

Systems Thinking Personal Profile

Nursing the System
2021

Consider your responses to each question. Although you will probably find value in each option, mark your preference.

1. I tend to spend more time:

- (a) ___ Seeking greater understanding
- (b) ___ Getting out and getting things done

2. What matters most to me is:

- (a) ___ The quality of my relationships
- (b) ___ The quality of my work

3. I prefer to associate with organizations that:

- (a) ___ Create innovative new ideas
- (b) ___ Return financial value OR create jobs OR enable people to provide for their families.

4. People would say I am a:

- (a) ___ A hard worker
- (b) ___ A caring soul

5. My most worthwhile contributions to a project are:

- (a) ___ My big picture perspective
- (b) ___ My attention to detail

6. When I am asked to volunteer in my community, I want to know if:

(a) ___ It helps someone, or someone is counting on me to do it

(b) ___ It solves a significant problem

7. I define myself in terms of:

(a) ___ My actions

(b) ___ My words

8. When I have a spare moment I:

(a) ___ Take the opportunity to check something off of my to do list

(b) ___ Spend time talking with people

9. When I underperform at work/school, it is generally because:

(a) ___ I get lost in the details

(b) ___ I try to do too much

10. My time is well spent on an activity if:

(a) ___ I make friends or meet interesting people

(b) ___ It advances my goals.

11. I believe many of society's problems could be resolved if more people were:

(a) ___ Doers

(b) ___ Thinkers

12. I prefer to spend time with:

- (a) ___ Someone who challenges me
- (b) ___ A kind and supportive friend

13. People would say I am:

- (a) ___ A real go getter
- (b) ___ A careful thinker

14. I wish the media would work harder to:

- (a) ___ Get the facts right
- (b) ___ Show sensitivity for the people who are involved

15. When someone asks me to commit to spending time on a project, I ask myself:

- (a) ___ What can I learn from doing it?
- (b) ___ Is the outcome worth the effort?

16. Society needs more places where:

- (a) ___ People can gather together and connect
- (b) ___ Work together to overcome social challenges

17. I consider the most important stakeholders of the organization for whom I work to be:

- (a) ___ The field, industry, or discipline of which we are a part
- (b) ___ Shareholders/investors OR customers/clients

18. Society would be much improved if the world had more:

(a) ___ Doers

(b) ___ Lovers

19. When I have free time I:

(a) ___ Appreciate the opportunity to sit quietly

(b) ___ Try to get out and do something fun.

20. I try to:

(a) ___ Work hard to make the world a better place

(b) ___ Seek fulfillment through my relationships

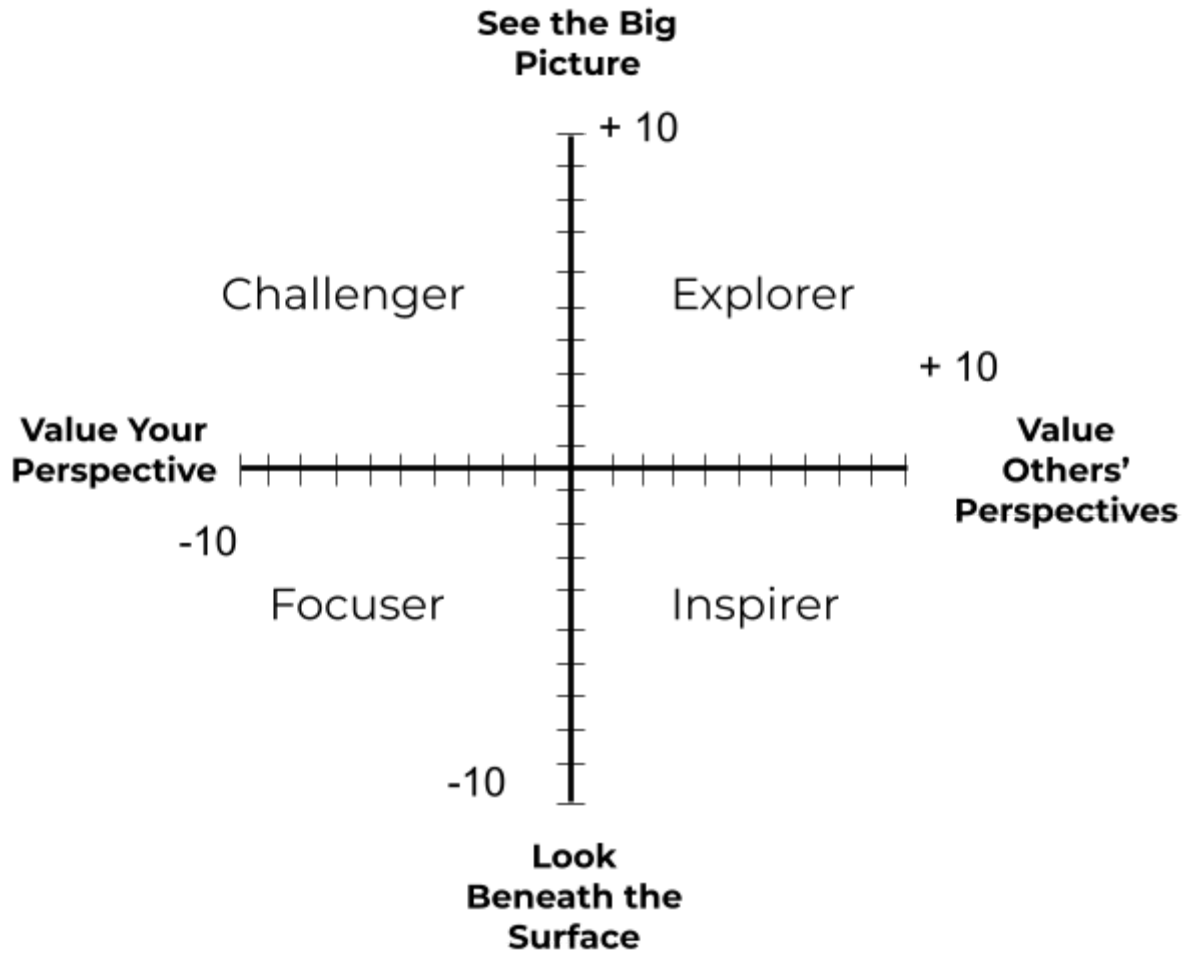
Please proceed to the next page when finished.

SCORING

Place the number "1" in the chart below for each response marked. Add the items in each column. Subtract Columns A-B, and C-D.

	A. See the Big Picture	B. Look Beneath the Surface		C. Value Others' Perspectives	D. Value Your Perspective
	1.a _____ 3.a _____ 5.a _____ 7.b _____ 9.b _____ 11.b _____ 13.b _____ 15.a _____ 17.a _____ 19.a _____	1.b _____ 3.b _____ 5.b _____ 7.a _____ 9.a _____ 11.a _____ 13.a _____ 15.b _____ 17.b _____ 19.b _____		2.a _____ 4.b _____ 6.a _____ 8.a _____ 10.b _____ 12.a _____ 14.a _____ 16.b _____ 18.a _____ 20.a _____	2.b _____ 4.a _____ 6.b _____ 8.b _____ 10.a _____ 12.b _____ 14.b _____ 16.a _____ 18.b _____ 20.b _____
Add the scores	Total A's:	Total B's:		Total C's:	Total D's:
Subtract A-B and C- D.	_____ - _____ = _____ A. B.			_____ - _____ = _____ C. D.	

Plot your score on each axis. Plot your A-B Score on the vertical axis and your C-D Score on the Horizontal axis.



You may notice you don't fit perfectly into a quadrant. That is OK.
Note which one(s) you are closest to.

Proceed to the next page to complete your profile.

Which, if any, quadrant did you fall into?

Top Right Quadrant: The Explorer

Your cognitive habits are likely 'See the Big Picture' and 'Value the perspectives of others'. Encountering new ideas and new people excites you. You have a knack for listening and making connections between people's perceptions and their context. You ask lots of questions of others because you are genuinely curious about their lives. You're probably quite good on first dates!

A helpful reminder: "Stop dawdling. Your contribution matters. Do something."

As an Explorer, you may find yourself - at your worst - avoiding decisions. This might look like productive procrastination: "I just need to read one more book about 'x' and then I'll be ready!" or "Maybe we should do another survey just to make sure." You may have fear about missing a crucial voice or piece of the puzzle. But the reality is, we can't live in the 'gathering context' phase forever.

Instead, challenge yourself to speed up and make statements about goals. Inviting others to the table is important - but so is showing up yourself. As much as you value the perspective of others, offer some of that attention to YOU and YOUR experience. Make a plan and get started, bringing others along, of course. In many cases, clarity comes from taking action and getting results, not from preparation.

Top Left Quadrant: The Challenger

Your cognitive habits are likely 'See the Big Picture' and 'Your own perspective matters'. You make connections quickly - and make up your mind quickly. You let your knowledge, experience, and intuition guide your decisions - and are usually met with success.

A helpful reminder: "Invite others into your process. They need to hear from you."

As a Challenger, you tend to turn inwards and think in abstraction, which makes you somewhat of a mystery to others. You may be the person who is quiet throughout a meeting and then at the end shares an insight that blows everyone's

mind. Unfortunately, if people aren't clued in to how you arrived at your solution, they may not trust it - or at the very least feel left behind.

Instead, speed up and make statements about process. Invite others into your internal process (whether your feelings or perceptions of the problem). The next time you recognize a problem in your workplace, rather than coming right out with a solution, help others see that there IS a problem first: "I perceive that something needs to change." Then, talk through how you arrived at your solution. By bringing others along, they may feel more engaged with your idea - and offer insight to make it even better.

Bottom Left Quadrant: The Focuser

Your cognitive habits are likely 'Your own perspective matters' and 'Look Below the Surface'. You have a strong sense of self and let your detailed assessment of a situation drive your decisions. You may be the person in the meeting to drill down to the heart of a problem - and offer a solution.

A helpful reminder: "Other people with ideas and feelings exist."

This reminder sounds a bit harsh - but can nevertheless be useful. As a Focuser, you may find yourself - on your worst day - directing others without invitation. Just because the solution is obvious to you doesn't mean it's obvious to others. In order to do effective change work, we need to be able to bring people along - and seek the wisdom of others.

Instead, slow down and ask questions about process. This lets other people be a part of the journey and gives you an opportunity to step back and learn from them.

Bottom Right Quadrant: The Inspirer

Your cognitive habits are likely 'Value the perspectives of others' and 'Look Below the Surface'. You like to think deeply and dig into the details. You also have a deep appreciation for people, and the unique contributions they offer. This orientation is a huge asset to any team or community. But it can also be painful to feel so deeply about the intimate details of people's lives.

A helpful reminder: "Support people, don't try to solve them."

As an Inspirer, you may be able to see people - and their needs - very clearly. You may, at your worst, have a tendency to rescue. Unfortunately, when we rescue people, they don't feel empowered.

Instead, slow down and ask questions about goals. Give people the support they need, and they will find their own solutions.

Important note: This is not a fixed personality test.

This activity is to bring your attention to habits you may have formed.

By bringing awareness to how we think, we find opportunities to become stronger Systems Thinkers.

Once you have read your habit profile, please proceed to the next page.

Your Systems Thinking Action Plan

What is your Habit Archetype?
(e.g. The Inspirer)

What is the 'helpful reminder' phrase to support your Archetype?
(e.g. "Support people, don't try to solve them.")

What is the underlined action recommended for your Archetype?
(e.g. "Ask questions about process.")

What are your 2 dominant Systems Thinking habits?
(Remember: You could have more than two. List as many as you have.)

1)

2)

(Here they are again, for reference.)

The 4 Systems Thinking Habits

See the Big Picture - Thinking widely + making connections between groups and events

Look Beneath the Surface - Thinking deeply about individual issues + appreciating the details

Value Your Perspective - trusting your knowledge and intuition to guide decisions + make an impact

Value Others' Perspectives - inviting and trusting the knowledge and intuition in OTHERS to guide decisions and make an impact

Now, write the 'opposite' habits. These are your habits to nurture.

1)

2)

Below are activities to strengthen each habit. Select one activity underneath each habit that you identified as an opportunity.

Feel free to come up with an original activity for a habit, if you wish! This is YOUR plan.

See the Big Picture

- Read the Healthcare section of the Google News headlines every Sunday.
- Attend 1 conference this year related to healthcare systems.
- Ask to shadow a macro-level role in your organization for a day. If you're a hospital nurse, the Administrative Nursing Supervisor is a great option.
- Subscribe to a daily news roundup. (The Skimm's Skimm This, The New York Times' The Daily podcast, and Crooked Media's What a Day podcast are good places to start!)

Look Beneath the Surface

- Spend 2 minutes having a conversation with a patient about the personal context of their life.
- Select one dominant minority culture in your region to learn more about.
- Talk to your leader about the challenges facing your department. What is her experience of your workplace?
- Watch a documentary on a subject you enjoy.

Value Your Perspective

- ❑ Keep a note in your phone. Every time you make an accommodation that works against your values or perspective, make a tally. Include the time, date, and location.
- ❑ Next time your friend asks where you want to eat dinner, tell him. And next time the waiter brings you the wrong order, tell him, too.
- ❑ Schedule a meeting with your one-up leader to bring up a concern/propose a change in your workplace.
- ❑ Take a full break during your next shift. (If needed: ask your partner to make a break plan at the top of your shift. No excuses.)

...And Honor Everyone Else's

- ❑ In the next argument with your parent, child, or partner, try to recognize when you're defensive. Instead of trying to make them see your point of view, ask questions to understand theirs.
- ❑ When you hear something you disagree with, put aside retorts. Seek more information.
- ❑ Celebrate someone at work who's made a positive contribution.
- ❑ Follow up a disagreement with a thank you note or message.
- ❑ Follow someone on social media who challenges you. Usually this person will not look like you, do your job, or have the same areas of privilege.
- ❑ When you're in a meeting, look around and ask yourself, "Who's not at this table who will be impacted by the decisions made today?"

The 2 actions I commit to implementing this week:

1)

2)