

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Systems Thinking for Leaders

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
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Course content

Why attend

Many organisational problems persist because leaders treat symptoms rather than understanding the system that produces them. Systems thinking helps leaders see interconnections, feedback loops, delays and unintended consequences. This course introduces practical systems thinking tools, including causal loop diagrams, system archetypes and leverage points, and applies them to strategic and operational challenges.

Quick fixes often make complex problems worse. This course gives you tools to understand the bigger picture, anticipate side effects and find high-leverage interventions for lasting improvement.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses visual mapping exercises, system archetype case studies, simulations and group problem-solving on participants' real challenges.

Course objectives

By the end of this course, participants will be able to:
• Explain the core concepts of systems thinking
• Map causal relationships and feedback loops
• Recognise common system archetypes in organisations
• Identify unintended consequences of decisions
• Find leverage points for effective intervention
• Apply systems thinking to strategy and problem-solving

Target audience

This course is suitable for:
• Senior and middle managers
• Strategy and planning professionals
• Change and transformation leaders
• Policy makers
• Operations and process improvement leaders



Course content

Target competencies

Participants will develop competencies in:

- Systems mapping
- Causal loop analysis
- Pattern recognition
- Root cause understanding
- Leverage point identification
- Holistic decision-making

Course outline

Day 1: Introduction to Systems Thinking

09:00–09:54	Linear versus systems thinking
09:54–10:48	Events, patterns and structures
10:48–11:00	Feedback loops and delays
11:00–11:30	**Coffee break**
11:30–12:12	Feedback loops and delays (continued)
12:12–13:06	Mental models
13:06–14:00	Exercise: Iceberg analysis of a problem

Day 2: Mapping Systems

09:00–09:54	Causal loop diagrams
09:54–10:48	Reinforcing and balancing loops
10:48–11:00	Stocks and flows basics
11:00–11:30	**Coffee break**
11:30–12:12	Stocks and flows basics (continued)
12:12–13:06	Boundaries of the system
13:06–14:00	Workshop: Building a causal loop diagram



Course content

Day 3: System Archetypes

09:00–09:54	Fixes that fail
09:54–10:48	Shifting the burden
10:48–11:00	Limits to growth
11:00–11:30	**Coffee break**
11:30–12:12	Limits to growth (continued)
12:12–13:06	Tragedy of the commons
13:06–14:00	Case study: Recognising archetypes in organisations

Day 4: Leverage and Intervention

09:00–10:08	Leverage points in systems
10:08–11:00	Anticipating unintended consequences
11:00–11:30	**Coffee break**
11:30–11:45	Anticipating unintended consequences (continued)
11:45–12:53	Designing interventions
12:53–14:00	Simulation: Managing a complex system

Day 5: Applying Systems Thinking

09:00–09:54	Systems thinking in strategy
09:54–10:48	Engaging stakeholders in system mapping
10:48–11:00	Learning organisations
11:00–11:30	**Coffee break**
11:30–12:12	Learning organisations (continued)
12:12–13:06	Communicating complexity simply
13:06–14:00	Capstone: Systems analysis of a real challenge

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,450.-**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.-**
Cape Town Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,890.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Paris Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,860.-**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.-**
Istanbul Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Amsterdam Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,540.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Singapore Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,820.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
London Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,450.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
Rome Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,450.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Dubai Confirmed dates	8 Feb 2027	12 Feb 2027	**€3,150.-**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,650.-**
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,450.-**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.-**
Paris Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,860.-**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.-**
Barcelona Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,840.-**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.-**
Istanbul Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,650.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**
Amsterdam Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,540.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Singapore Confirmed dates	10 May 2027	14 May 2027	**€2,820.-**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.-**
London Confirmed dates	24 May 2027	28 May 2027	**€2,450.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Cape Town Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,890.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	14 Jun 2027	18 Jun 2027	**€3,150.-**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Frankfurt Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,650.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,450.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Paris Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,860.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Rome Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Istanbul Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,650.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Amsterdam Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,540.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Singapore Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,820.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
London Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,450.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,940.–**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Dubai Confirmed dates	11 Oct 2027	15 Oct 2027	**€3,150.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.–**
Frankfurt Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,650.–**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,450.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.–**
Paris Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,860.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Istanbul Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,650.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Amsterdam Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,540.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online