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**Questions for Reflection and Discussion for the CDI Course:**

**Grasping the Big Picture in Organizations**

One of the best ways to enrich your learning is to reflect on the content of the course, including to affirm what you are doing now and to identify what you might do even better. Think about the following questions. Discuss them with others.

* + - 1. What is a system? What about it makes it a system? What are some examples of a system? Of something that is not a system?
      2. What does systematic mean to a consultant? Compare that definition to systemic. Why is it important for consultants to know the difference between those definitions? (Hint: think of working with plans versus problems.)
      3. What are common characteristics of a system that consultants should know? (Think of any type of system, for example, the human body, plants or car engines.) How do those common characteristics help a consultant to analyze a system?
      4. What is an “open system”? Why is it important to comprehend organizations as open systems?
      5. Why is it important for consultants and leaders to see the “big picture,” or overall system, of organizations? (Think about why it is important for physicians to understand the entire human system.)
      6. What are the various major stages, or phases, in the life cycle of a system? (Think of the major stages in the life of a human system.) Why is it important to recognize the life stage of your client’s organization?
      7. How do organizations get feedback from the external environment, and why is that feedback so important?
      8. How do organizations get feedback out to the external environment, and why is that feedback so important?
      9. What is an organization’s mission? Vision? Values? How might each affect the success of change in an organization?
      10. What is an organization’s overall strategy? What is the relationship between strategy and structure? How can strategy be used to leverage successful change in an organization?
      11. What are at least three typical designs or structures of organizations, and when might each be used during the development of an organization?
      12. What does the term “culture” mean? What are some of the features of an organization that comprise and indicate its culture? Why is it so important for a consultant to understand – and work with – the culture of an organization?
      13. What are the four primary domains of leadership, and what is the role of each during change in an organization?