

**SKILLS FRAMEWORK FOR RETAIL  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Analytical, Conceptual and Evaluative					
<b>TSC</b>	Systems Thinking Application					
<b>TSC Description</b>	Understand complexity of cause-and-effect relationships of systems and processes across the organisation, as well as evaluate systems based on the value-creation and contribution to specific issues					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b> <b>RET-ACE-3007-1.1</b>	<b>Level 4</b> <b>RET-ACE-4007-1.1</b>	<b>Level 5</b> <b>RET-ACE-5007-1.1</b>	<b>Level 6</b>
			Understand the interrelationship of various processes affecting work activities, assess processes and systems holistically and examine aggregates rather than individual activities	Monitor the interrelationship of systems and processes across the organisation and evaluate these systems based on value creation and contribution to specific issues	Understand complexity of cause-and-effect relationships of systems and processes across the organisation and provide direction to improve organisational systems based on gaps identified	
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Organisation's mission, vision and values</li> <li>• Definitions of systems thinking</li> <li>• Benefits of systems thinking</li> <li>• Limitations of appropriate evaluation processes to assess effectiveness of system thinking application</li> <li>• Sources of information for assessing the effectiveness of system thinking application</li> <li>• Possible success indicators of chosen solutions</li> <li>• Considerations in selecting the appropriate methods to document the process of applying systems thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Organisation's mission, vision and values</li> <li>• Definitions of systems thinking</li> <li>• Benefits of systems thinking</li> <li>• Organisation from a systems perspective</li> <li>• Types of tools in term of system thinking application</li> <li>• Applications of system thinking</li> <li>• Approaches and problem-solve solutions related to system thinking application</li> <li>• Characteristics and application of the various decision-making Models</li> <li>• Considerations in designing suitable criteria to assess effectiveness of chosen solution(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Organisation's mission, vision and values</li> <li>• Concepts of systems thinking application</li> <li>• Definitions of systems Thinking</li> <li>• Benefits of systems Thinking</li> <li>• Organisation from a systems perspective</li> <li>• Types of tools in term of system thinking application</li> <li>• Applications of system thinking</li> <li>• Approaches and problem-solving solutions related to system thinking application</li> <li>• Limitations of appropriate evaluation processes to assess effectiveness of system thinking application</li> </ul>	
<b>Abilities</b>			<ul style="list-style-type: none"> <li>• Understand how various processes are related</li> <li>• Assess processes and systems in a holistic manner</li> <li>• Apply systems thinking approaches and processes to identify the root causes of non-</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor interrelationships of systems and processes</li> <li>• Evaluate the performance of system applications</li> <li>• Assess the effectiveness of the chosen solutions using an appropriate evaluation process</li> <li>• Analyse issues that affect</li> </ul>	<ul style="list-style-type: none"> <li>• Understand cause-and-effect relationships</li> <li>• Provide direction to improve organisational systems</li> <li>• Evaluate the effectiveness of system thinking application</li> <li>• Develop an</li> </ul>	

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			<p>achievement of desired goals and outcomes and the homeostasis of the organisation</p>	<p>the achievement of desired goals and outcomes in the macro context</p>	<p>implementation plan for the chosen solutions to resolve issues that affect the achievement of desired goals and outcomes in an organisation</p> <ul style="list-style-type: none"> <li>• Use systems thinking tools to formulate possible solutions to resolve issues that affect the achievement of desired goals and outcomes</li> <li>• Select suitable solutions using established criteria to resolve issues that affect the achievement of desired goals and outcomes</li> <li>• Recommend corrective actions to improve chosen solutions</li> </ul>	
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