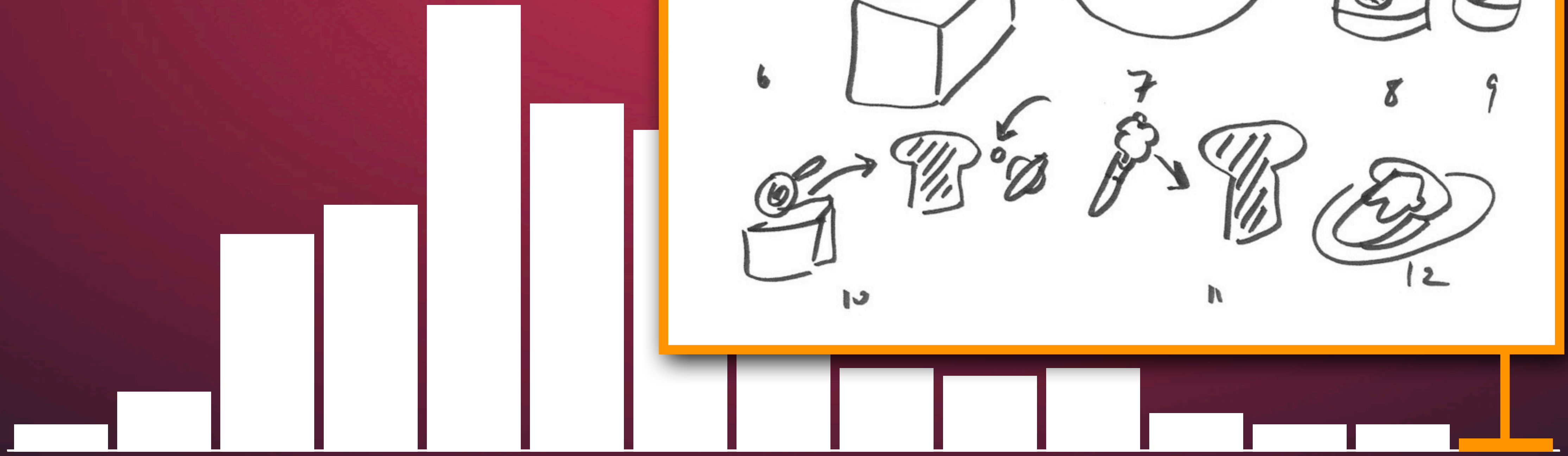


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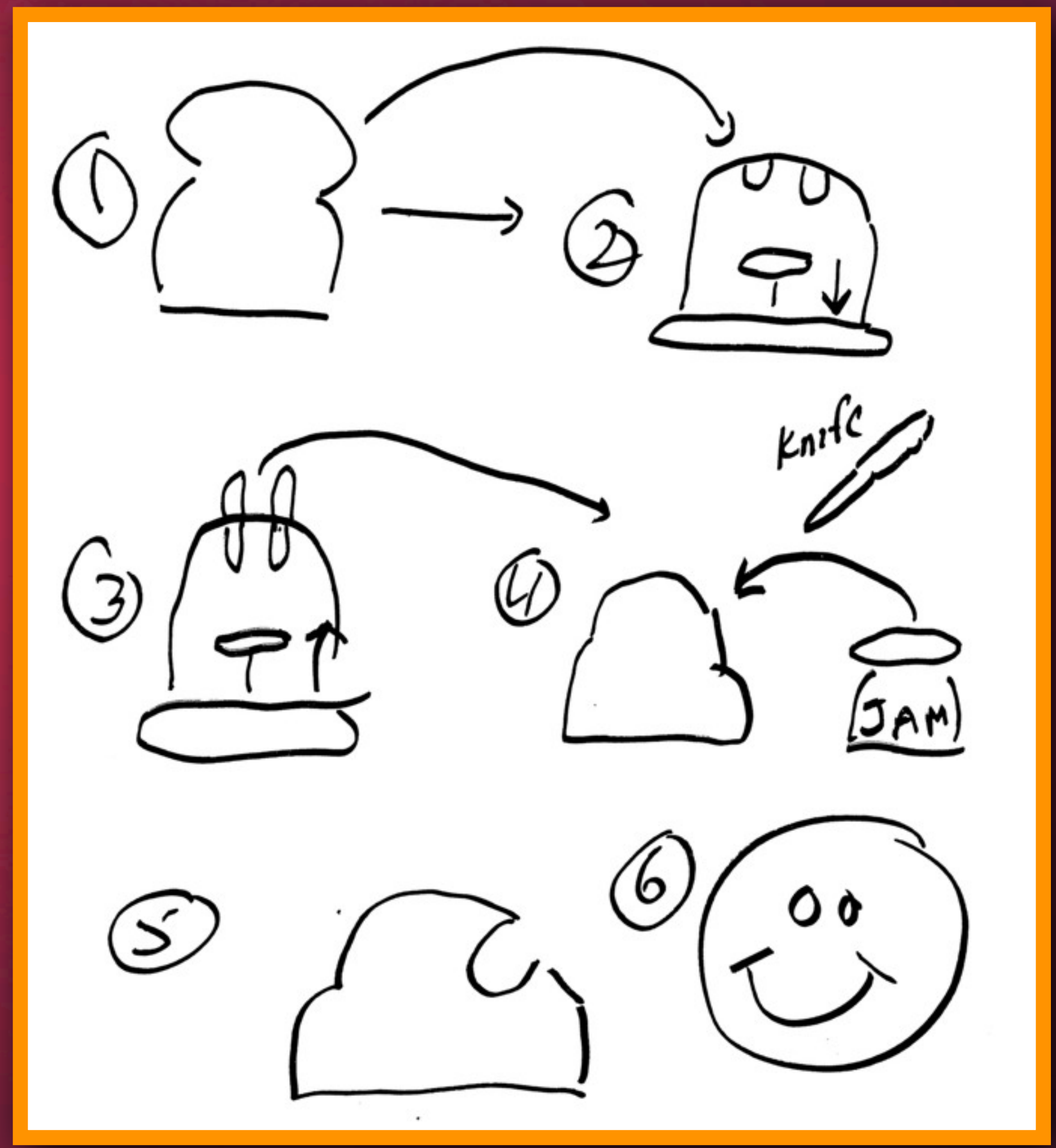
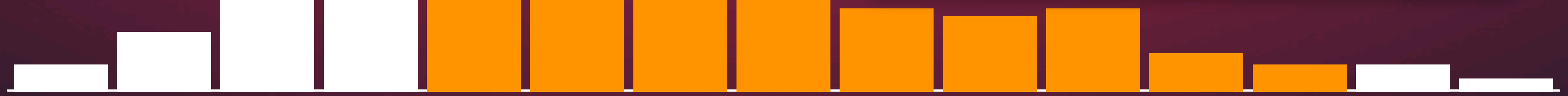


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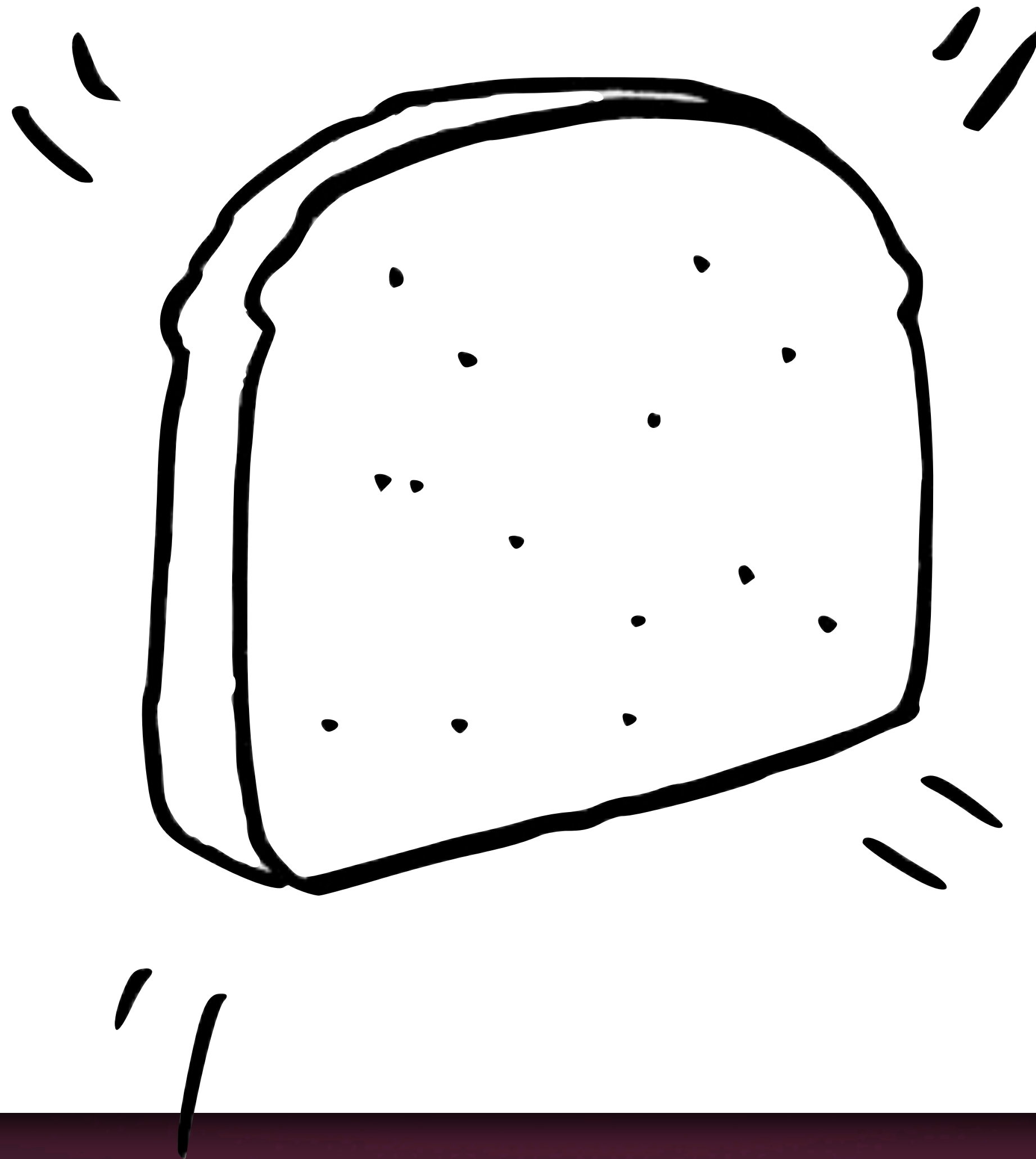




Number of Nodes

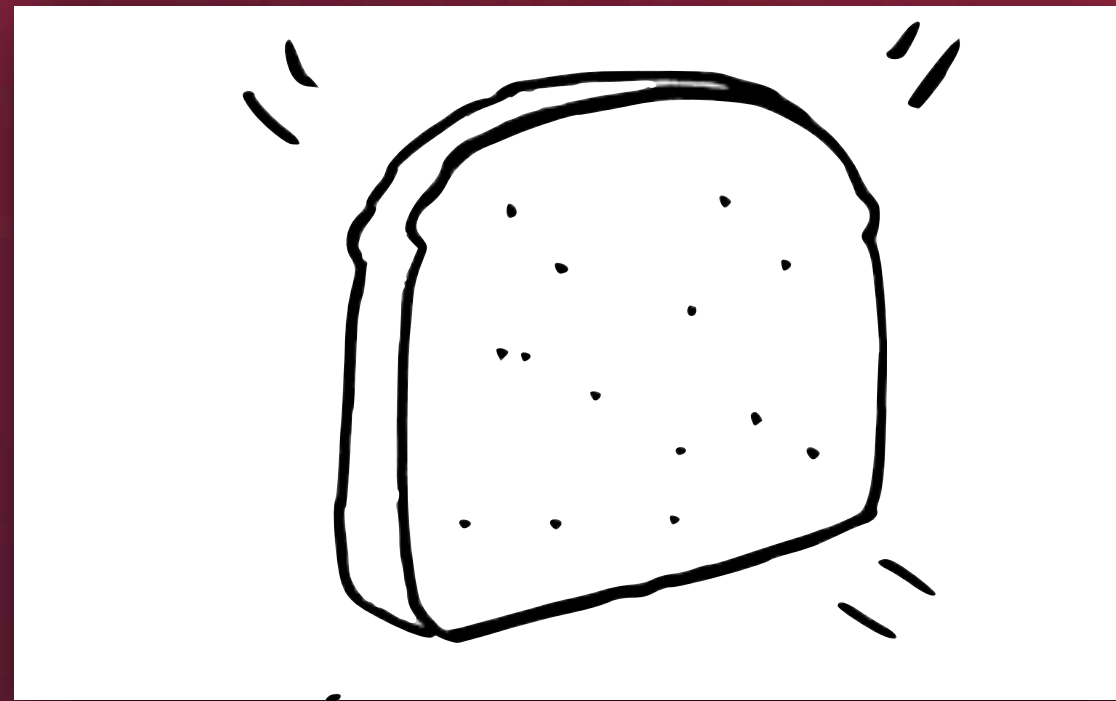


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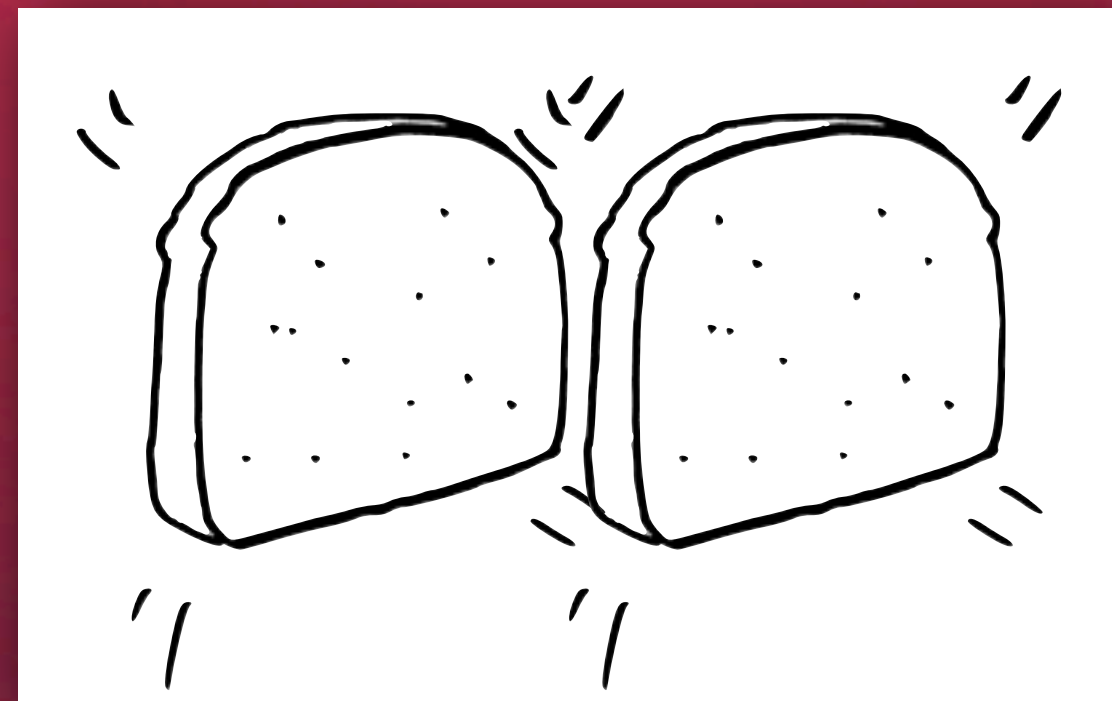


DRAW

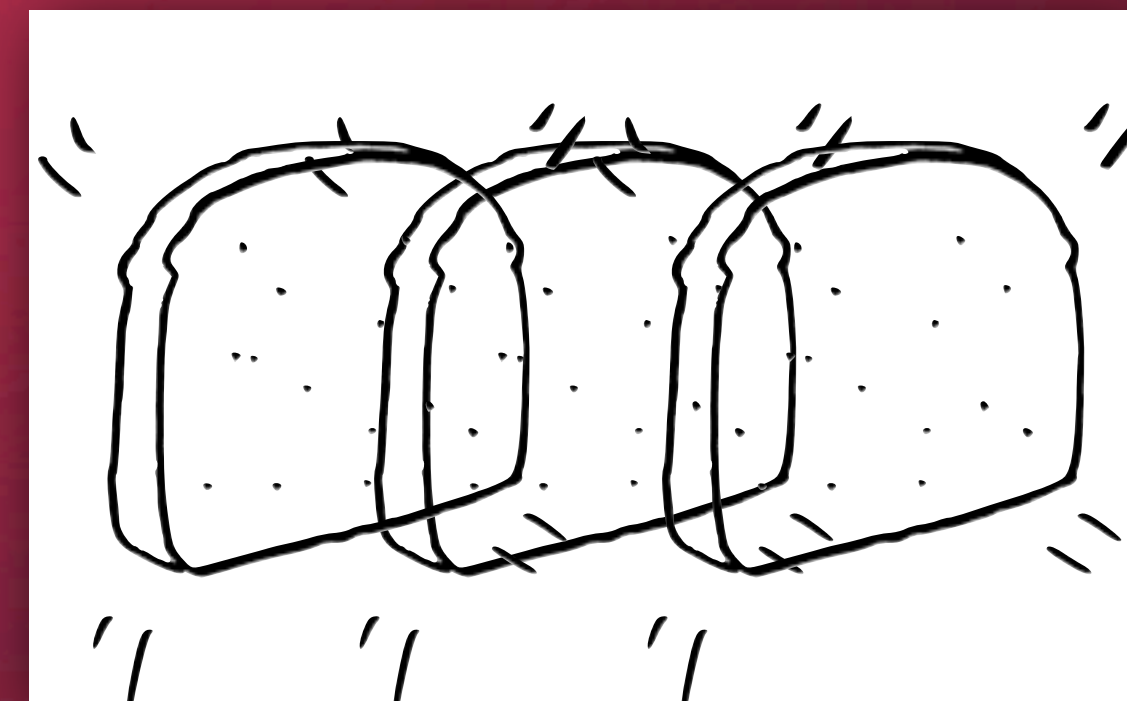
How to Make Toast



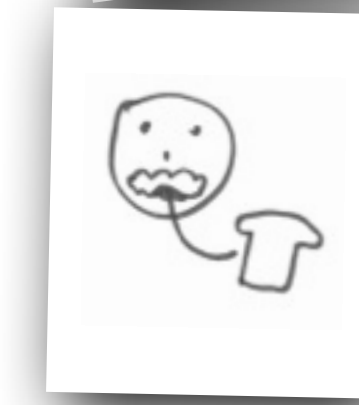
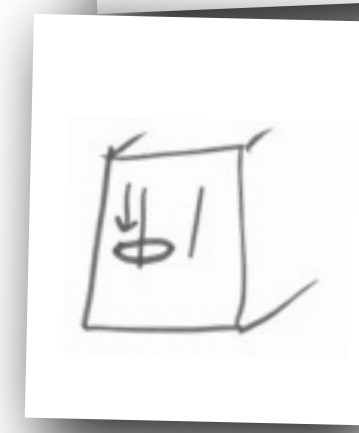
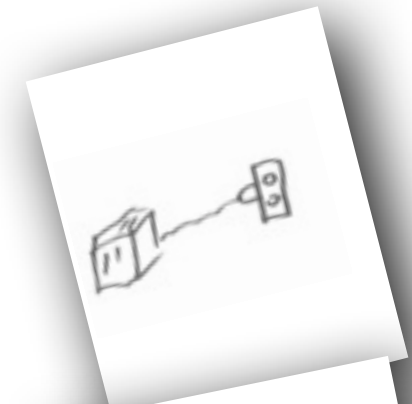
Drawings

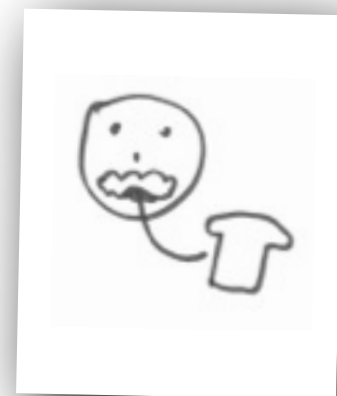
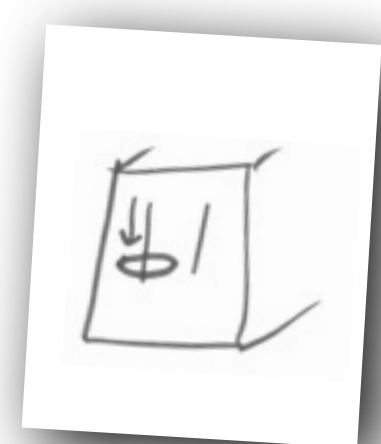
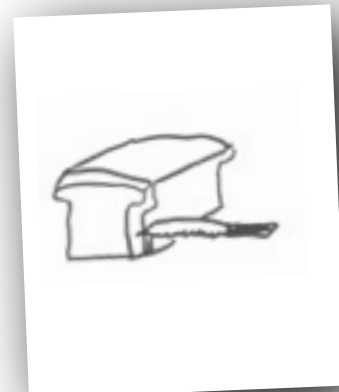


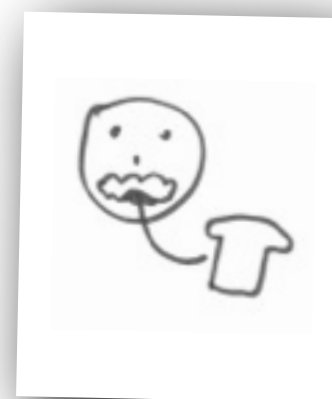
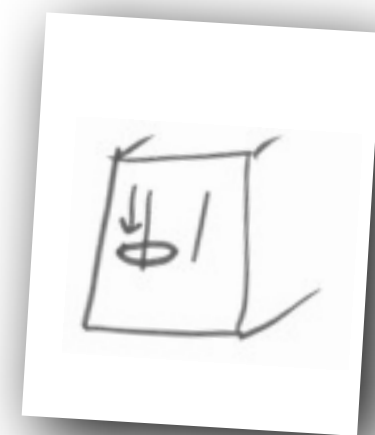
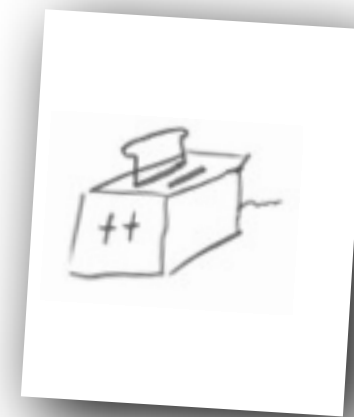
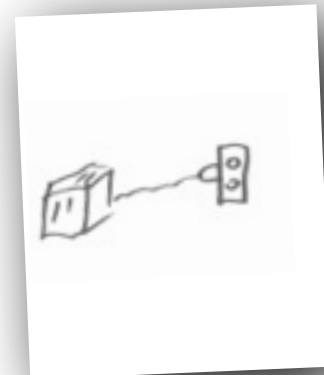
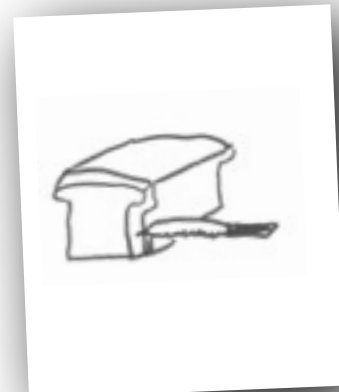
Sticky Notes

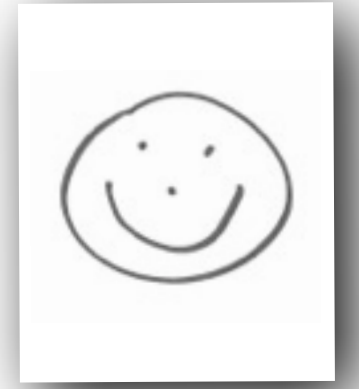
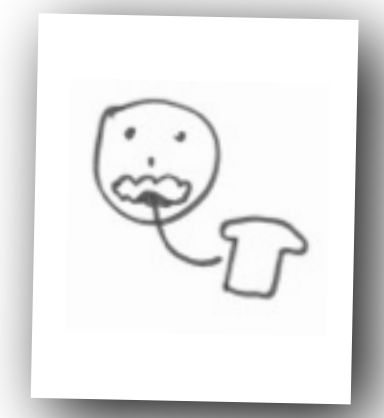
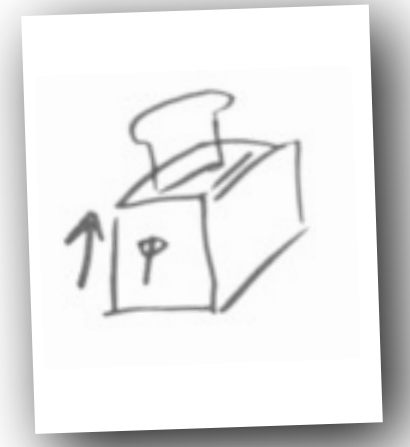
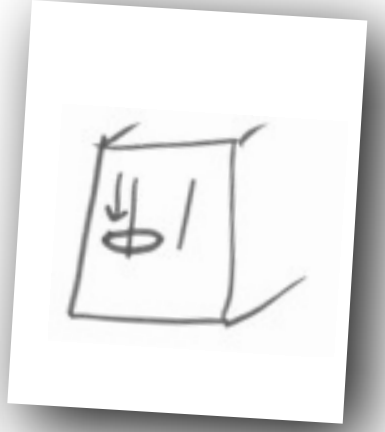
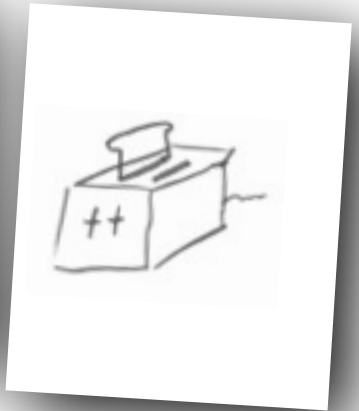
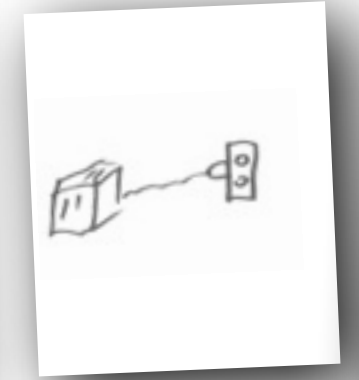
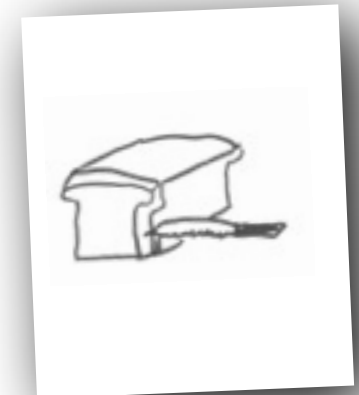


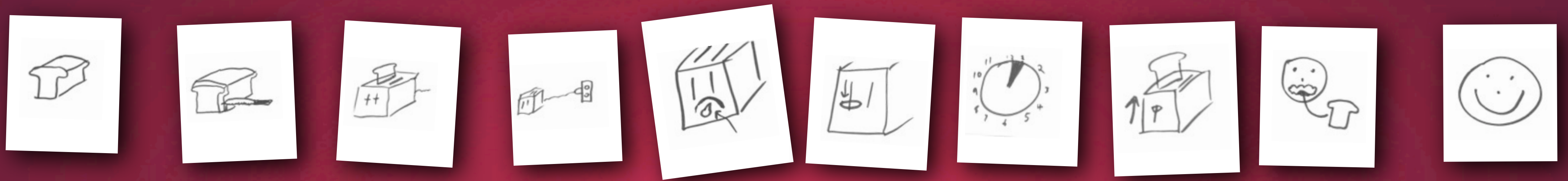






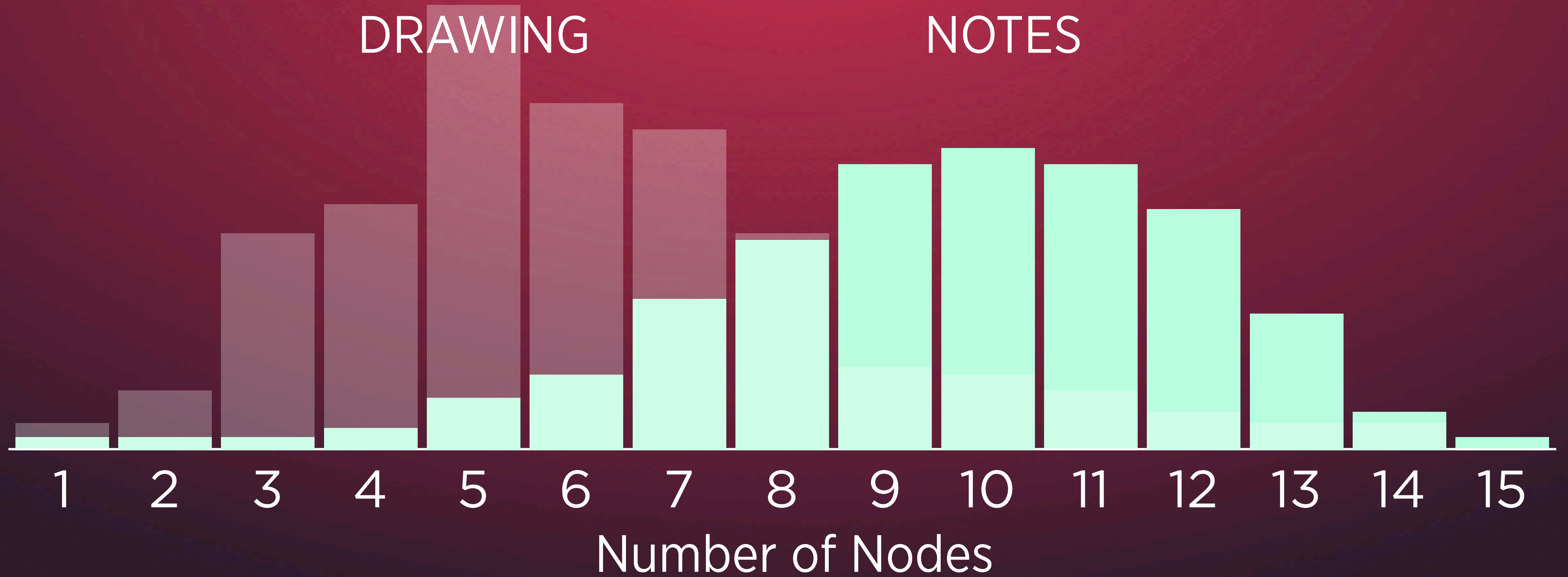






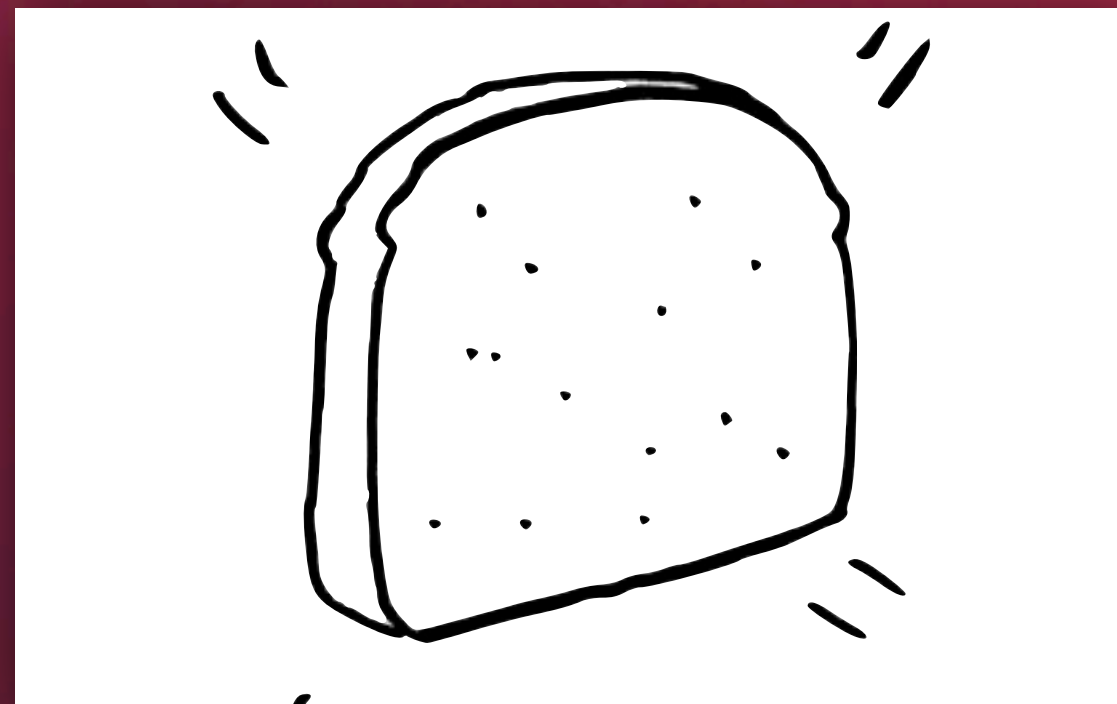
DRAWING

NOTES

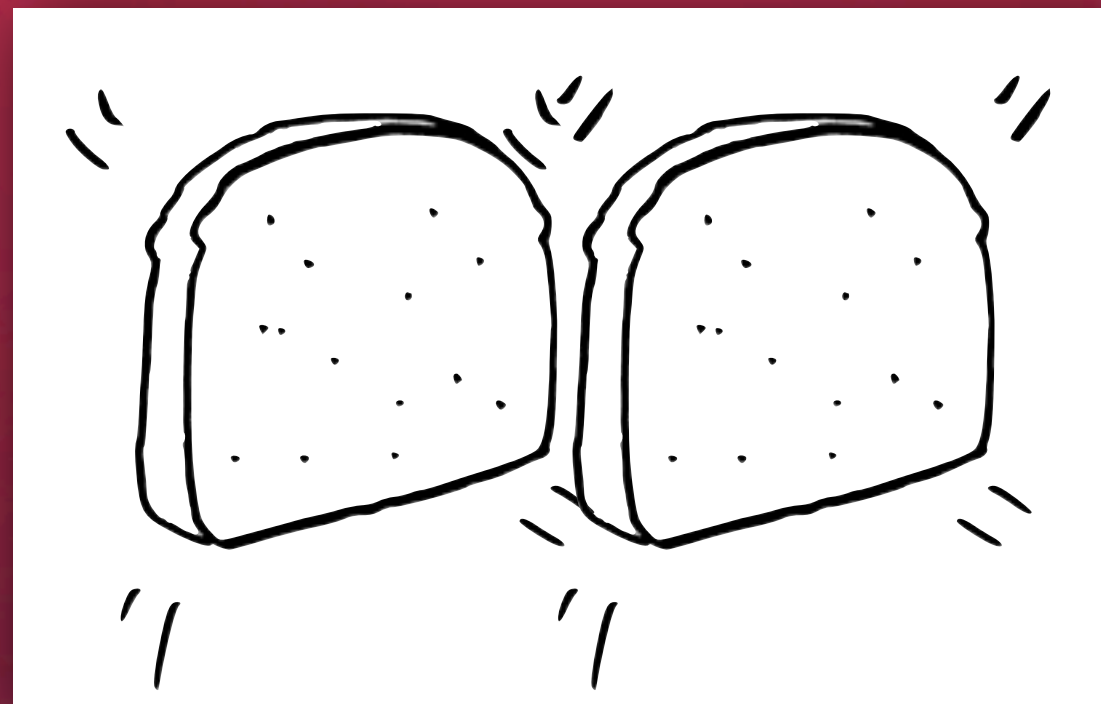


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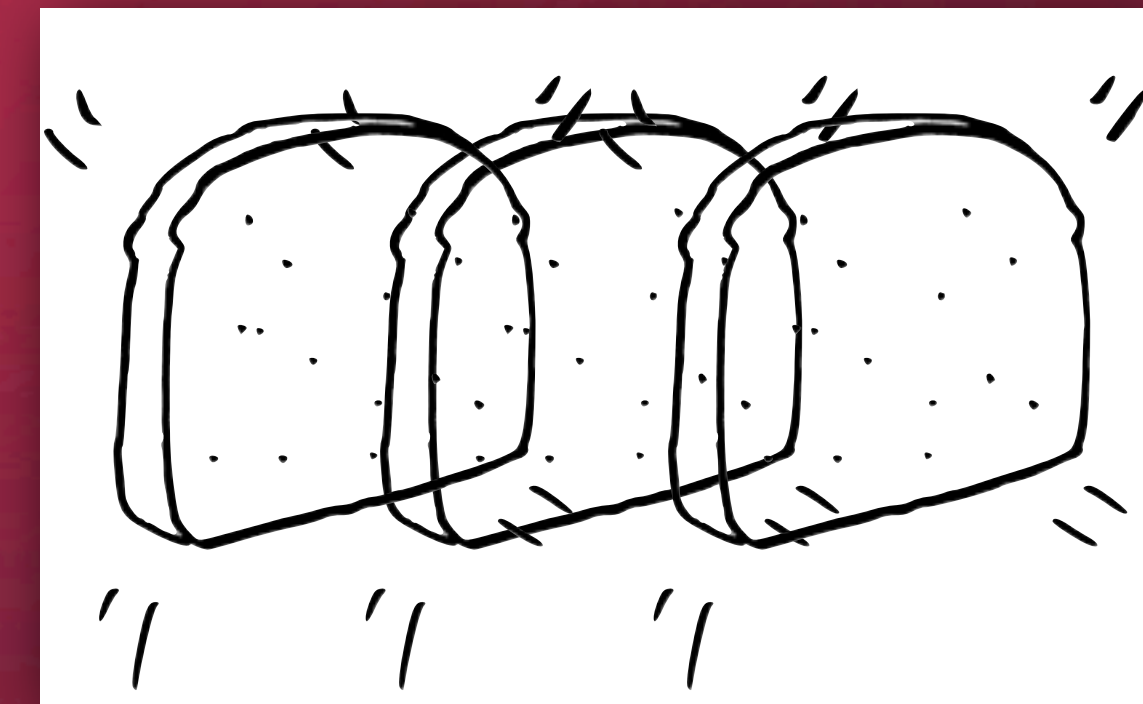
How to Make Toast



Drawings

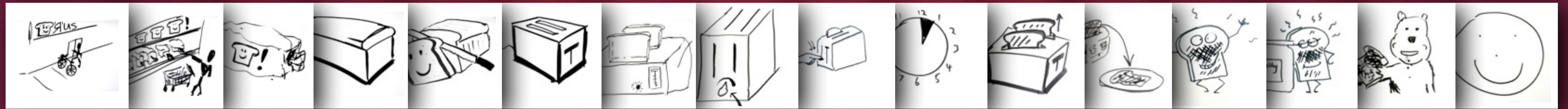


Sticky Notes



Group Notes

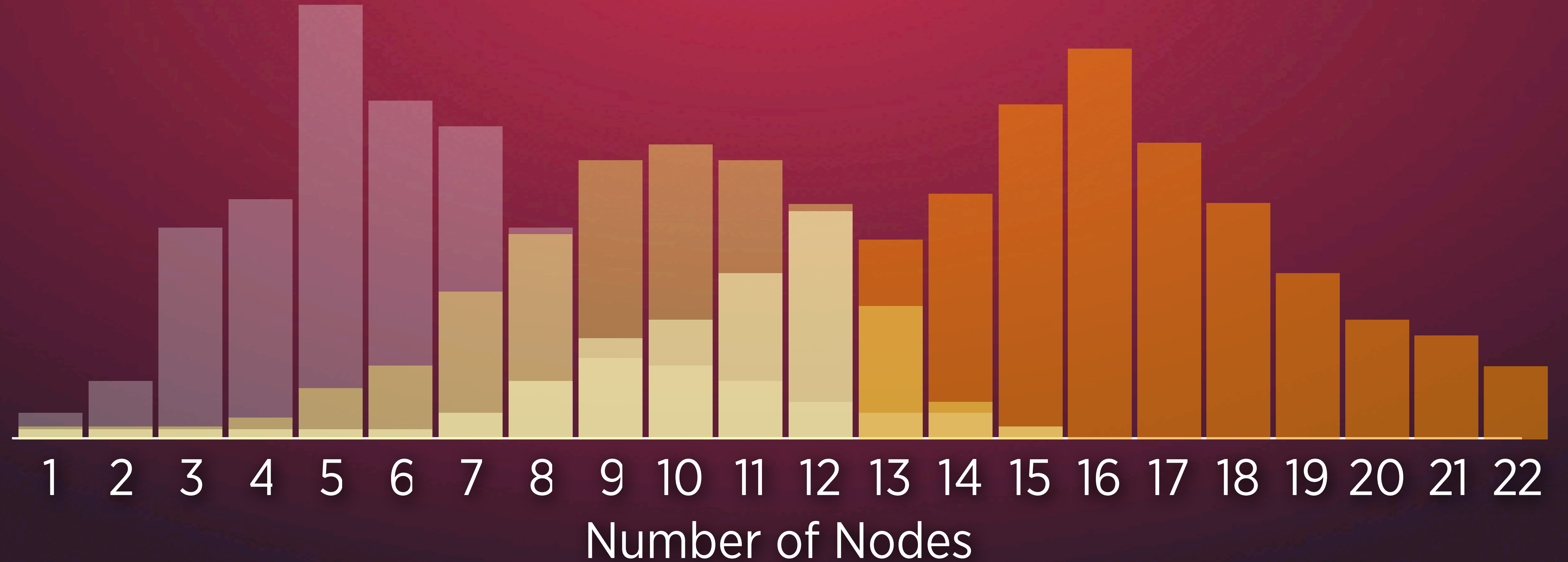


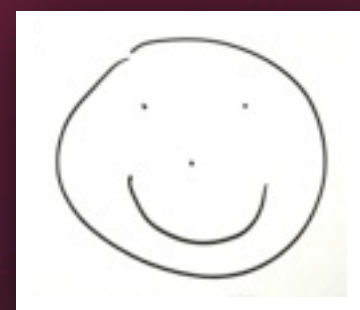
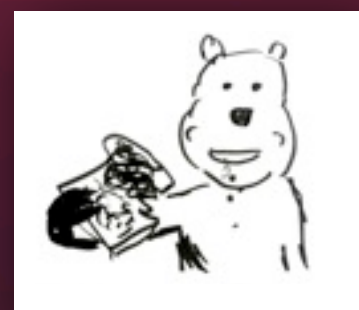
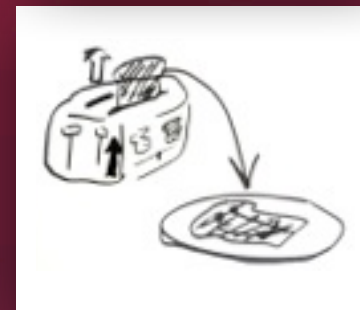
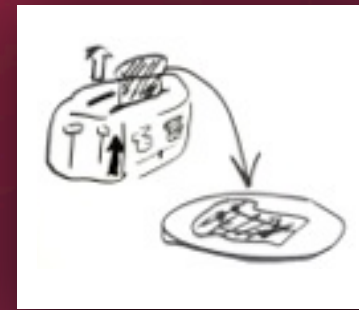
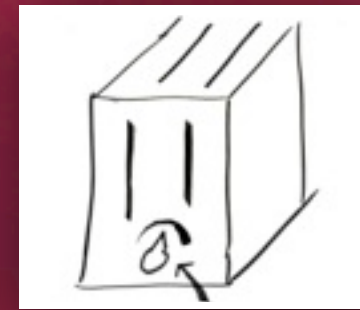
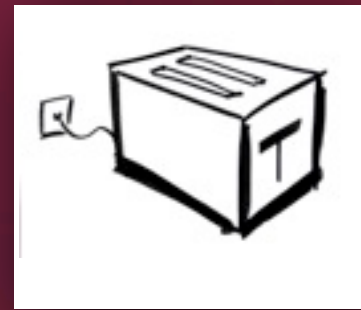
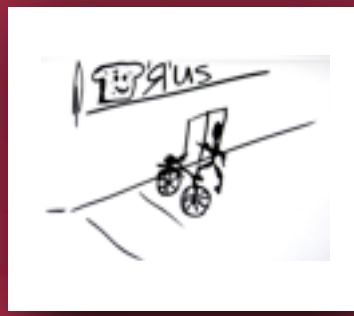


DRAWING

NOTES

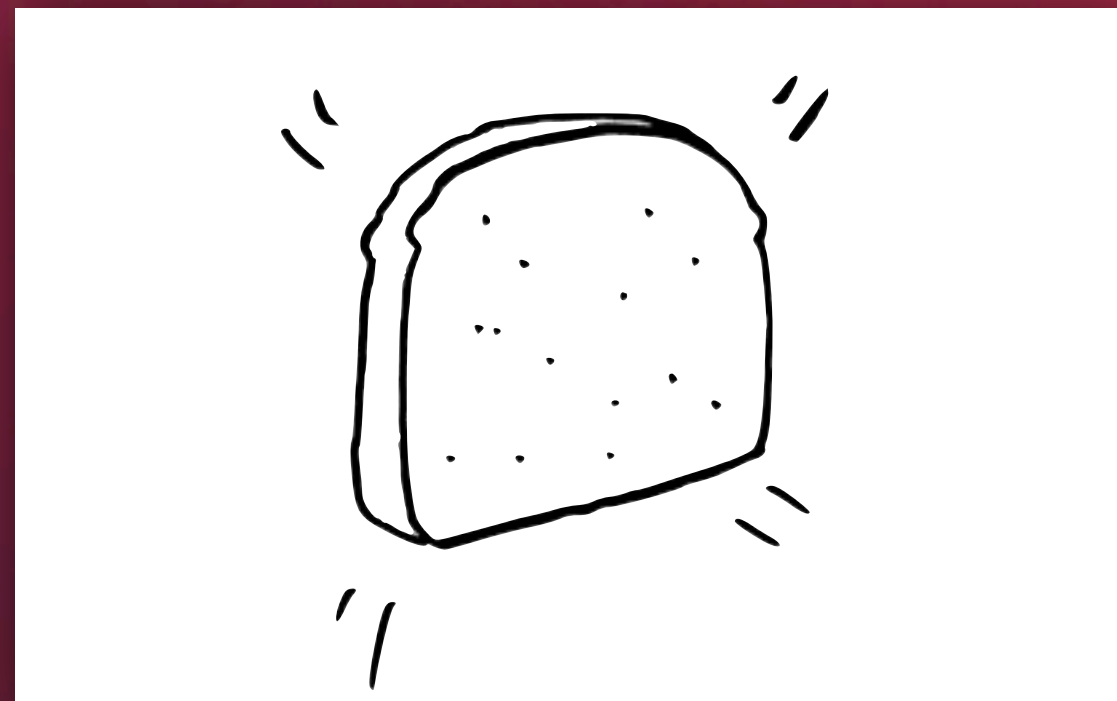
GROUP NOTES



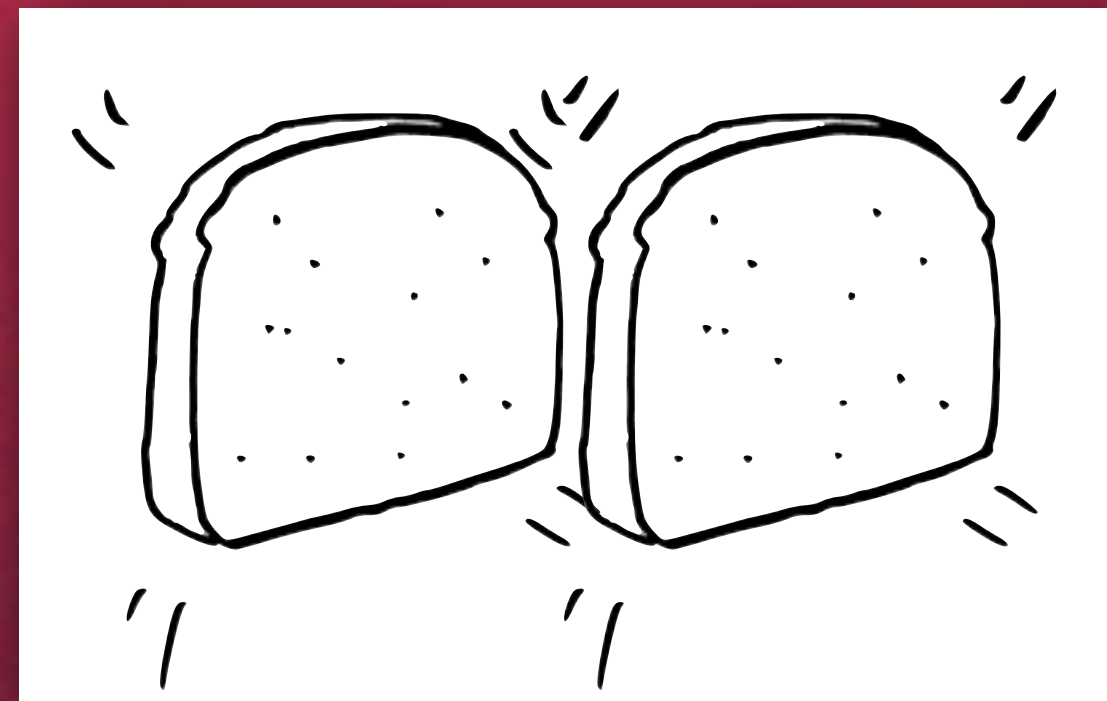


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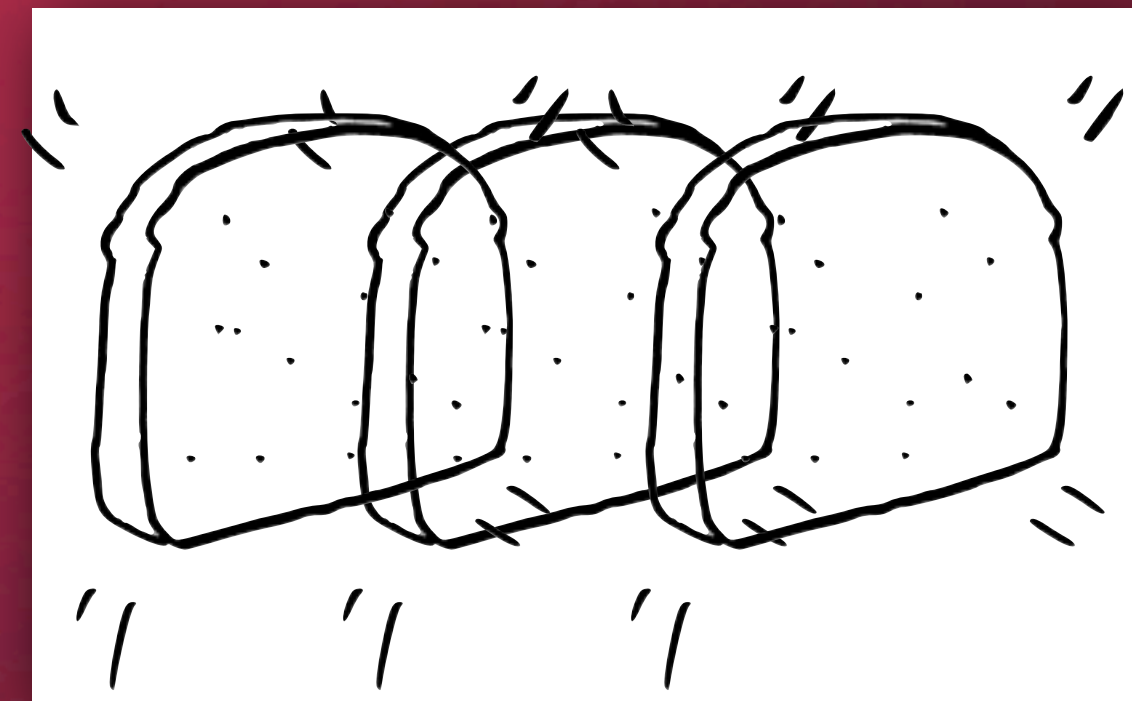
How to Make Toast



Drawings
Links & Nodes



Notes
Iteration



Group Notes
Synthesis

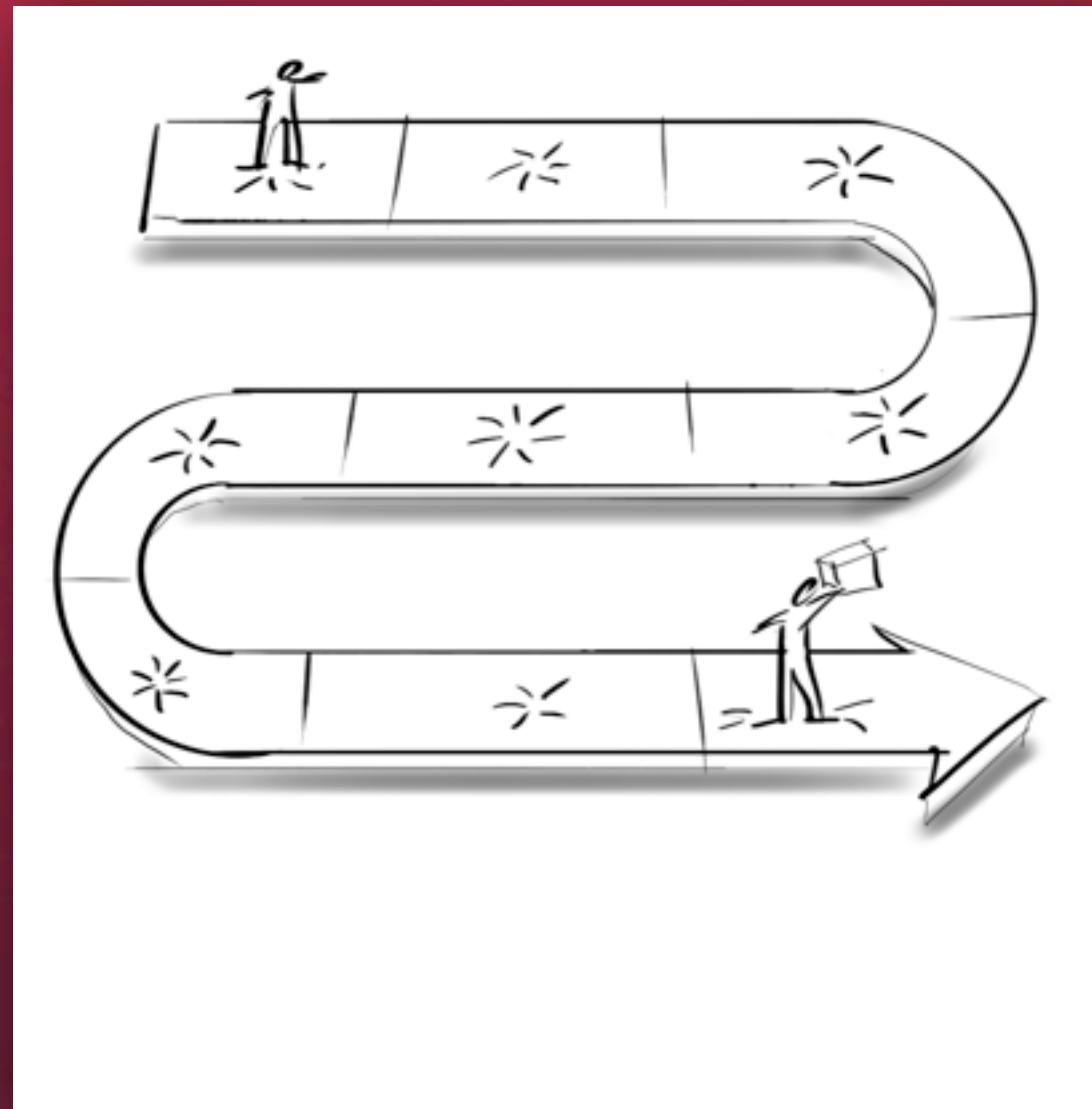
**Better
Systems
Models**

DRAW

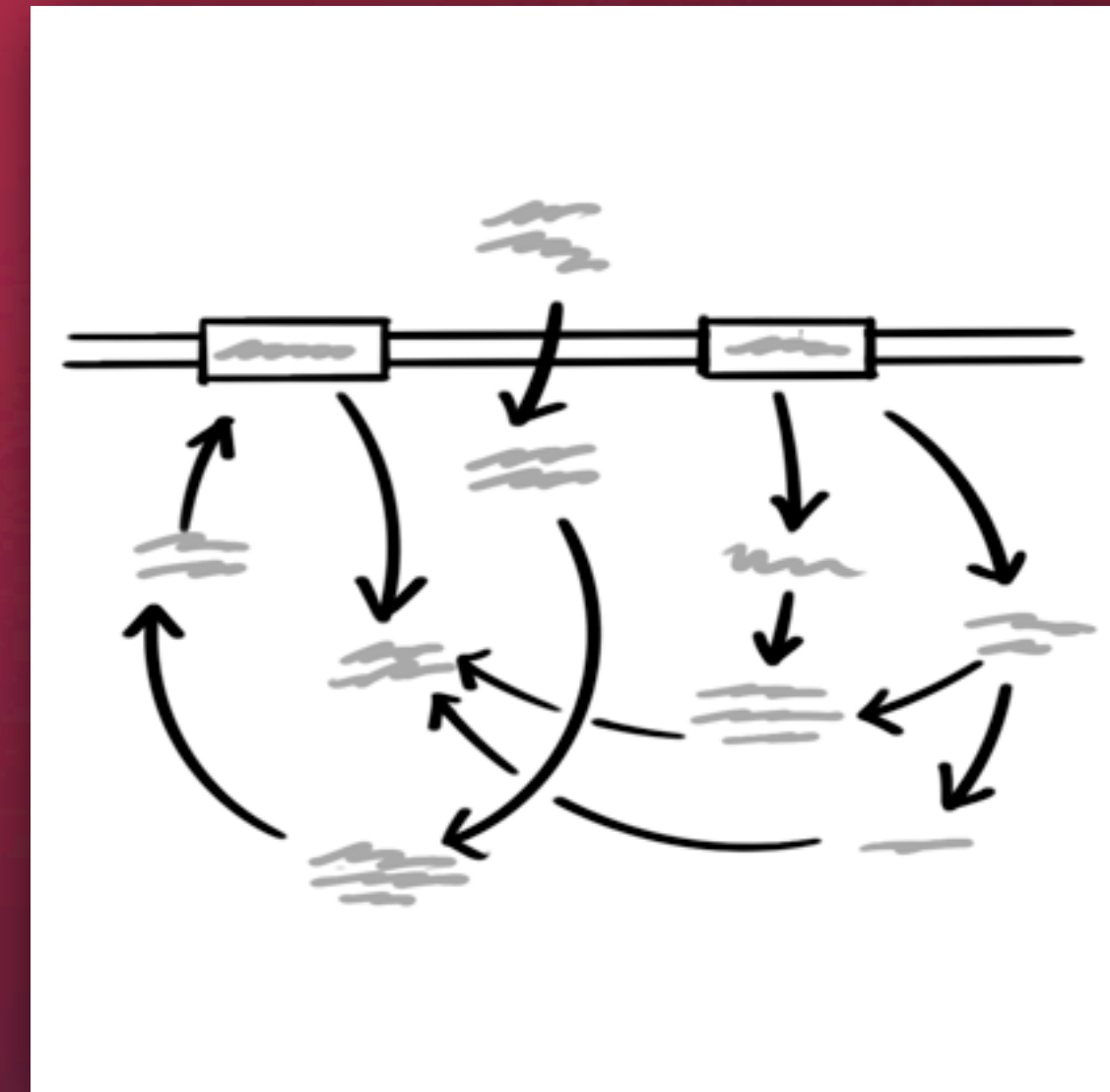
A Model of Your Aspirations



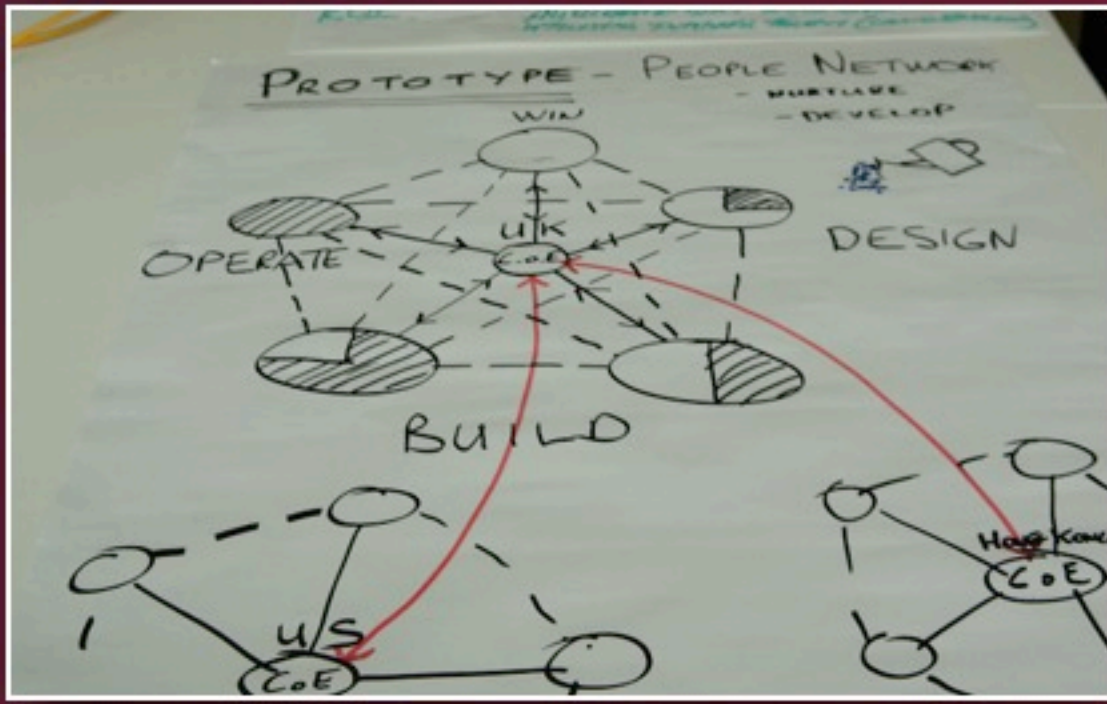
Organizational
Vision



Customer
Experience



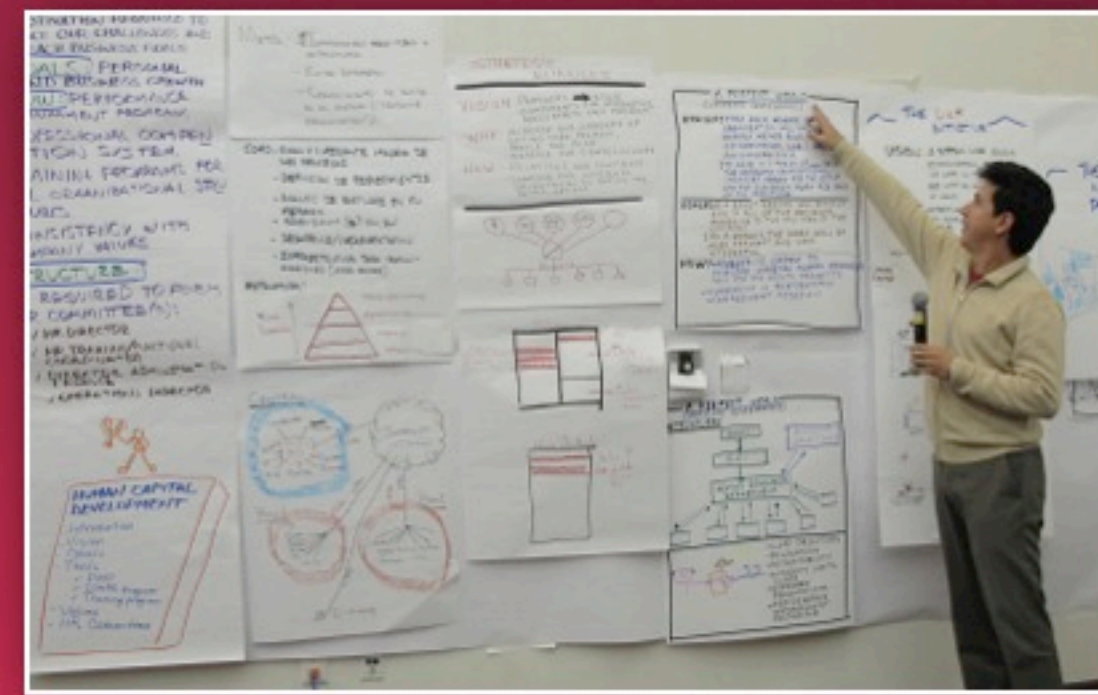
Long-Term
Sustainability



Strategic Positioning



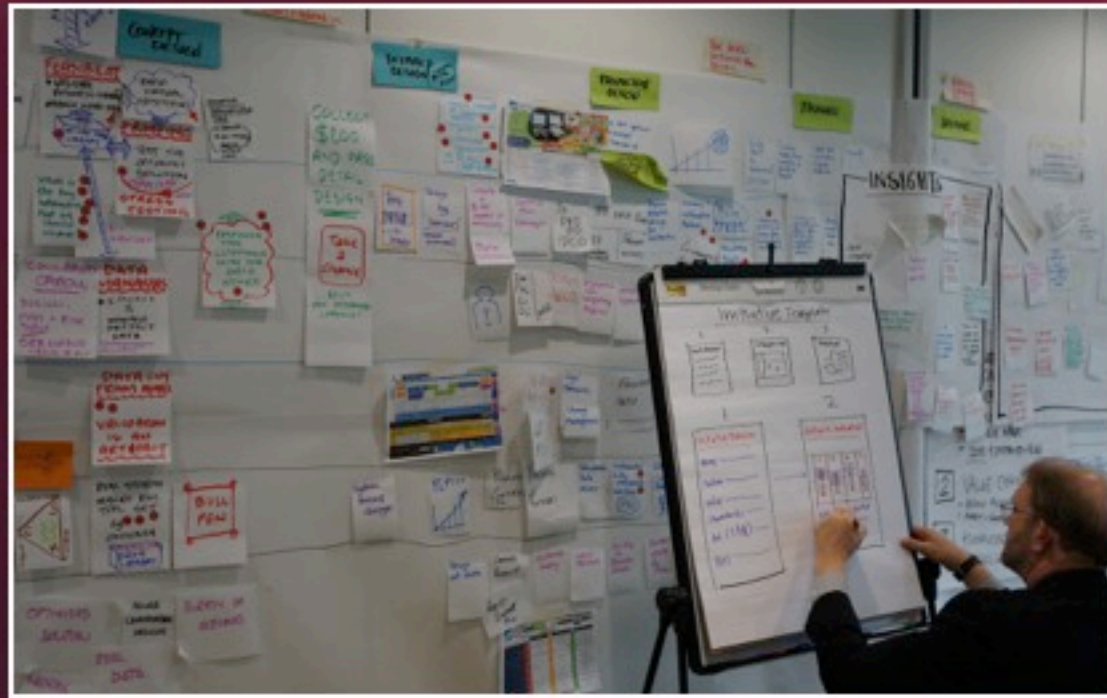
Cash Flow



Manufacturing Process



Opportunity Costs



Sales Strategy



Service Innovation



Competitive Separation



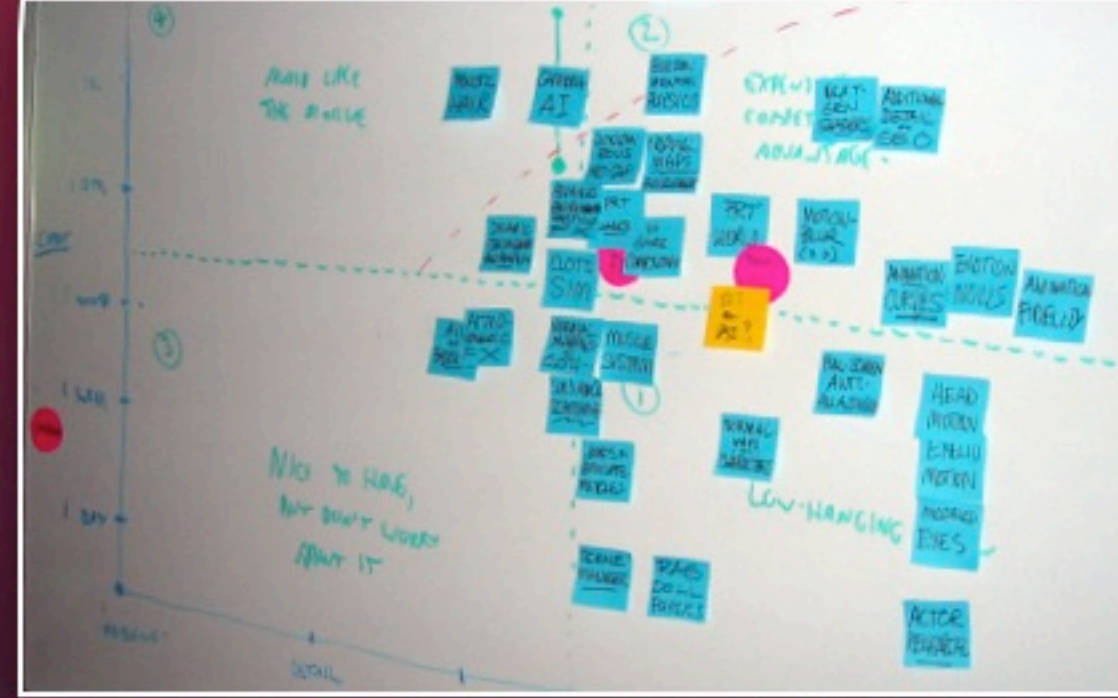
Engagement



Film Production



Customer Experience



Cost Benefit Tradeoff



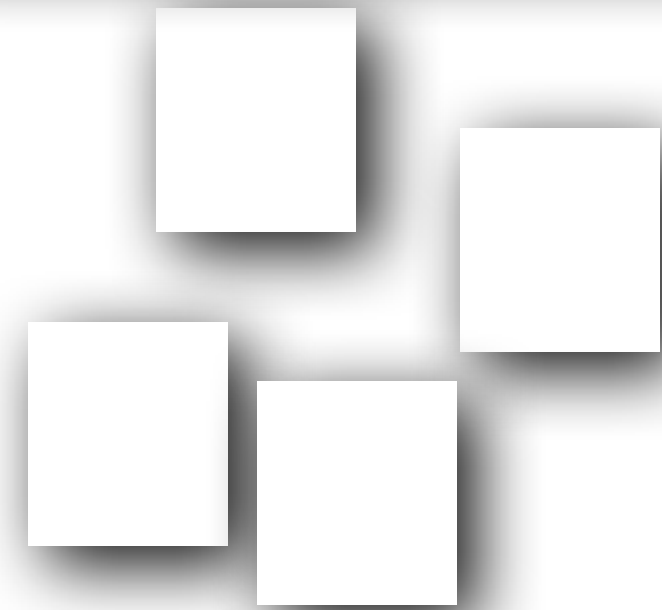
Product Positioning

What is our Noble Vision?

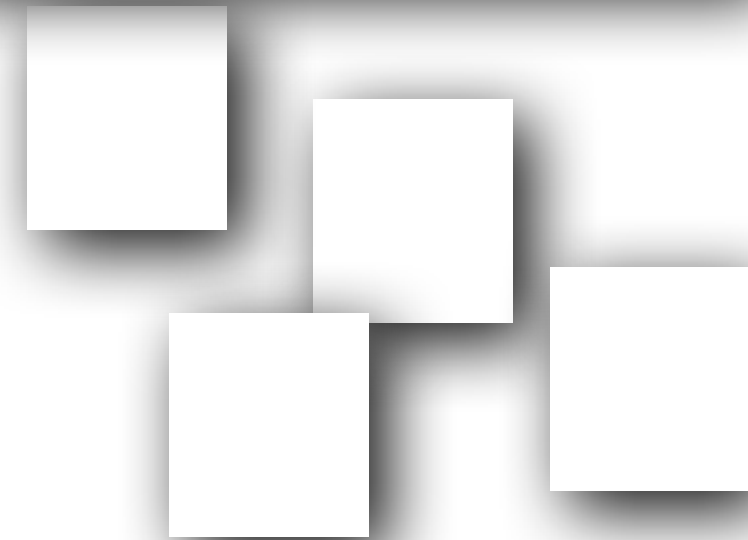


What is our Noble Vision?

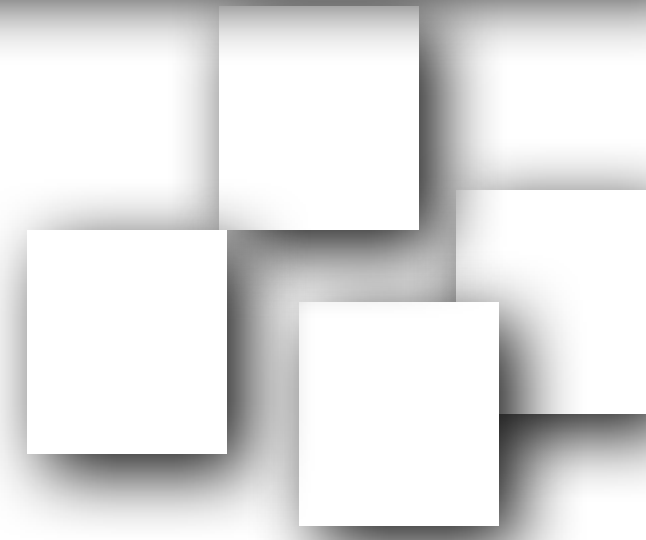
**For our
customers**



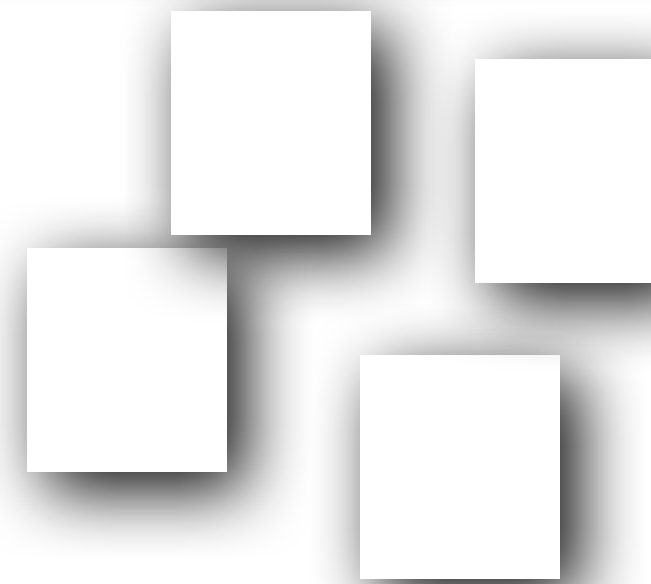
**who have
these needs**



**our
offering**



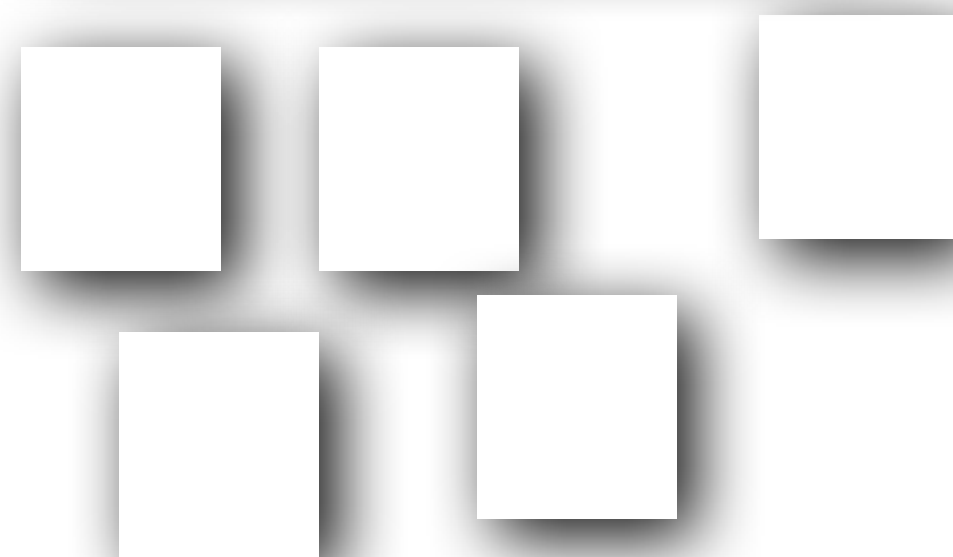
is a



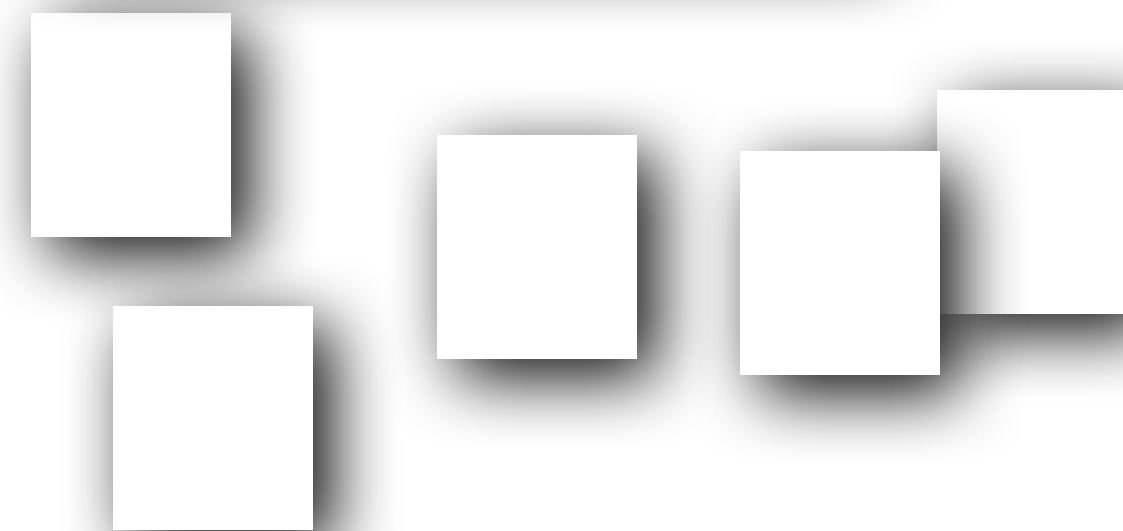
**that
provides**



**Unlike our
Competitors**



**We are better
in these ways**







RODALE
STRATEGIC PLANNING DESIGN

OAKS

CENTRAL PLAY

SCHOOL

ECONOMY

FOODS

RECREATION

HOUSING

TRANSPORTATION

UTILITIES





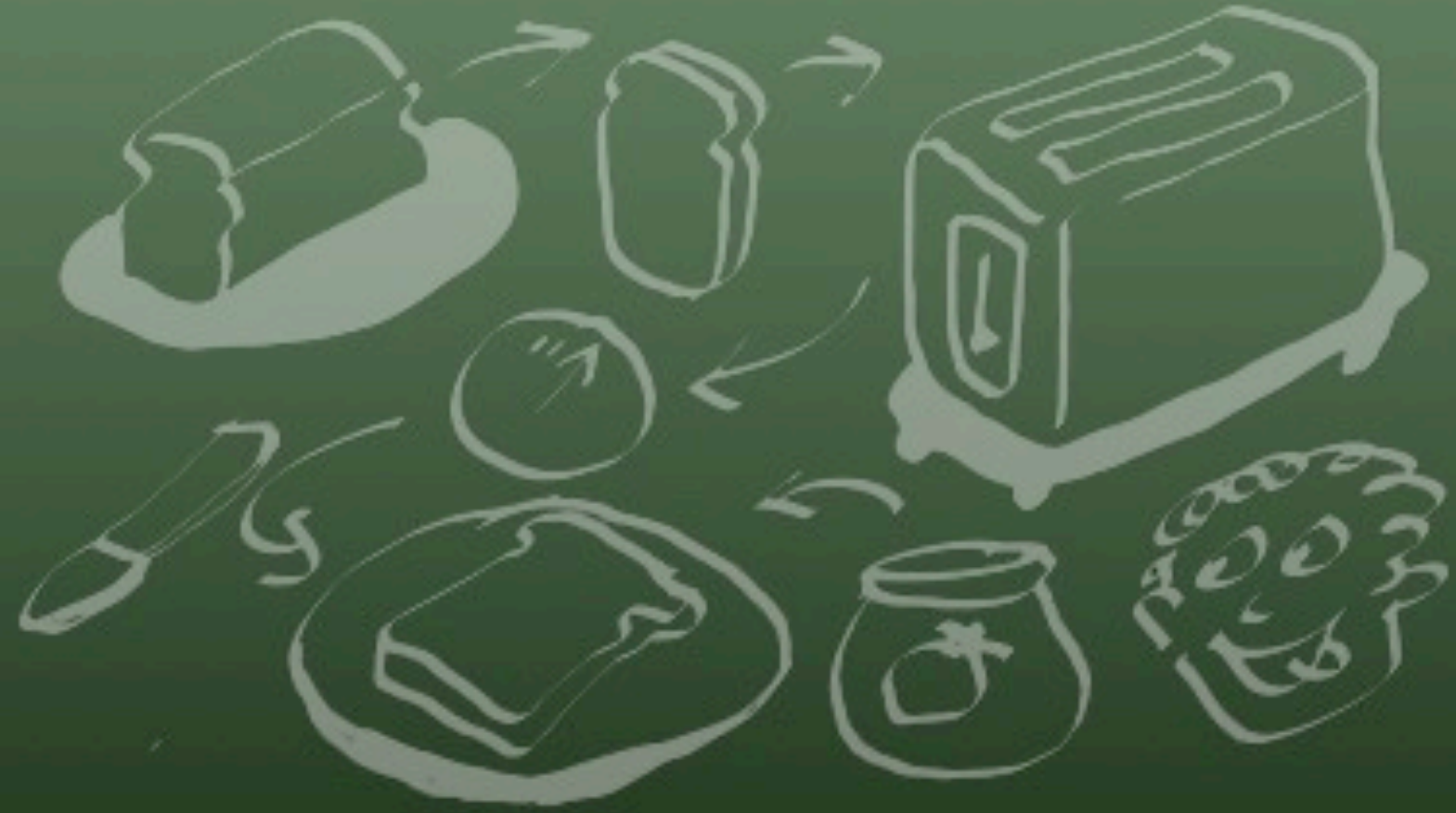
STRATEGIC INITIATIVES



Multiple sheets of paper or documents are pinned to the left wall, containing various notes and diagrams.

Additional notes and diagrams are visible on the right side of the whiteboard, including a list of items and a small diagram.

People are seated at a round table in the foreground and a desk in the background, engaged in a meeting or discussion.



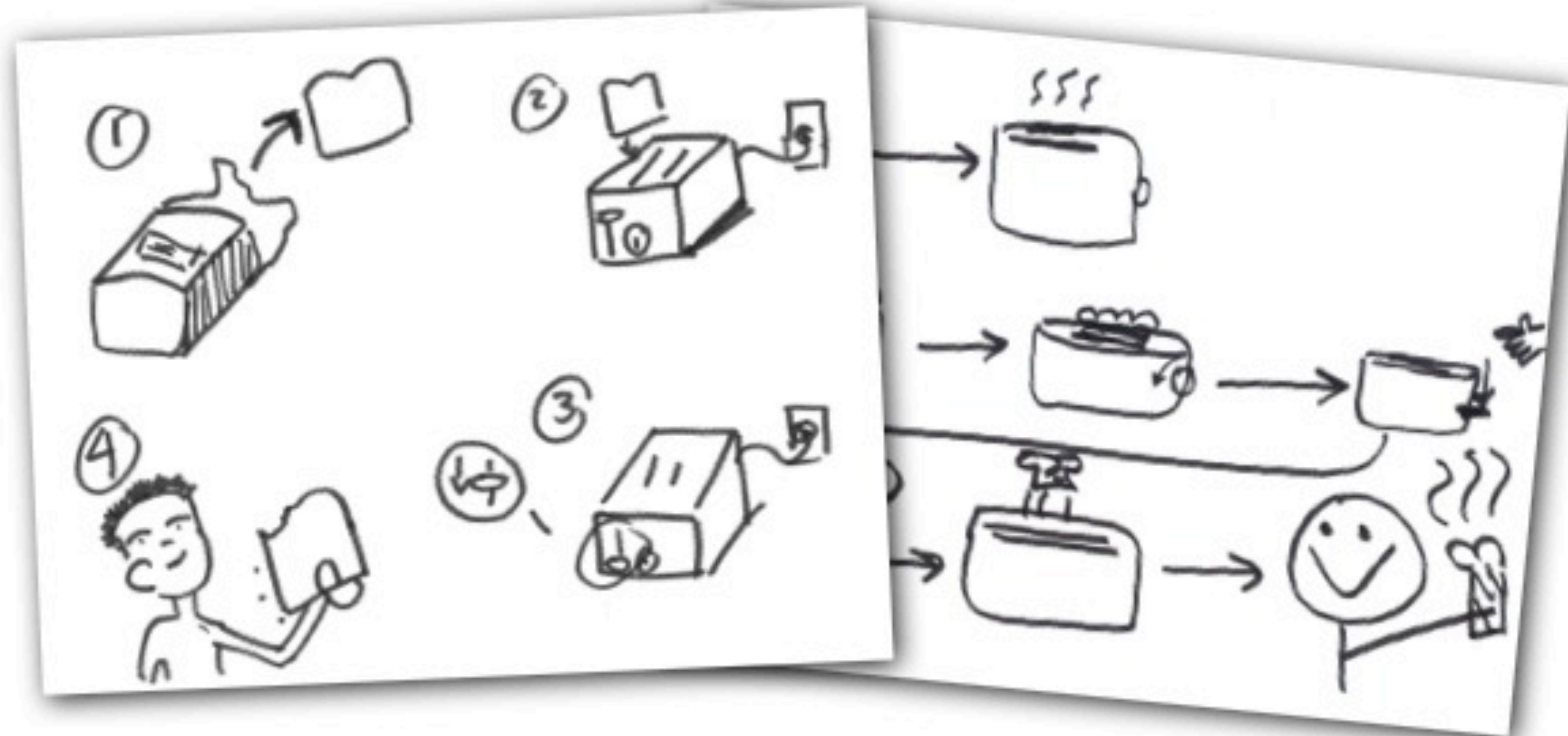
DRAW HOW TO MAKE TOAST

A simple approach to promote
Clarity, Engagement and Alignment.

An Introduction to Systems Thinking

HOW TO RUN A DRAWTOAST WORKSHOP

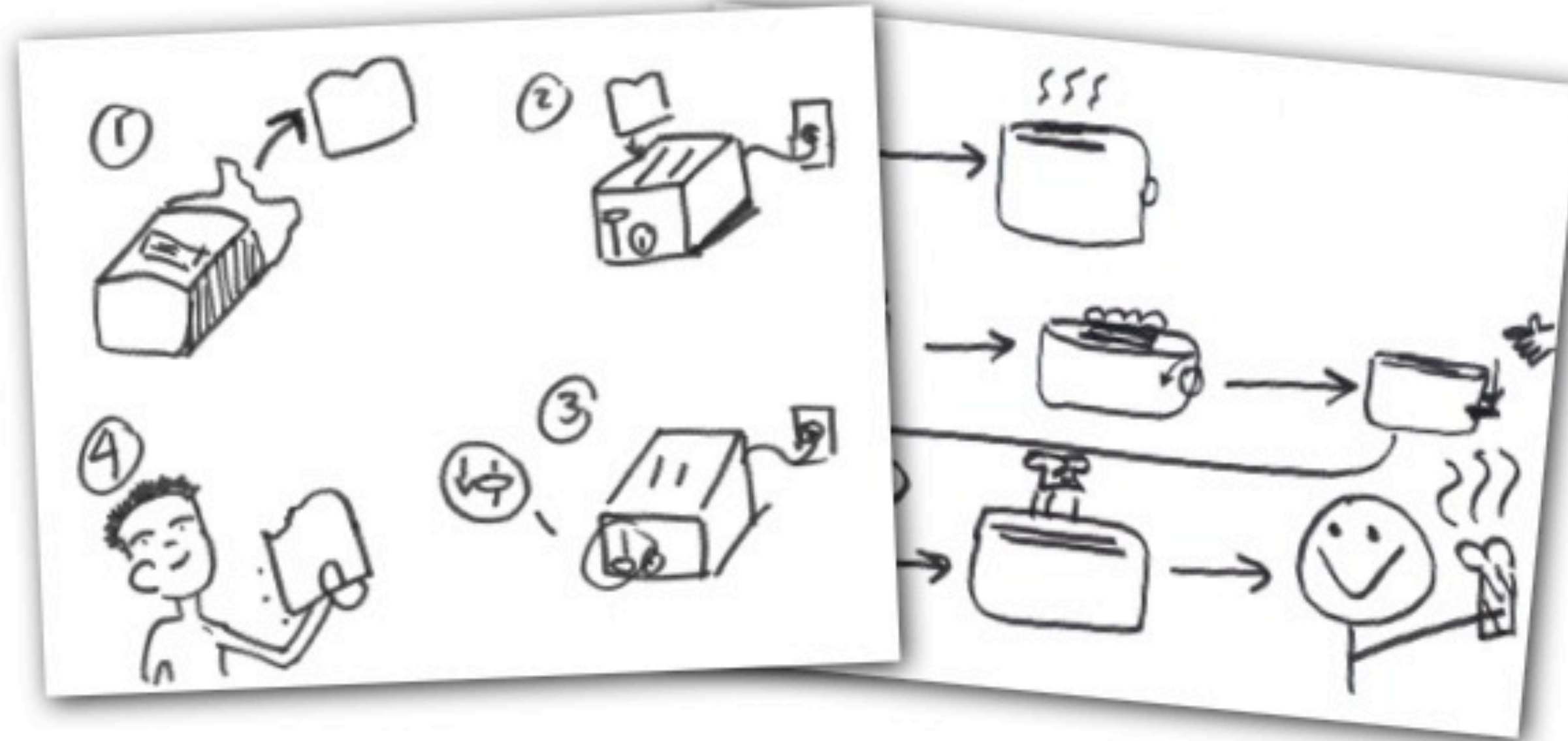
DrawToast workshops provide an effective introduction to systems thinking and design collaboration. In 30 minutes, engage a team in an easy and fun exercise. Then follow it with an in-depth systems modeling of a relevant challenge your organization faces.



An Introduction to Systems Thinking

HOW TO RUN A DRAWTOAST WORKSHOP

DrawToast workshops provide an effective introduction to systems thinking and design collaboration. In 30 minutes, engage a team in an easy and fun exercise. Then follow it with an in-depth systems modeling of a relevant challenge your organization faces.



Step One Prepare

Get the ingredients: felt markers, thick paper stock, sticky notes or index cards and masking tape. Stage your room with tables, chairs and a clear wall where you can post your work. It's important to have enough room for all participants to see everyone's creations.

Step Two Invite

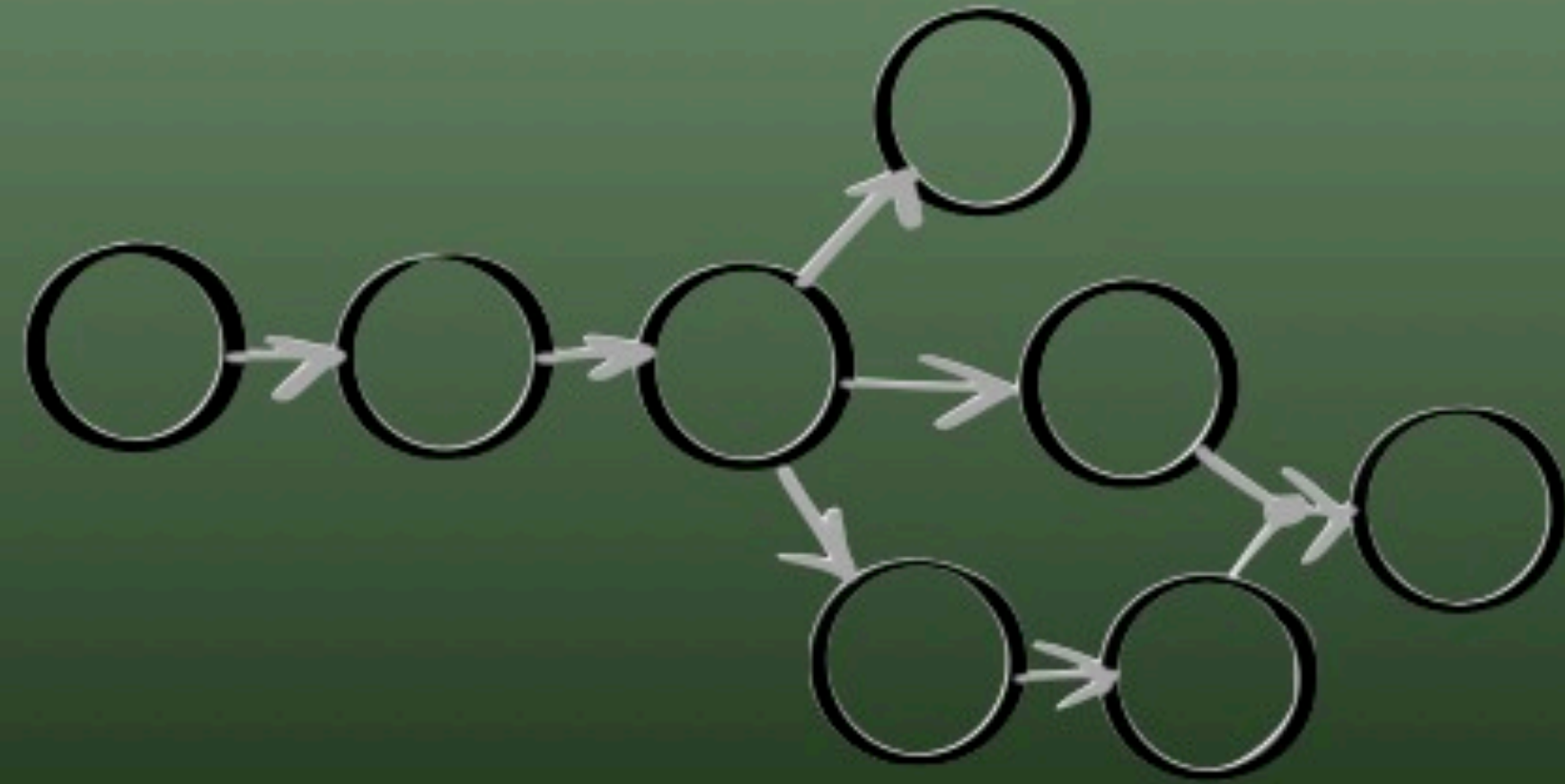
In your invitation, set expectations that your meeting will focus on building a systems model of your challenge and that you'll begin with a simple design exercise.

Step Three Conduct

Run the meeting informally. Hand out the markers and paper and deliver the Keynote, PowerPoint or PDF presentation that provides the instructions. Keep the meeting lively by reflecting on the drawings.

Step Four Apply

The real value of the DrawToast workshop is that it warms up people to address the pressing issues, giving them a vocabulary and system to unpack their problem in fresh ways.

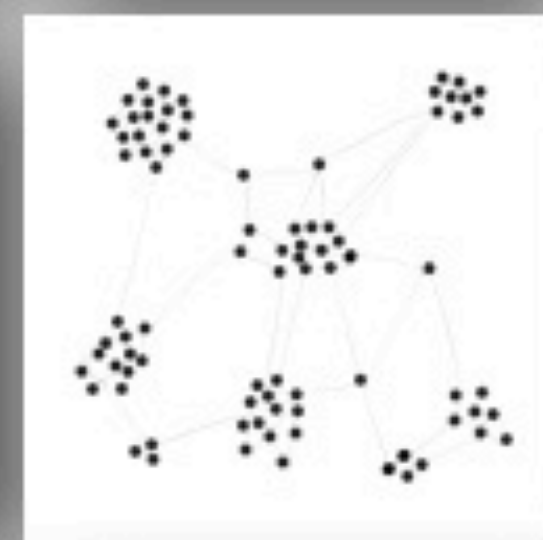
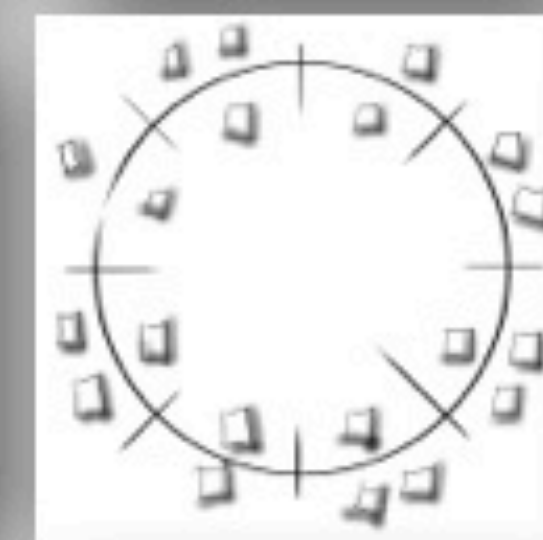
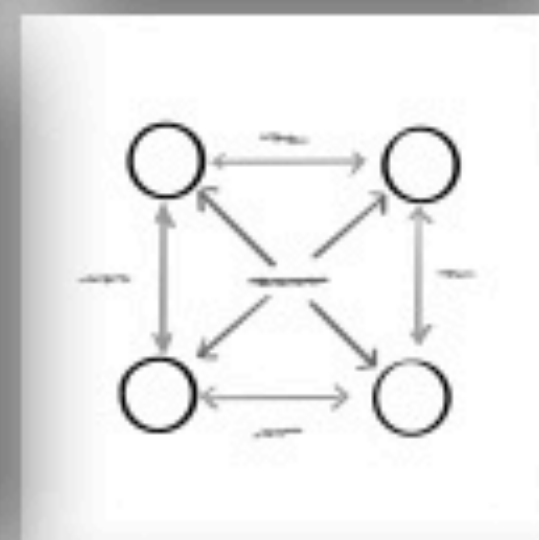
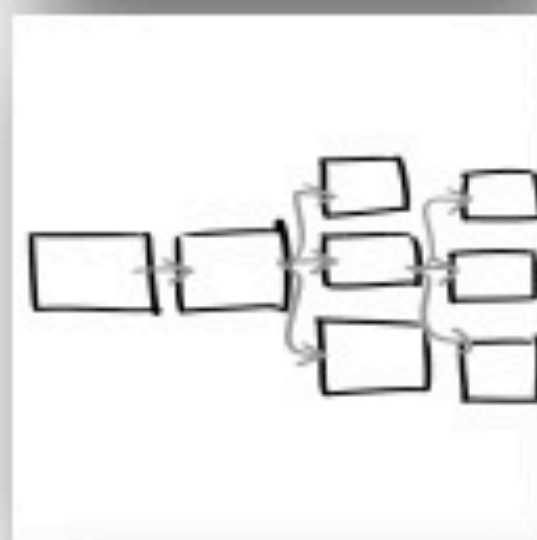
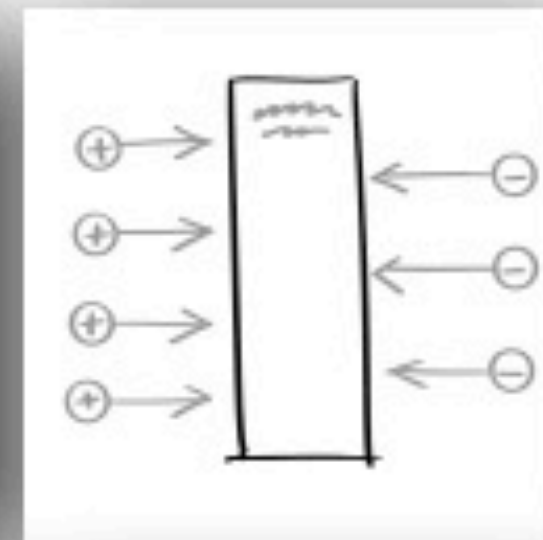
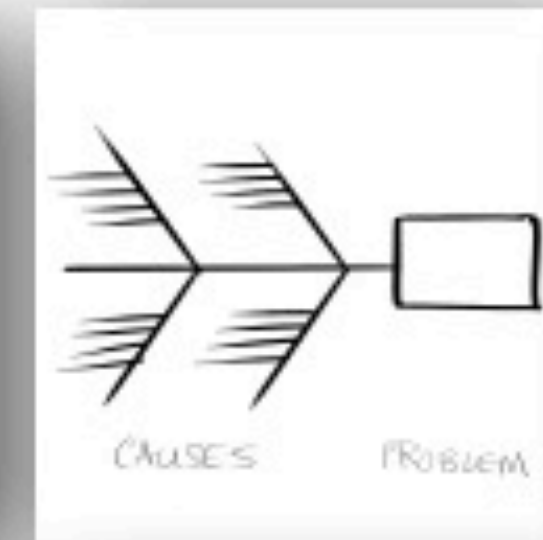
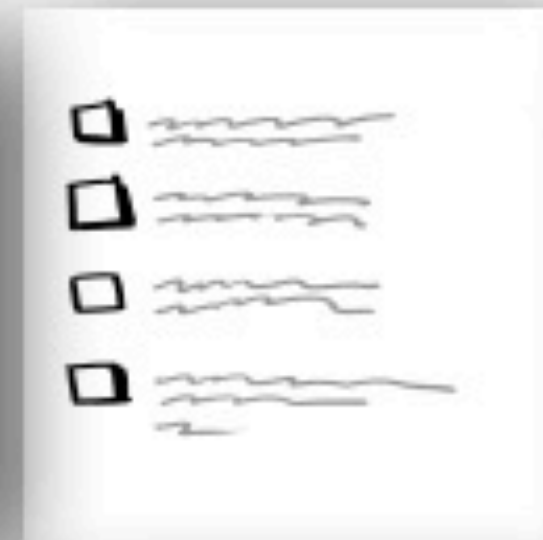
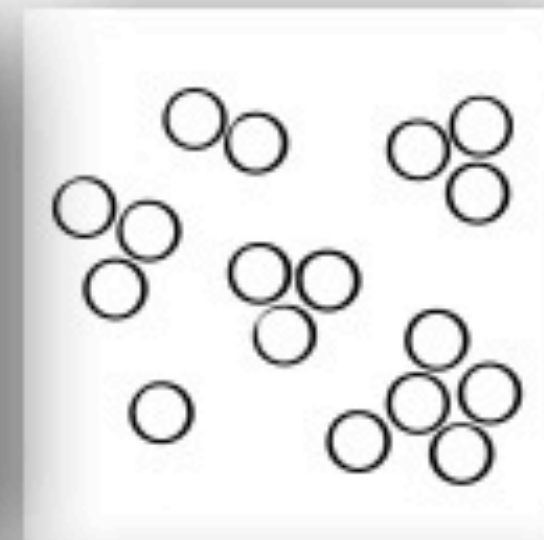


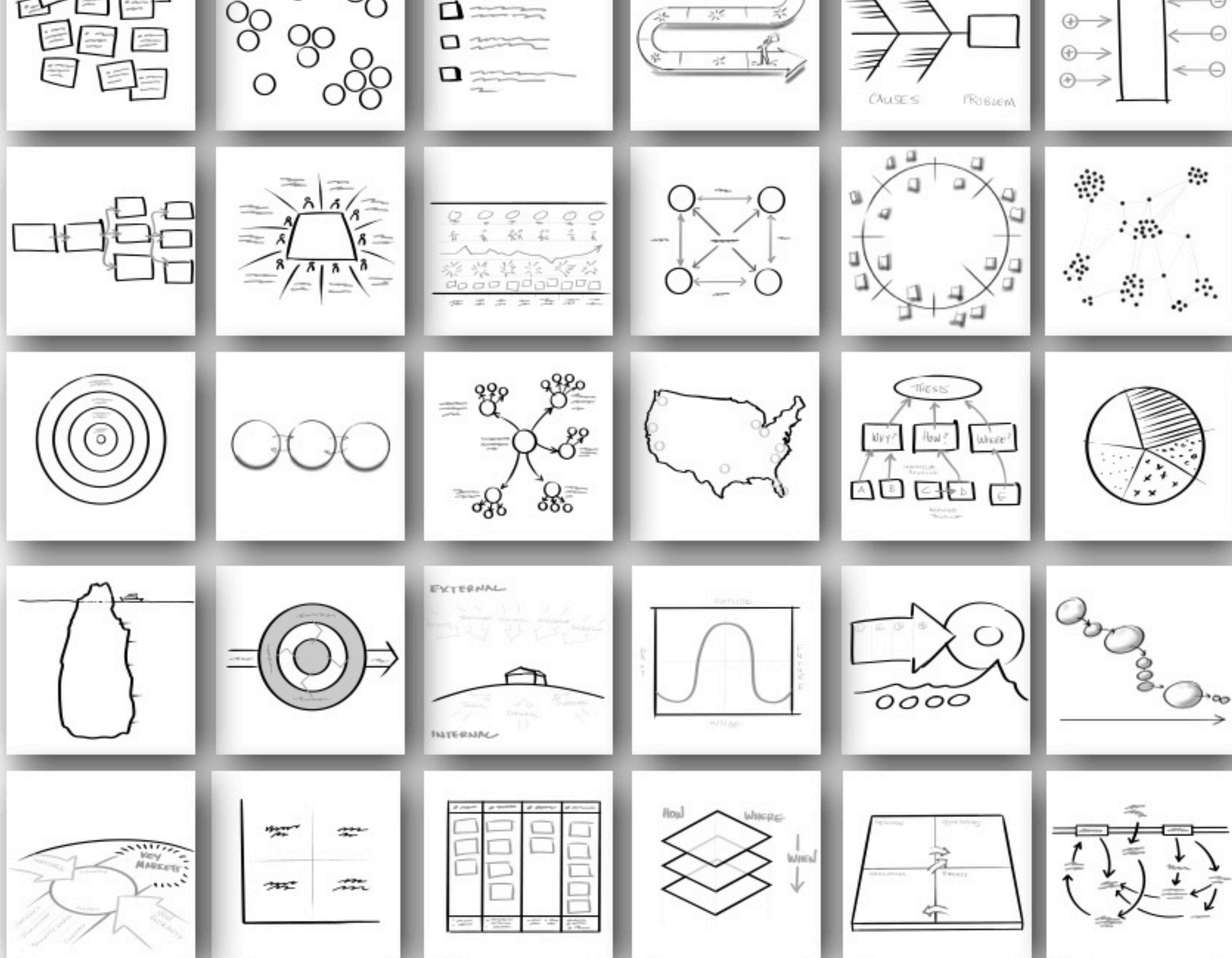
LINKS GALLERY

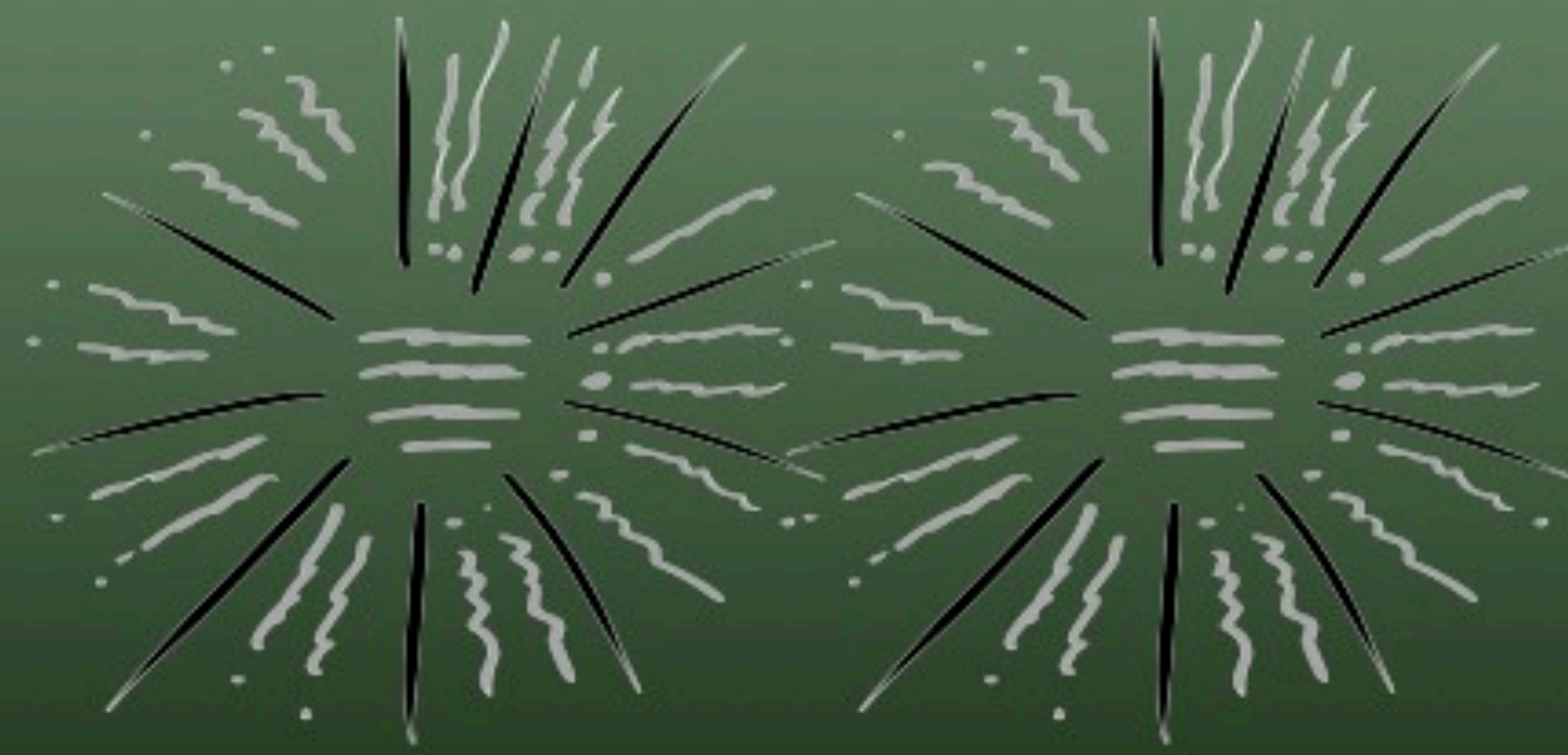
The Topology of Nodes can model Relationships, Structure, Process and More.

Systems Models

Select the systems model to understand its applications.







VISUAL TEMPLATES

Use these diagrams to map your challenges, identifying essential nodes and primary links as you construct a richer systems model.

Visual Templates Focus on Organizational Strategy

WHAT IS YOUR NOBLE PURPOSE?

Clarify the large aspirations you are striving to reach for you and your organization.



HOW ARE YOU USING MARKET FORCES?

Identify the drivers shaping the broad opportunities and challenges.



WHERE ARE YOU PLAYING?

Explore the elements of your business model and how you can improve upon it.



WHAT IS YOUR NOBLE PURPOSE?

Clarify the large aspirations you are striving to reach for you and your organization.

PERSONAL SUCCESS

How do I succeed in a Big Firm? Or a small Firm? What are the critical success factors to thrive in an organization?

Personal success is knowing exactly who you are and what you really want and what you're willing to do to get it. A clear vision and compelling personal strategy is a compass that a person can refer to when you choose and act on the business choices in your life.

7 Create a systems diagram to help an emerging leader maximize success in an AEC organization. What are the elements of their success? What would a checklist for personal success look like. Determine how one would use this systems diagram on a small group of executives.

HOW ARE YOU USING MARKET FORCES?

Identify the drivers shaping the broad opportunities and challenges.

INDUSTRY GROWTH

In today's rolling and turbulent business environment, growth is critical to success. But where should your organization invest? And how can you find growth ideas to senior leadership?

Today's business operates within a complex environment, juggling conflicting demands. Identify customer needs, and market opportunities that shape product, service, distribution and regulatory. All business are connected to the physical and legal environment. Getting clear about the big picture and communicating it is a critical important aspect of leadership.

1 Create a map charting the broad opportunities shaping the Design + Construction industries. Which opportunities are emerging in today's economy? Create a dynamic presentation to present these growth ideas to the leadership team of a large AEC organization.

WHERE ARE YOU PLAYING?

Explore the elements of your business model and how you can improve upon it.

BUSINESS MODEL

How can you extend your business model? What new services and activities can you provide to your customers - existing and new ones?

A business model can be represented as a flow of resources, activities and value propositions through a system of roles. These business models can be extended by changing the nature of resources, offering customer, changing the nature of value propositions, using value, changing the system of roles and their relationships, creating a hybrid and hybrid business model.

2 Create a chart showing the existing business model of an organization, as well as one that shows new business opportunities, in today's new services, new structures, new partnerships, additional resources and skills needed to create a presentation pitching the new model to a client.

WHAT ARE YOUR CUSTOMERS' NEEDS?

Know who you are serving and what they want and need, how much they are willing to pay.

CUSTOMER EXPERIENCES

How do you offer the best customer experiences? What can you change, large or small, that will delight, engage, surprise and help your customers (and help you)?

Imagine your organization services as a client. What experiences do your clients have? How do you "see" them? Identify the main touch points in your customer experience. How do they "feel" about your company, service, product, process, the collaboration through the final delivery, and about each other from their meeting to your media, when most of this time is managed?

3 Create a series of open lines identifying the main customer touch points from first point of contact to delivery and beyond. Illustrate the interactions and search for opportunities to enhance meaning and subjective. Pitch to your VP of Customer Experiences.

HOW CAN YOU USE YOUR SOCIAL NETWORK?

Identifying the drivers shaping the broad opportunities and challenges.

WORKING TOGETHER

How can stakeholders collaborate more effectively? The AEC industry keeps in your minds. What are the factors that build trust, respect, success, shared responsibility, research, seeking shared goals?

The right collaboration is essential for the success of an organization. A key to building trust between people is creating a shared understanding of all "a shared respect and appreciation for each other's role and how their goals, vision, needs, and interests align, in order to create value.

5 Create a systems diagram that identifies the critical factors that build trust, respect, success and equity and flow from AEC collaboration. Determine where change in process, values, culture, legal agreement such as those found in AEC could bring to bear in your job to the team.

WHAT SHOULD YOU PAY ATTENTION TO?

Defining your strategy establishes the roadmap to reach your organizational goals.

CRITICAL RISKS

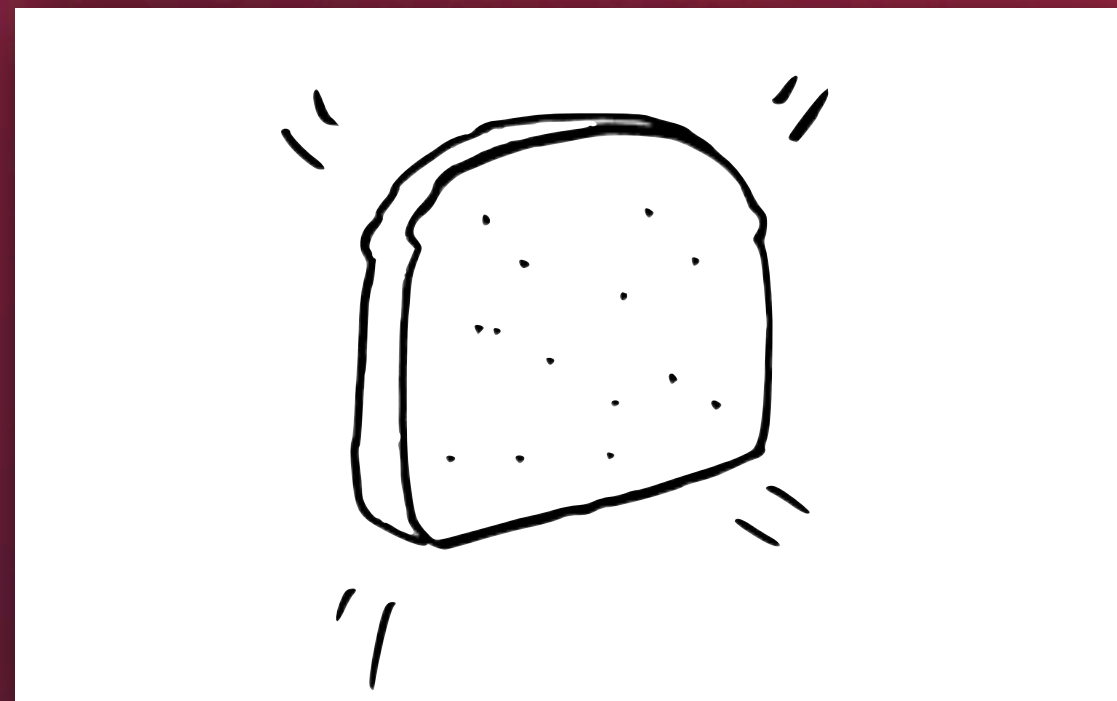
What should you pay attention to that you're not? Where does risk exist in our organization and beyond it. How can we effectively identify and address risk?

But often, it's about the business from the perspective of the organization. The challenge for many organizations is not just to identify them, but to make them real and implement into business terms to understand and prepare for contingencies.

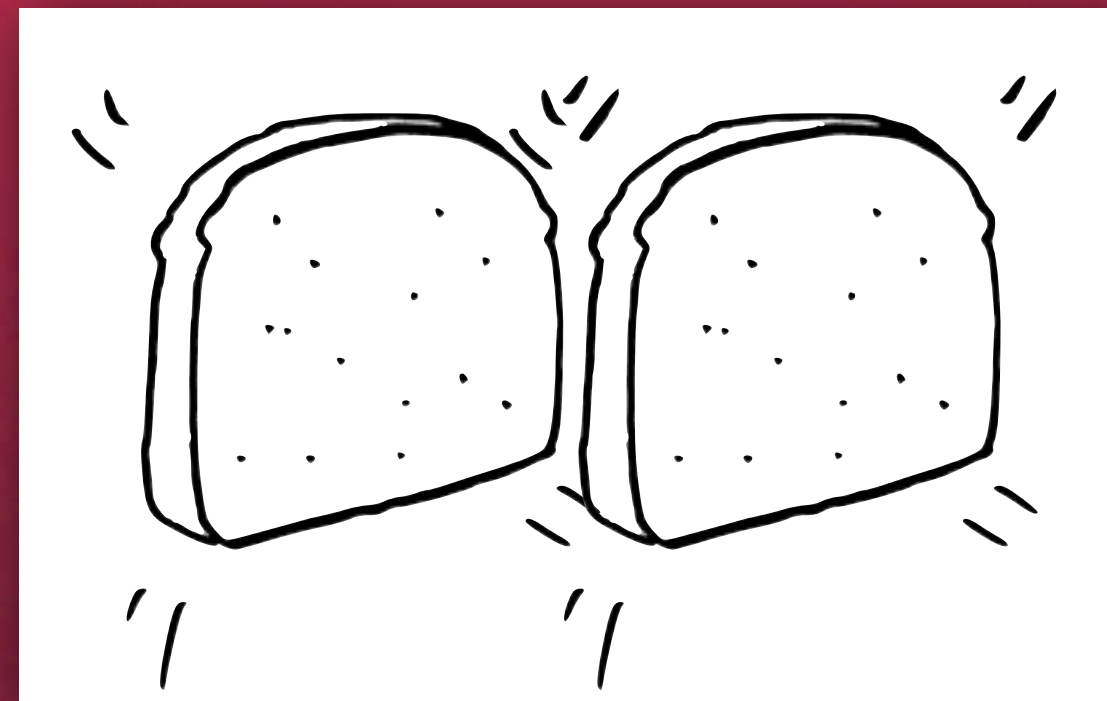
6 Chart the range of risks in an AEC organization. Show the biggest risks industry wide in the organization and in a personal. Determine what what solutions to identify and mitigate these risks to your new Chief Risk Officer.

DRAW

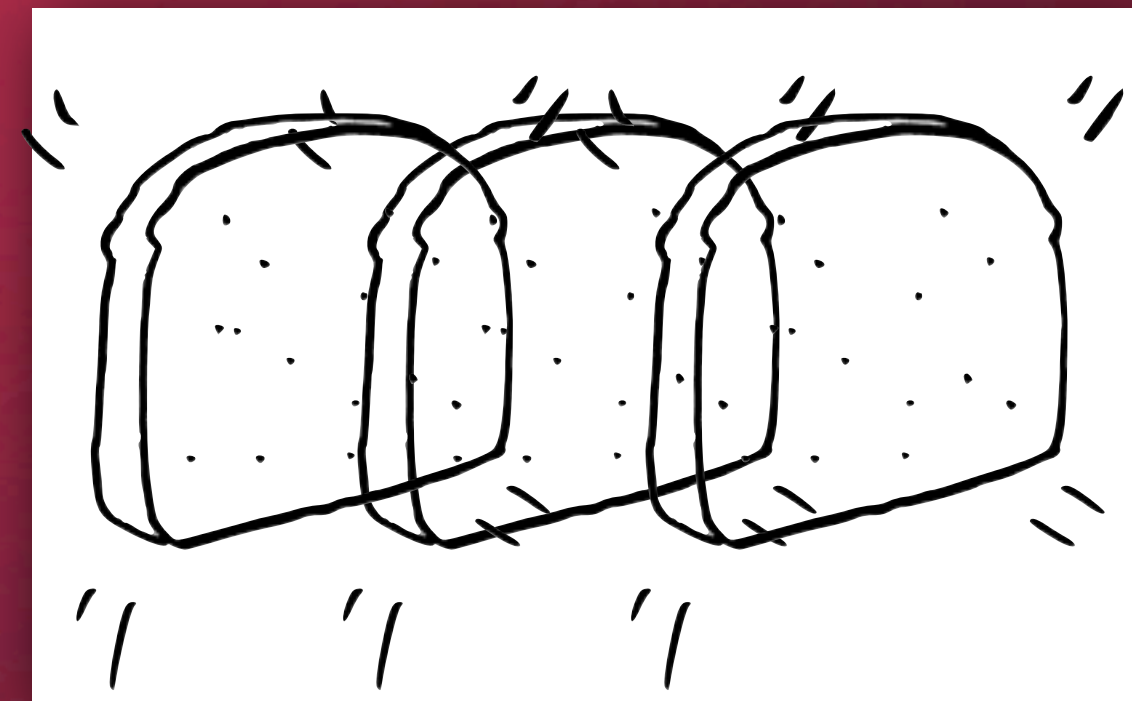
How to Make Toast



Drawings
Links & Nodes



Notes
Iteration



Group Notes
Collaboration

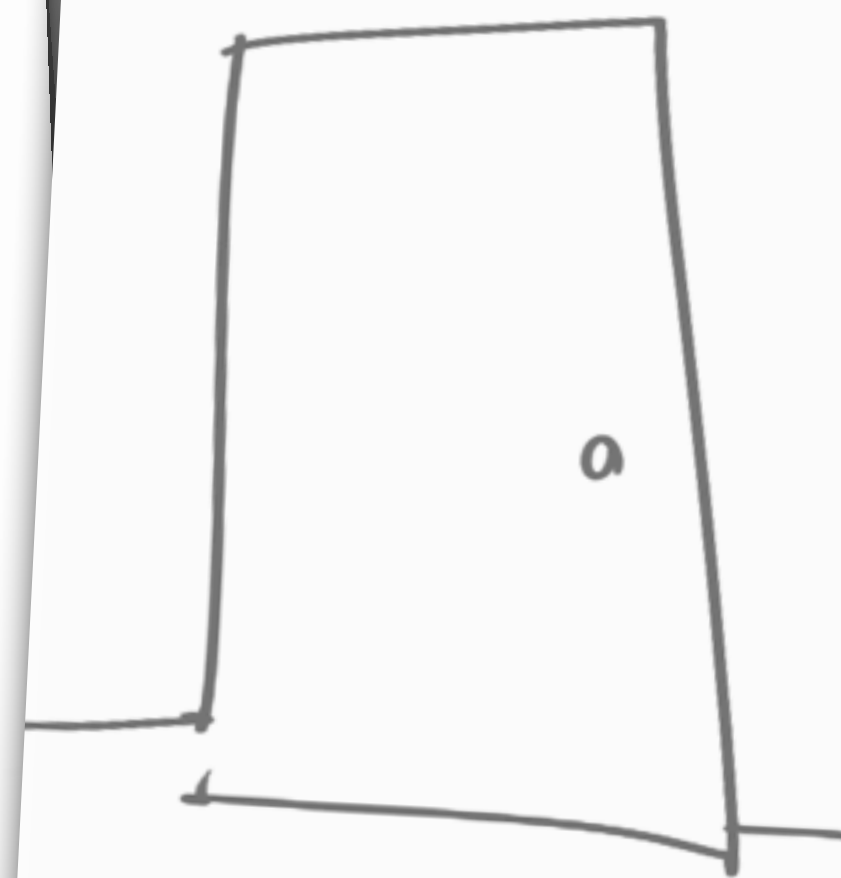
DRAW

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