

HOW TO NAVIGATE A COMPLEX ORGANIZATION

A VISUAL GUIDE

OREN GOLAN



ALEX PRUKS

PREVIOUS NAMES

1 HOW TO BUILD
AN ADAPTIVE
ORGANIZATION

2 HOW TO CHANGE
A COMPLEX
ORGANIZATION

3 HOW TO NAVIGATE
A COMPLEX
ORGANIZATION

4 ?

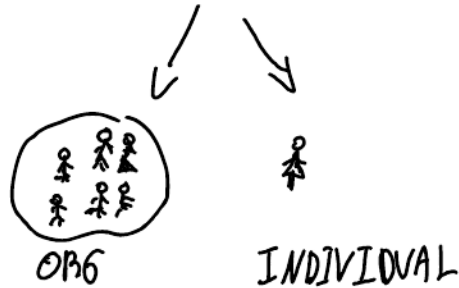
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CURRENT


WHAT YOU WILL LEARN?

1. DESCRIBE WHAT AN **ADAPTIVE CHALLENGE** IS.
2. CHANGE THE DIRECTION OF YOUR ORG BY EXPOSING THE VARIOUS **LEVERAGES** YOU CAN USE.
3. MATCH MECHANISMS TO CHALLENGES USING THE **CYNEFIN** FRAMEWORK.
4. ADAPT TO COMPLEX CHALLENGES USING **WARDLEY MAPS**.

WHAT IS YOUR ORG ADAPTIVE CHALLENGE?

1. REQUIRE ADAPTATION AND LEARNING



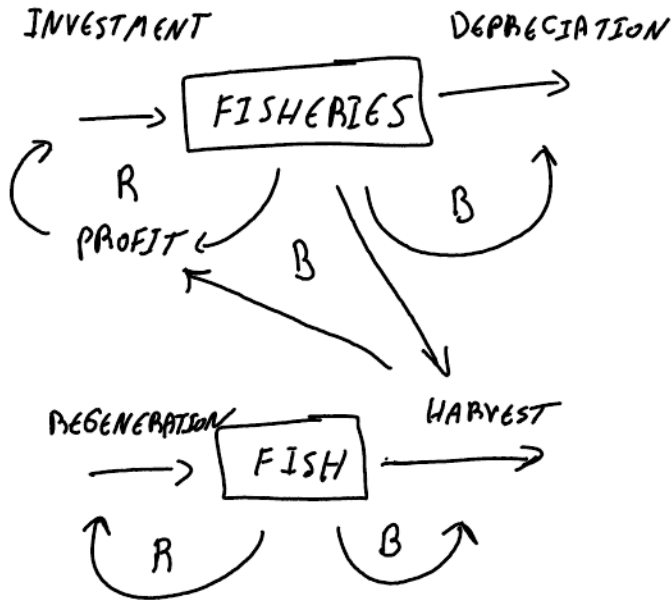
2. UNCERTAIN  PROBLEM
SOLUTIONS

3. PARADOX / TENSION  CHALLENGES

AGENDASHIFT

EXAMPLE: RESILIENCY OF LIFE

BLUEFIN TUNA



CAUSES OF NON SUSTAINABLE SYSTEM

MENTAL MODEL / GOALS (GROWTH)

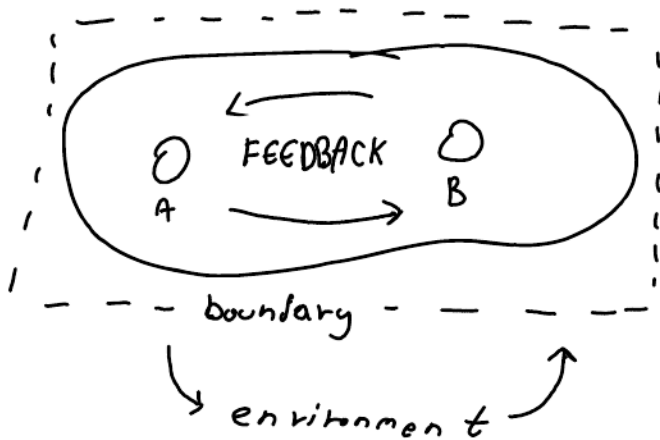
TECHNOLOGY (SONAR)

MARKETS (PRICES VISIBLE)

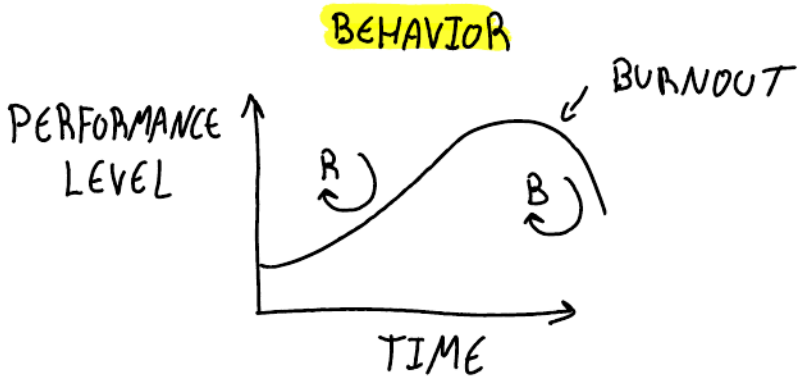
GOVERNMENT (HELP FISHERIES)

SYSTEM

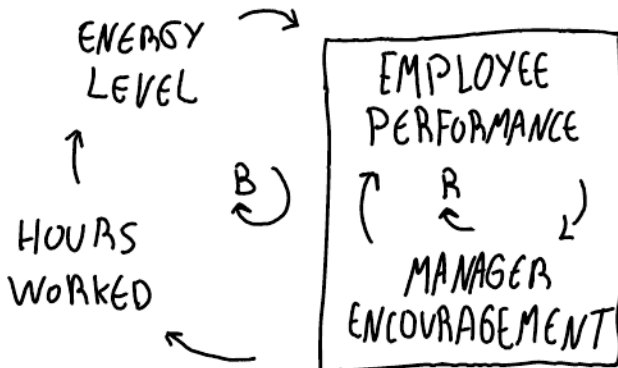
"A SET OF THINGS WORKING TOGETHER
AS PART OF A MECHANISM OR AN
INTERCONNECTING NETWORK"



FEEDBACK LOOPS



STRUCTURE



LEVERAGES

-
- IMPACT
1. MENTAL MODEL/PARADIGM
 2. GOALS
 3. ORG STRUCTURE
 4. POLICIES/RULES
 5. MECHANISMS
 6. INFORMATION FLOW
 7. METRICS
 8. RESOURCES

THINKING IN SYSTEMS

LEVERAGES: EXAMPLE

CONSULTING ORG FOR A CLOUD PLATFORM.
100 PEOPLE, CUSTOMER: 100,000 START-UPS

MENTAL MODELS

(A)

- OUR PRODUCT HAS A **STRONG** MARKET-FIT.
- WE ARE **NOT EXPERTS** IN USING OUR PRODUCT

(B)

- OUR PRODUCT HAS A **WEAK** MARKET-FIT.
- WE ARE **EXPERTS** IN USING OUR PRODUCT

(A)

(B)

GOALS
ORG STRUCTURE
POLICIES / RULES
MECHANISMS
INFORMATION FLOW
METRICS
RESOURCES

TRAPS

1. POLICY RESISTANCE
2. TRAGEDY OF THE COMMONS
3. SEEKING THE WRONG GOAL
4. DRIFT TO LOW PERFORMANCE
5. ESCALATION
6. SUCCESS TO THE SUCCESSFUL
7. ADDICTION
8. RULE BEATING

THINKING IN SYSTEMS

TRAP 1

POLICY RESISTANCE
(FIXES THAT FAIL)

EXAMPLES:

UNSUPPORTED LIBS, ROMANIA, WARS ON DRUGS

THE WAY OUT:

LET GO, CHANGE GOAL

THINKING IN SYSTEMS

TRAP 2

TRAGEDY OF THE COMMONS

EXAMPLES:

FISH, FOSSIL FUELS, POPULATION GROWTH

THE WAY OUT:

EDUCATE, DIVIDE THE SHARED RESOURCE,
REGULATE THE COMMON

THINKING IN SYSTEMS

TRAP 3

SEEKING THE WRONG GOAL

EXAMPLES:

GDP DOES NOT COUNT FOR WELFARE, EQUITY,
JUSTICE. MEASURING GOOD EDUCATION BY MONEY SPENT

THE WAY OUT:

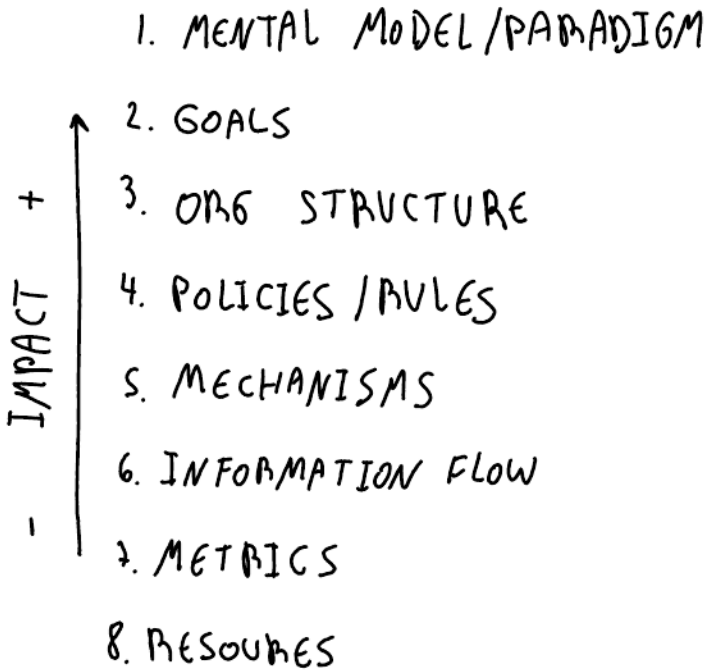
SET GOALS THAT REFLECT THE REAL WELFARE
OF THE SYSTEM

THINKING IN SYSTEMS

WHAT CAN YOU DO?

1. CHANGE THE DIRECTION OF YOUR ORG BY EXPOSING THE VARIOUS LEVERAGES YOU CAN USE.
2. MATCH MECHANISMS TO CHALLENGES USING THE CYNEFIN FRAMEWORK.
3. ADAPT TO COMPLEX CHALLENGES USING WARDLEY MAPS.

DOCUMENT ORG LEVERAGES

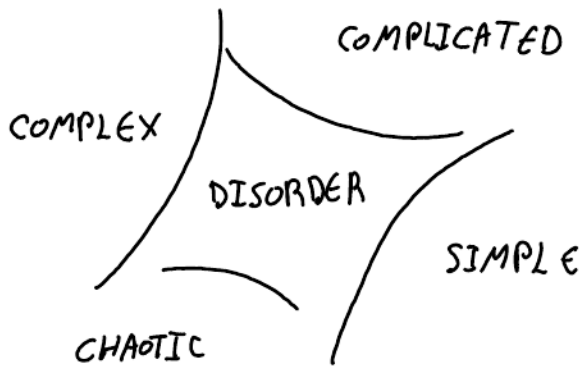


THINKING IN SYSTEMS

CYNEFIN

A FRAMEWORK FOR NAVIGATING
UNCERTAINTY

UNPREDICTABLE WORLD



PREDICTABLE WORLD

DAVE SNOWDEN

Complex

Probe - Sense - Respond

Emergent Practice

Enabling Constraints

↓
A/B
TEST

DISARM
CONFLICT

run a
company

INCREASE
INNOVATION

PARENTING

Complicated

Sense - Analyse - Respond

Good Practice

Governing Constraints

BUILD CAR

PAY TAXES

Disorder

Chaotic

Act - Sense - Respond

Novel Practice

No effective Constraints

↓
ROLL BACK

building on
fire

PRODUCTION
SERVERS
ARE DOWN

Simple

Sense - Categorise - Respond

Best Practice

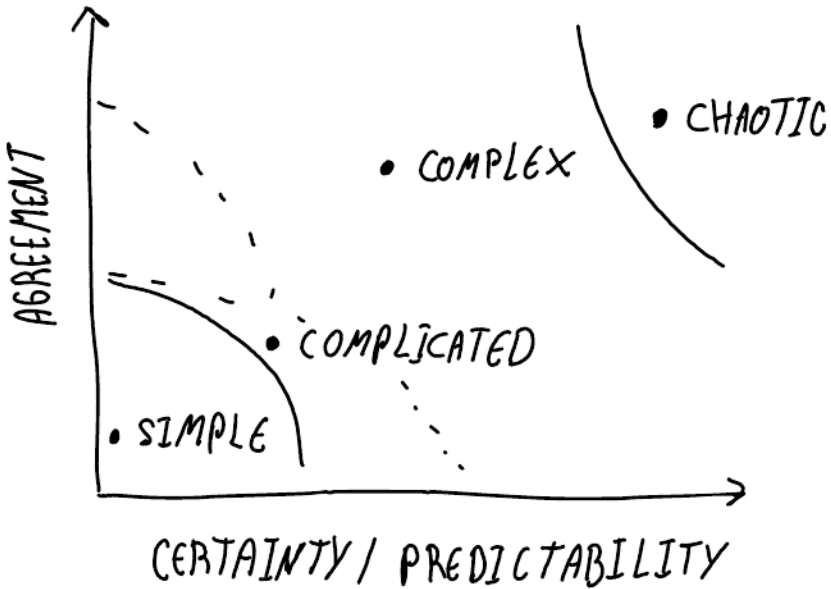
Fixed Constraints

follow
cooking
recipe

CHARGE
PHONE

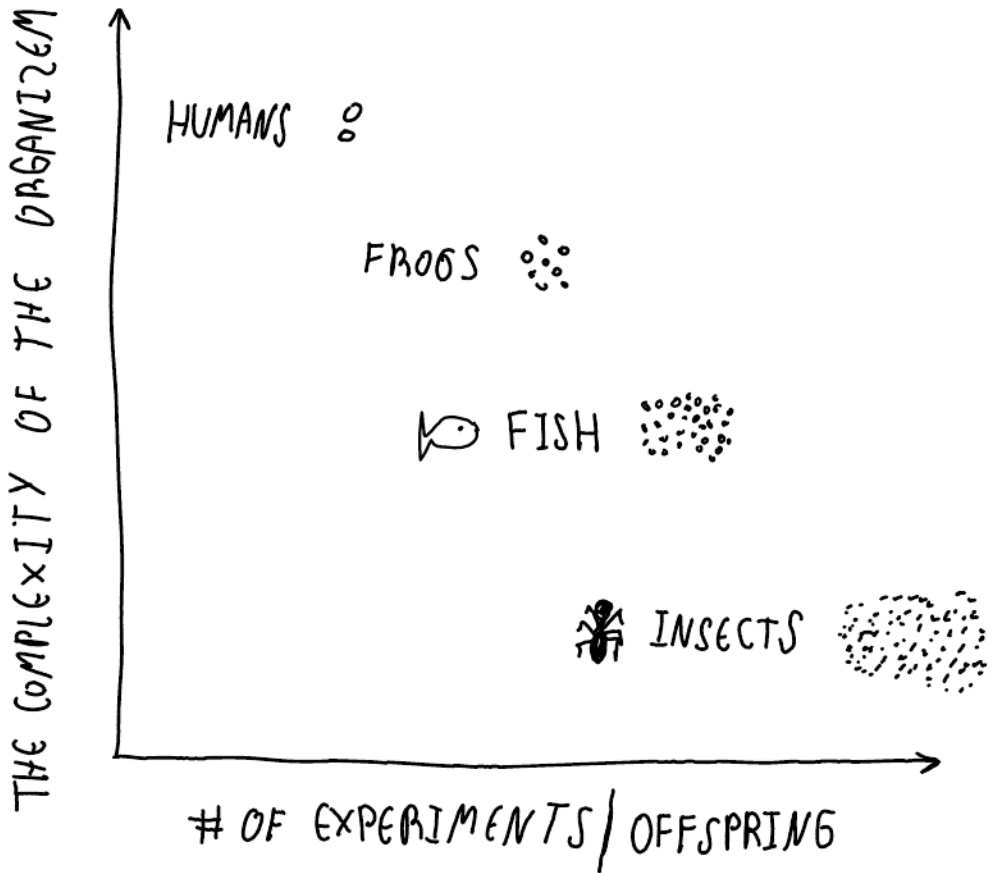
SORT YOUR ORG CHALLENGES

45 MIN WORKSHOP: AGREEMENT & CERTAINTY MATRIX



LIBERATING STRUCTURES

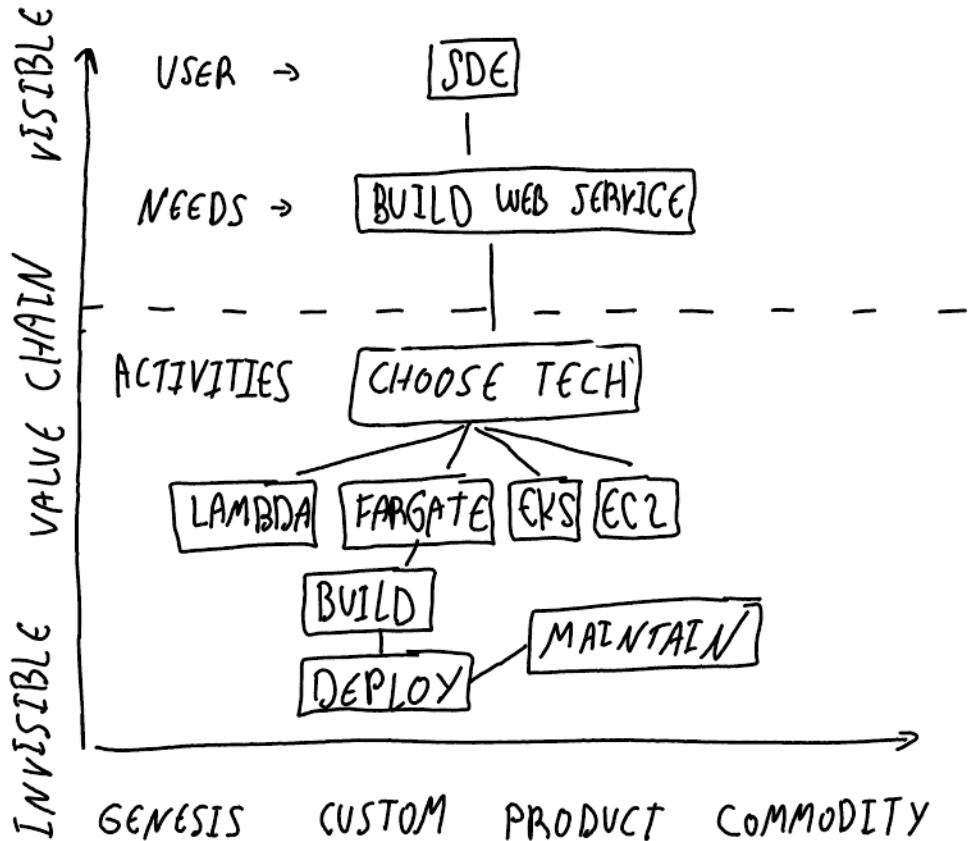
HOW MANY EXPERIMENTS



MAKING THINGS WORK

WARDLEY MAPS

TOPOGRAPHICAL INTELLIGENCE IN BUSINESS



SIMON WARDLEY

RESOURCES

Books:

- THINKING IN SYSTEMS
- MAKING THINGS WORK
- GOOD STRATEGY BAD STRATEGY
- TEAM OF TEAMS
- AGENDASHIFT
- TURN THE SHIP AROUND
- CONNECT: BUILDING EXCEPTIONAL RELATIONSHIPS
- IMMUNITY TO CHANGE: HOW TO OVERCOME IT AND UNLOCK POTENTIAL IN YOURSELF & YOUR ORGANIZATION
- AN EVERYONE CULTURE: BECOMING A DELIBERATELY DEVELOPMENTAL ORGANIZATION

RESOURCES

OTHER:

WARDLEY MAPS

CYNEFIN

CLEAN LANGUAGE

LIBERATING STRUCTURES

OPEN.GITHUB.IO

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