VSM-Training & Certification concept

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Quality in Education & Practice

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VSM-Training & Certification concept

Background

a) Metaphorum (MPH) started to develop its **VSM-Training & Certification concept** in 2023 with the intention to support the dissemination of the VSM globally by training people and ensuring quality levels in education and practice.

b) As MPH was transforming to a co-operative ltd in 2005, its organization was updated and a responsibility was created to **"Ensure Quality in Education and Practice"** (QEP) to bundle all related VSM-Training and Certification activities (see next page).

c) Assignment:

- **disseminate** the VSM globally
- maintain minimal **quality standards** in VSM trainings by developing an certification system
- **train and certify** a large group of independent VSM trainers as multipliers
- develop **application know how** of the VSM together with the community of practitioners
- drive **VSM-research** into areas where practitioners get support for their application challenges
- build and maintain an international VSM **practitioners community**

d) The **target group** includes **managers** responsible for an organizational unit (business and non-business in all sizes of organizations), **organizational experts** (developers, designers, auditors) and **academics** (students, teachers, professors).

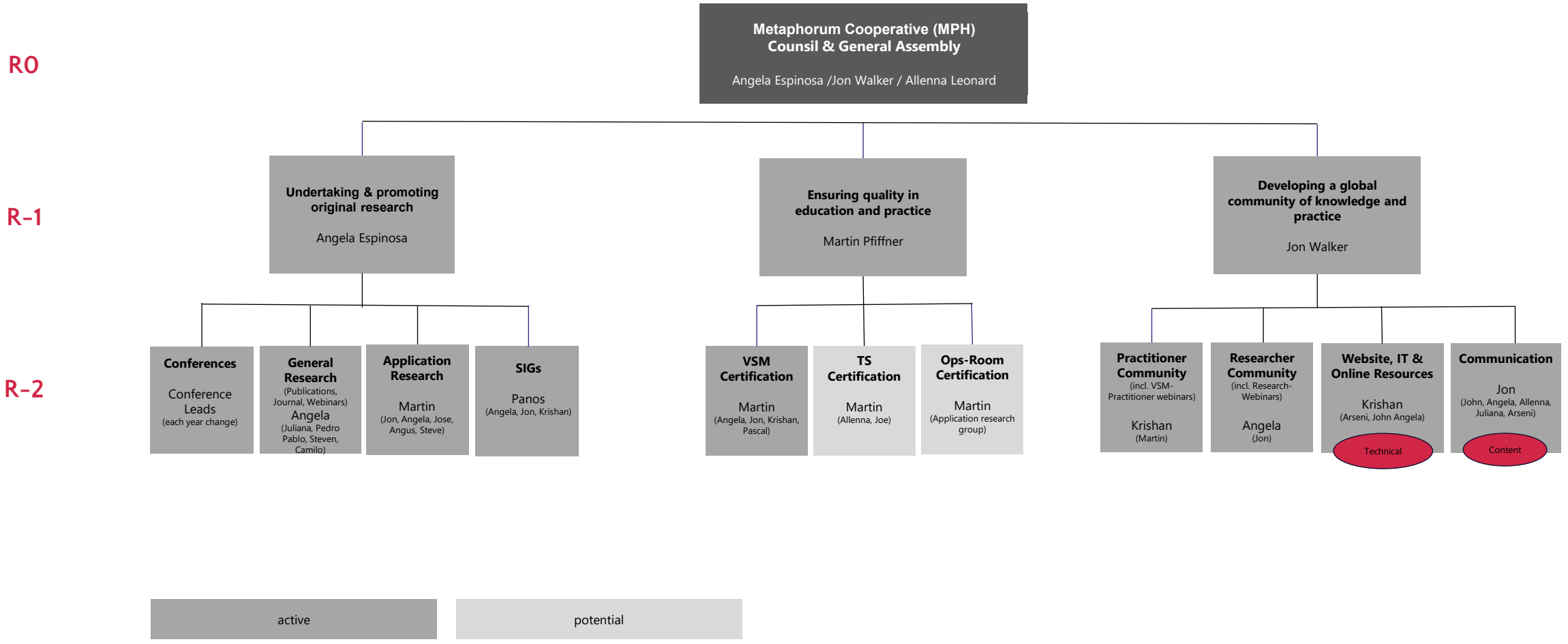
e) **VSM-trainings with an MPH certificate** shall be offered by independent and certified VSM-trainers on their private basis only and within the guidelines of this concept. MPH can offer additional services like train-the-trainer classes or VSM-master seminars at request.

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VSM-Training & Certification concept

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VSM-Practitioner webinars

Metaphorum structure



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VSM-Training & Certification concept

Four certified competence levels

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Certificate	Time invest	Purpose	Remarks and fees
VSM-Practitioner	1 day	• «Train everybody» • Introduces to the VSM • Understands the benefit and usage	• 5% of the trainers net income (after expenses), max 30 € certification fee per participant
VSM-Coach	3 days	• Multiplicator • Can diagnose with the VSM • Enables to design with the VSM	• 5% of the trainers net income (after expenses), max 100 € certification fee per participant • Classes of up to 30 participants • Course assessment by participants to be handed in to QEP
VSM-Designer	3 days 1 project	• Can design with the VSM	• 5% of the trainers net income (after expenses), max 200 € certification fee per participant • Course plus coaching during the design project • Practice Report to be assessed by the trainer and handed in to QEP
VSM-Trainer		• Can train and certify Practitioners, Coaches and Designers	• A trainer is certified to train all certification levels except for VSM-Trainers • Assessment by separate procedure

Notes:

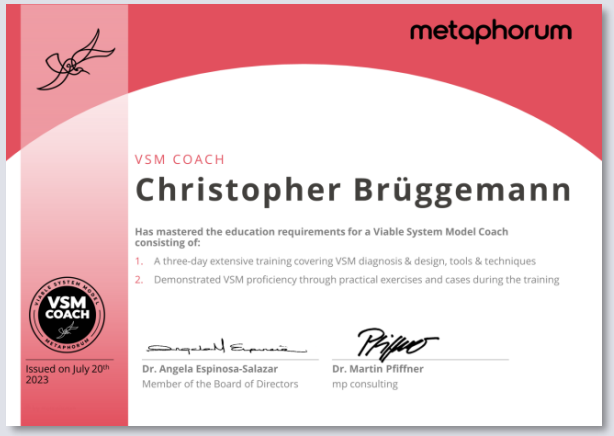
a) Certificates are issued by Metaphorum as incorporated body, signed by one Metaphorum Board-Member and the respective VSM Trainer

b) VSM-Trainers will be assessed and certified by QEP according to a defined procedure

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Certificates



Certificate as ppt/pdf

The original carries the signature of one MPH-Board member. Trainer signs the certificate and provides it to the students or participants in pdf format only.





Certificate as digital batch in .png (transparent) format

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Criteria for certification of **VSM-Practitioners**

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a) Duration of at least one day (8 hours)

b) Learning objectives:

   a) Understanding the purpose of the model

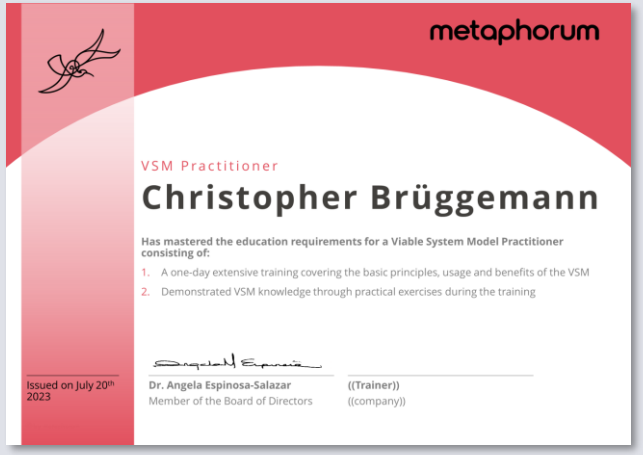
   b) Understanding the benefits of the model

   c) Understanding the model itself and the underlying management principles

   d) Understanding different application possibilities of the model

c) Didactics: At least one simulation / gamified experience shall be part of this training (Montessori principle: Explain it to me and I understand it – let me do it and I can grasp it)

d) Intended: A closed book test online that can be done as many times as needed, available on the MPH website



(no digital batch)

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Criteria for certification of **VSM-Coaches**

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a) Training duration of at least three days (24 hours)

b) Learning objectives (Diagnosis with the VSM)

- Learning objectives of a VSM practitioner training
- Understanding of the VSM theory: 5 Systems, Recursivity, Variety/Complexity management, Interactions between the Systems and Environment (patterns of relationships)
- Ability to apply the VSM theory in the context of an organization (application excersizes)
  - Diagnose an organziation and implementation of improvements
  - Basics of designing an organization – understanding the task and potential procedures for a design
- Typical pathologies (pathological patterns) of organizations

c) Didactics: Include practical sessions during the three days. Strongly encourage participants to share their real-life cases for group work (use trainer provided case studies only as a fall back).





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Criteria for certification of **VSM-Designers** via coached practice

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a) Certification as a VSM-Coach (or equivalent proof of knowledge)

b) Consists of a course (e.g. in a blended learning manner, giving methodological inputs) and of active coaching by the trainer during a real-life application project

c) Learning objectives (Designing an organization with the VSM):

- Ability to apply and implement the VSM in a design project for an active organization of a given complexity ("30 is the magic number")
- Implementation means not only giving recommendations but successfully guide the implementation.
- Creating a real and proven benefit to the client

d) Practice report of the project

e) Recommendation of the client

f) Accepted by trainer





- Student selects a VSM-Trainer and hands in a project application (meeting the above mentioned criteria) with this trainer
- Min three coaching sessions: preparation/set-up, diagnostic/steering challenges, design/implementation

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Criteria for certification of **VSM-Trainers**

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a) Membership in MPH

b) VSM Trainers need to prove their competence in theory and practice by
   - the quality of the training materials in use for a VSM-Coach training
   - an internal (panel) with MPH QEP
   - a public presentation/webinar to MPH members and
   - a track record of publications and of practical applications of the VSM
   - two recommendations of MPH members or of clients

c) Certified trainers need to renew their certification after 5 years at discretion of MPH QEP.

d) MPH can require the trainer to participate in certain events or continued educations, e.g. MPH conferences or Trainer-Masterclasses.

e) QEP- or MPH-boardmembers are allowed to join running trainings at no cost, in order to get an impression of the quality of trainings.


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VSM TRAINER

Mark Lambertz

Has mastered the education requirements for a Viable System Model Trainer consisting of:

1. Demonstrated VSM competence through practical applications and publications
2. Demonstrated VSM training skills through a defense of the training materials

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Dr. Angela Espinosa-Salazar
Member of the Board of Directors

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Quality in Education & Practice



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Application process for MPH VSM-Trainers

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Applicants need to be MPH-Members and prove their competence to QEP by sending a formal application request, which includes:

1. **A full CV detailing:**
   - professional background incl. previous experience as an educator and/or trainer
   - previous education in the VSM
   - a track record of practical applications of the VSM
   - a track record of publications on the VSM
   - two recommendations of MPH members or of clients

2. **An electronic copy of the VSM-Coach training package in use, demonstrating that "Criteria for certifications of VSM-Coaches" (as shown above) are met, detailing**
   - Duration, aims and objectives, expected type of participants
   - methodology / teaching approach
   - structure of the training package
   - detailed content of each one of the sessions (e.g. powerpoint slides, pdfs, miro boards etc.)
   - any additional educational resources to be used

Applications must be sent by email to training-org@metaphorum.org

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Certification process for MPH VSM-Trainers

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Once we receive an application, we will assess each of the above mentioned criteria for VSM-Trainers, regarding their capabilities to be a very good trainer, their knowledge and understanding of the VSM, and the quality of their training package. We will then invite the applicant to do

a) an **online meeting with an internal QEP panel** (e.g. by zoom) - where the applicant explains how he/she is delivering their trainings and proves in how far the criteria as provided above for a certification are met. We also expect to learn about the motivation to become a VSM-Trainer and about further plans or intentions.
b) a **public presentation/webinar** about an agreed topic to MPH members – for their public introduction as a certified trainer and to invite the community to join their training courses when available.

After certification, new VSM-Trainers

a) get a welcome package by QEP including certificate-originals and detailed procedures regarding trainier duties (see below).
b) can advertise their trainings with the particpiants certifications and certify participants in all three certification levels
c) are announced to the community by the MPH website, newsletter and a webinar (see above “Criteria for certificatin of VSM-Trainers”)
d) are required to maintain their MPH membership status and
    - inform QEP after trainings about certified participants and provide a written course assessment by the participants (template)
    - pay certification fees on the basis of the agreed payment plan to MPH Cooperative (see above “Four certified competence levels”)
    - participate in certain events or continued education, e.g. MPH conferences or webinars.
    - MPH-QEP/-Board members can join running training courses at no cost, in order to get an impression of the quality of training.
    - renew their certification after 5 years at discretion of MPH

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