

**SKILLS FRAMEWORK FOR TOURISM
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

TSC Category	Business Management					
TSC	Systems Thinking Application					
TSC Description	Understand complexity of cause-and-effect relationships of systems and processes across the organisation, as well as evaluate systems based on value-creation and contribution to specific issues					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-ACE-2007-1.1-1	TOU-ACE-3007-1.1-1	TOU-ACE-4007-1.1-1		
		Apply systems thinking to perform first level root cause and issue identification	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		
Knowledge		<ul style="list-style-type: none"> • Organisation's mission, vision and values • Definitions of systems thinking • Features of systems thinking • Benefits of systems thinking • Types of tools in terms of system thinking application 	<ul style="list-style-type: none"> • Organisation's mission, vision and values • Definitions of systems thinking • Benefits of systems thinking • Organisation from a systems perspective • Types of tools in terms of system thinking application • Sources of information for assessing the effectiveness of system thinking application • Characteristics and application of the various decision-making Models • Possible success indicators of chosen solutions • Considerations in designing suitable criteria to assess effectiveness of chosen solution(s) • Considerations in selecting the appropriate 	<ul style="list-style-type: none"> • Organisation's mission, vision and values • Concepts of systems thinking application • Definitions of systems thinking • Benefits of systems thinking • Organisation from a systems perspective • Types of tools in terms of system thinking application • Applications of system thinking • Approaches and problem-solve solutions related to system thinking application • Limitations of appropriate evaluation processes to assess effectiveness of system thinking application 		

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			methods to document the process of applying systems thinking			
Abilities		<ul style="list-style-type: none"> Identify leverage within the systems to obtain results Identify issues affecting achievement of desired goals and outcomes Prepare systems diagrams presenting identified root causes Document process of applying systems thinking in problem-solving and decision-making 	<ul style="list-style-type: none"> Monitor interrelationships of systems and processes Evaluate the performance of system applications Assess the effectiveness of the chosen solutions using an appropriate evaluation process Analyse issues that affect the achievement of desired goals and outcomes in the macro context Understand how various processes are related Assess processes and systems in a holistic manner Implement systems thinking approaches and processes to propose solutions 	<ul style="list-style-type: none"> Understand cause-and-effect relationships Provide direction to improve organisational systems Evaluate the effectiveness of systems thinking applications Develop an implementation plan for the chosen solutions to resolve issues that affect the achievement of desired goals and outcomes in an organisation Select suitable solutions using established criteria to resolve issues that affect the achievement of desired goals and outcomes Recommend corrective actions to improve chosen solutions 		