<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Analytical, Conceptual and Evaluative</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSC</td>
<td>Systems Thinking Application</td>
</tr>
<tr>
<td>TSC Description</td>
<td>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</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tbody>
<tr>
<td></td>
<td>RET-ACE-3007-1.1</td>
<td>RET-ACE-4007-1.1</td>
<td>RET-ACE-5007-1.1</td>
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**Knowledge**

- Organisation’s mission, vision and values
- Definitions of systems thinking
- Benefits of systems thinking
- Limitations of appropriate evaluation processes to assess effectiveness of system thinking application
- Sources of information for assessing the effectiveness of system thinking application
- Possible success indicators of chosen solutions
- Considerations in selecting the appropriate methods to document the process of applying systems thinking
- Organisational mission, vision and values
- Definitions of systems thinking
- Benefits of systems thinking
- Organisation from a systems perspective
- Types of tools in term of system thinking application
- Applications of system thinking
- Approaches and problem-solving solutions related to system thinking application
- Characteristics and application of the various decision-making Models
- Considerations in designing suitable criteria to assess effectiveness of chosen solution(s)
- 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 term of system thinking application
- Applications of system thinking
- Approaches and problem-solving solutions related to system thinking application
- Limitations of appropriate evaluation processes to assess effectiveness of system thinking application

**Abilities**

- Understand how various processes are related
- Assess processes and systems in a holistic manner
- Apply systems thinking approaches and processes to identify the root causes of non-
- 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
- Understand cause-and-effect relationships
- Provide direction to improve organisational systems
- Evaluate the effectiveness of system thinking application
- Develop an
<table>
<thead>
<tr>
<th><strong>SKILLS FRAMEWORK FOR RETAIL</strong></th>
<th><strong>TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>achievement of desired goals and outcomes and the homeostasis of the organisation</td>
<td>the achievement of desired goals and outcomes in the macro context</td>
</tr>
<tr>
<td>implementation plan for the chosen solutions to resolve issues that affect the achievement of desired goals and outcomes</td>
<td></td>
</tr>
<tr>
<td>• Use systems thinking tools to formulate possible solutions to resolve issues that affect the achievement of desired goals and outcomes</td>
<td></td>
</tr>
<tr>
<td>• Select suitable solutions using established criteria to resolve issues that affect the achievement of desired goals and outcomes</td>
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<tr>
<td>• Recommend corrective actions to improve chosen solutions</td>
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