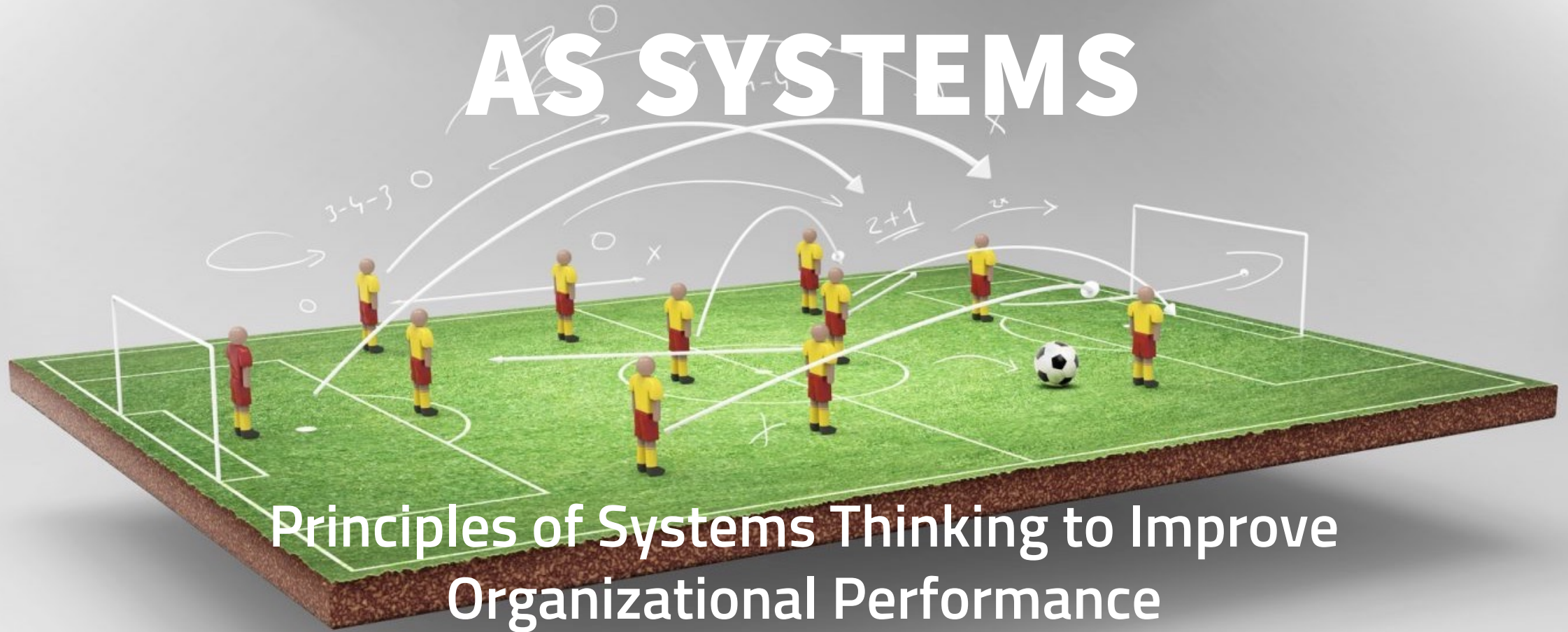


ORGANIZATIONS AS SYSTEMS



Principles of Systems Thinking to Improve
Organizational Performance



Clay M. Christensen
(1952-2020)

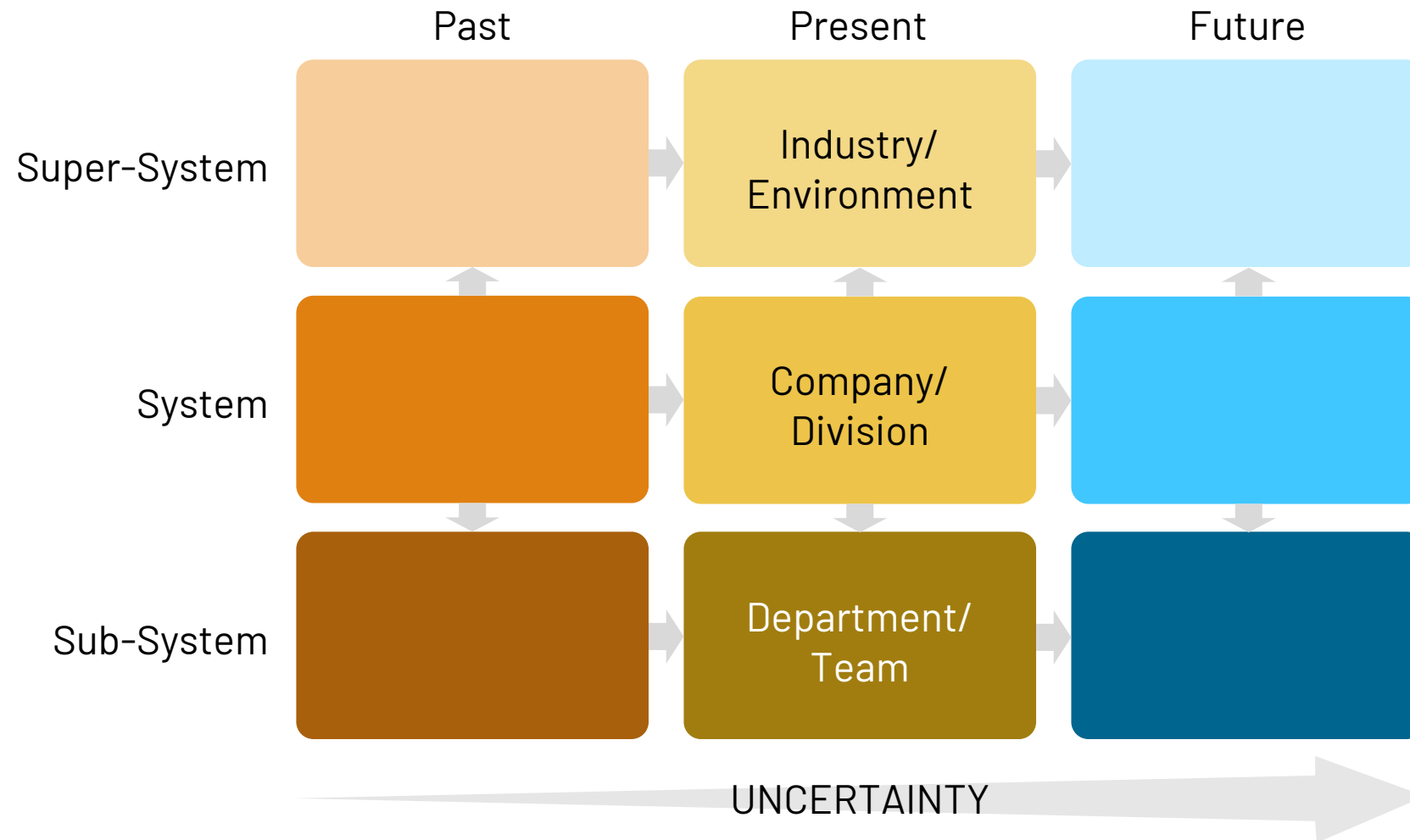
Kim B. Clark Professor, Harvard Business School

The Job to Be Done

Objective (job to be done today...)

To gain insights about organizational systems
to achieve improved results, better
collaboration, more satisfying relationships

Nine Windows Framework



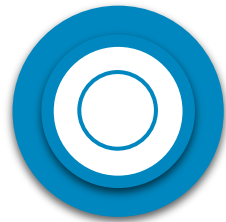
Agenda - Overview



Human Interfaces



Trust & Psychological Safety



Simplicity & Agility



Systemic Reinforcement

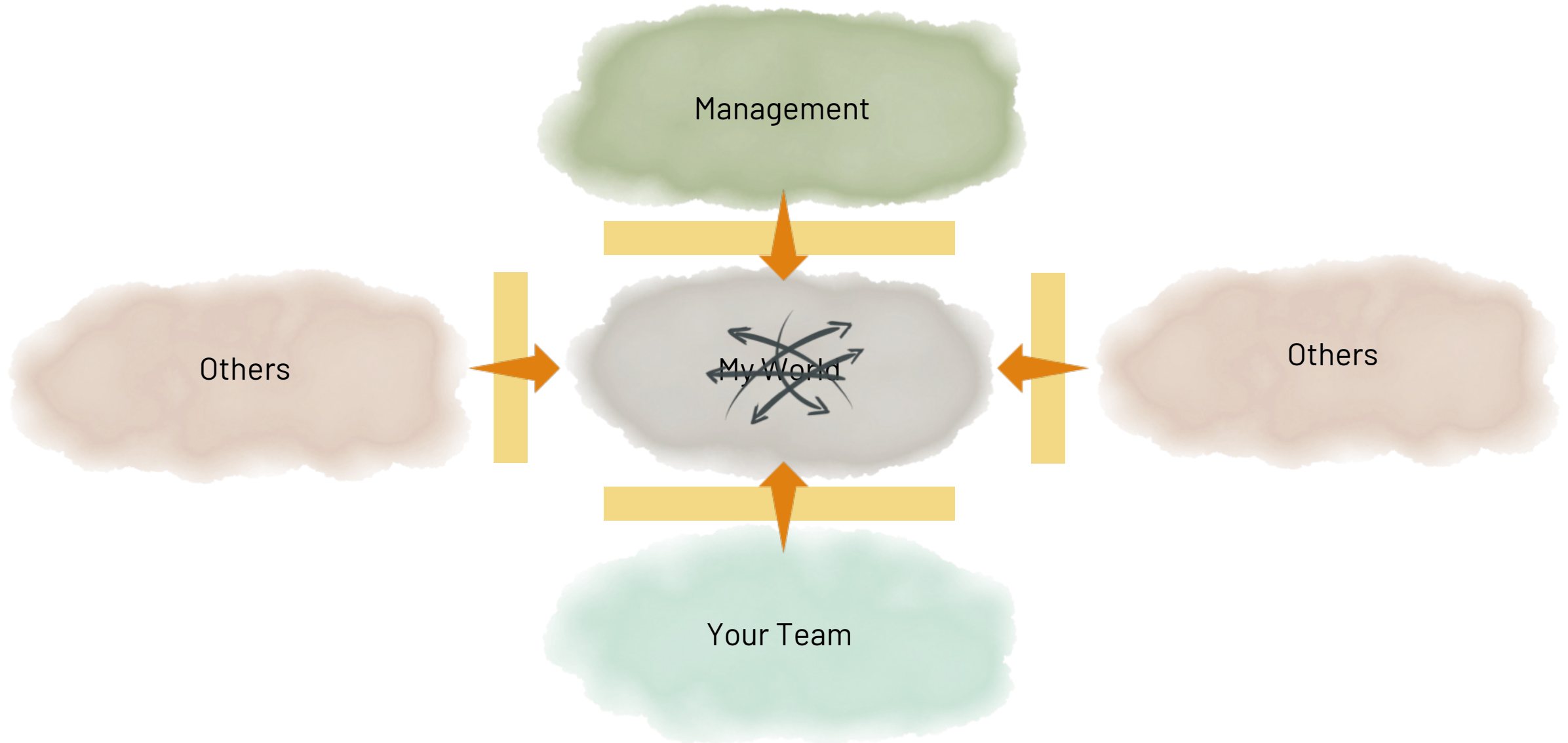


HUMAN INTERFACES

The problem that wasn't



Human Systems



3 Key Questions to Understand Human Interactions

What's important to my stakeholders?

What is happening in their world that I may not be aware of?

What can I do to be helpful?



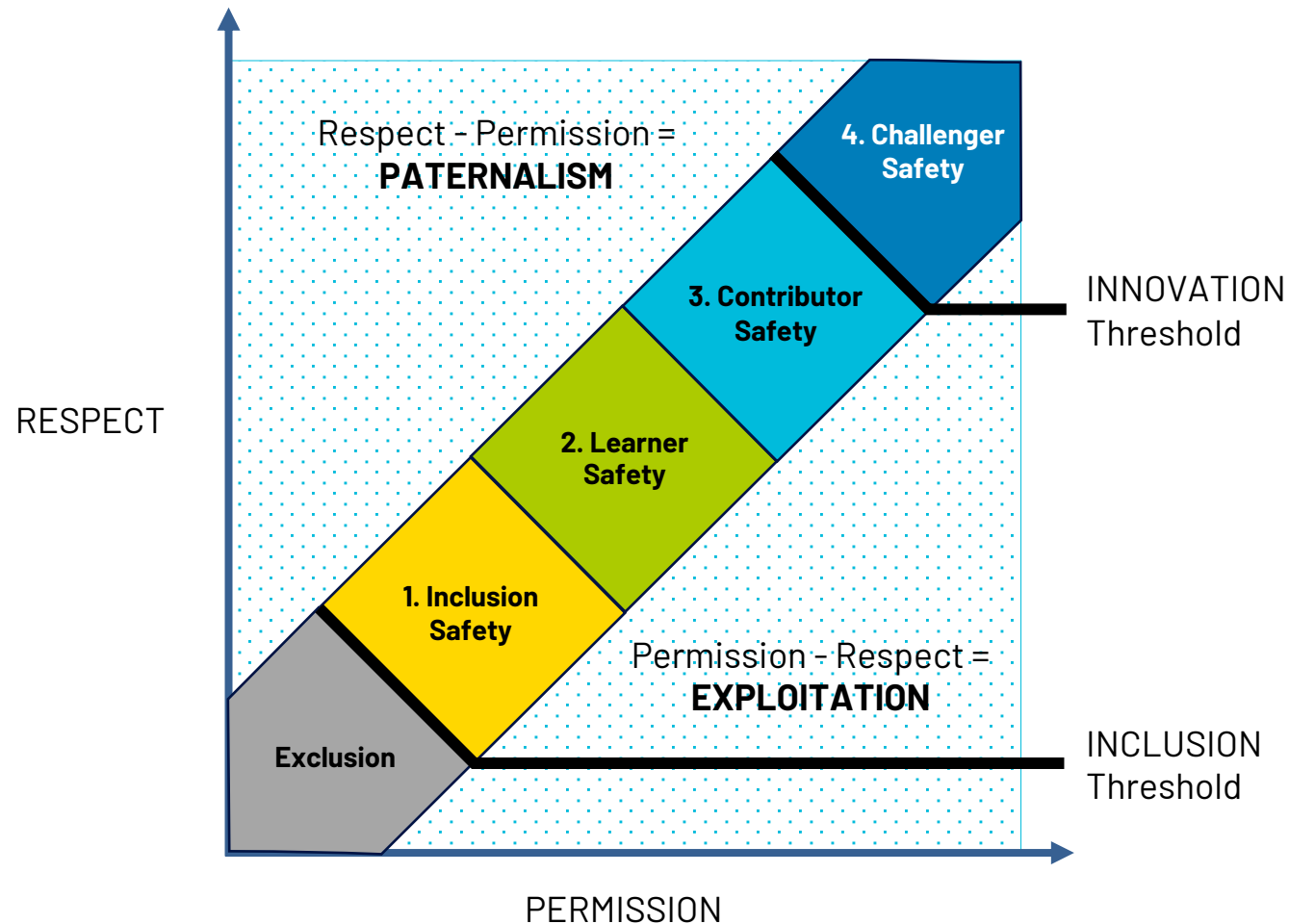
TRUST & PSYCHOLOGICAL SAFETY



You said what??

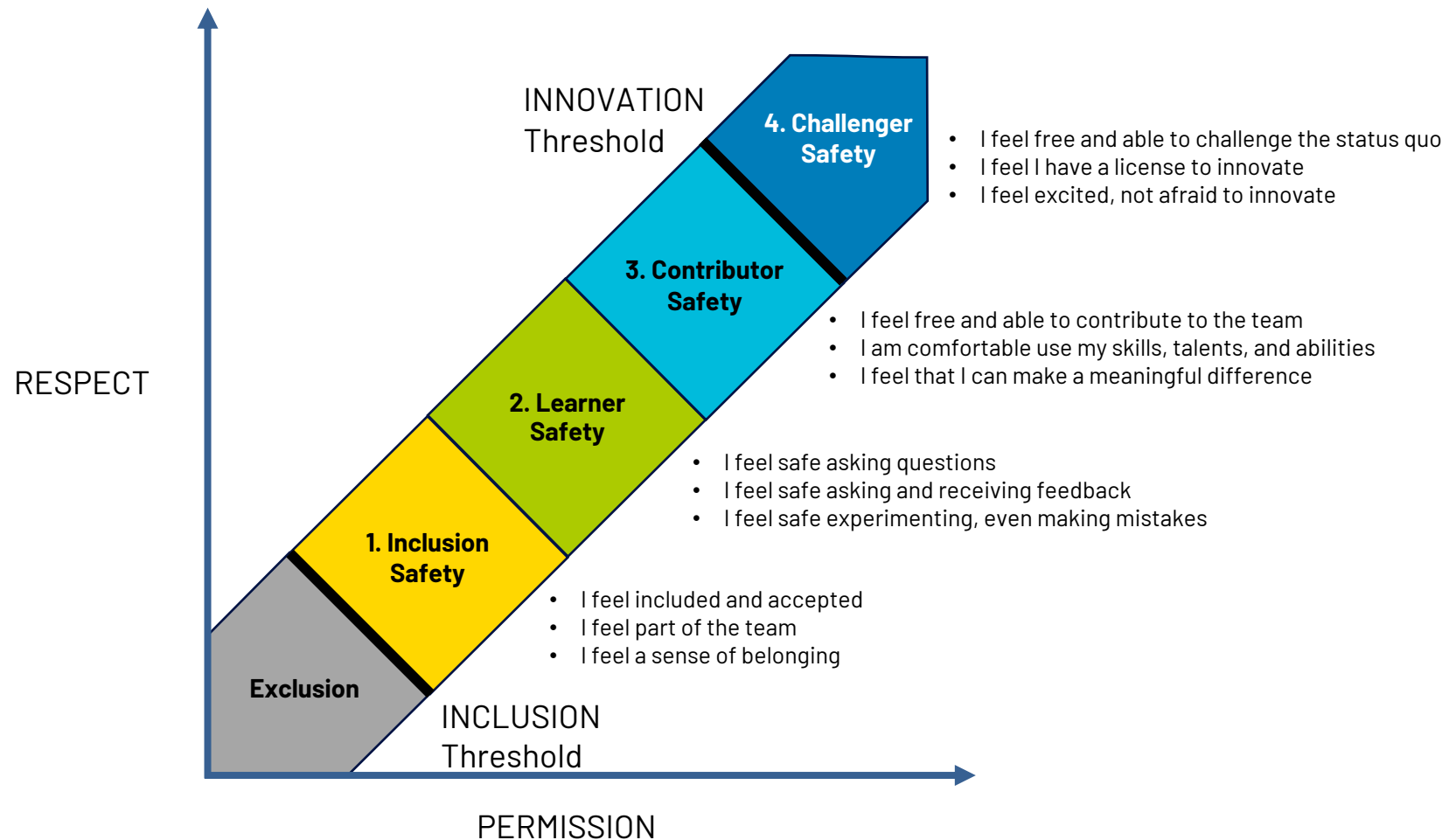
Four Stages of Psychological Safety

By Tim Clark, CEO of Leader Factor



Four Stages of Psychological Safety

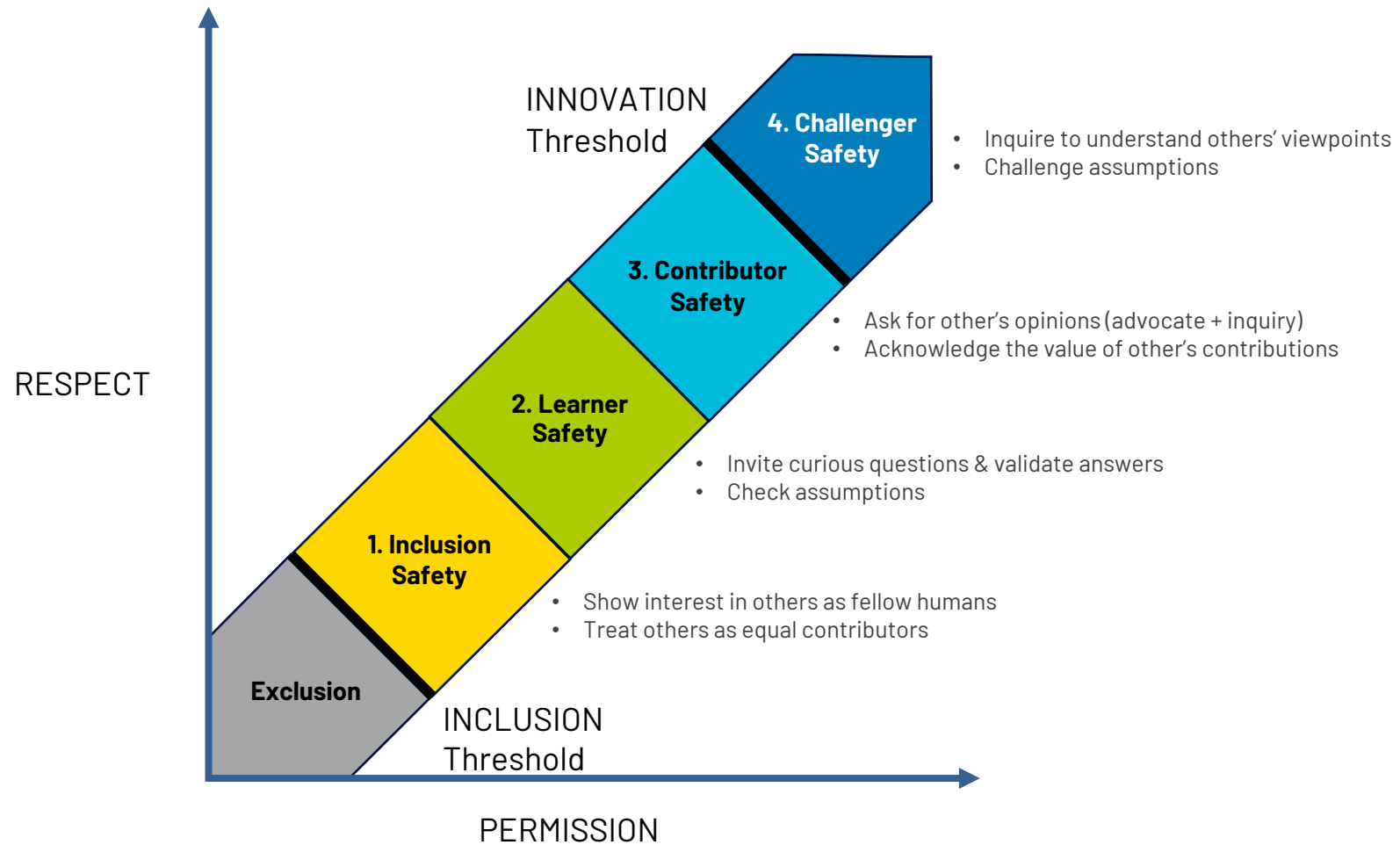
By Tim Clark, CEO of Leader Factor

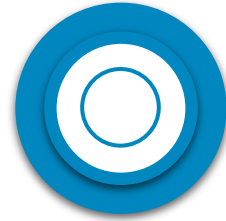


Model Reward

V U L N E R A B I L I T Y

HOW: Model & Reward Vulnerability





SIMPLICITY & AGILITY



Proliferation

Simplicity = Agility

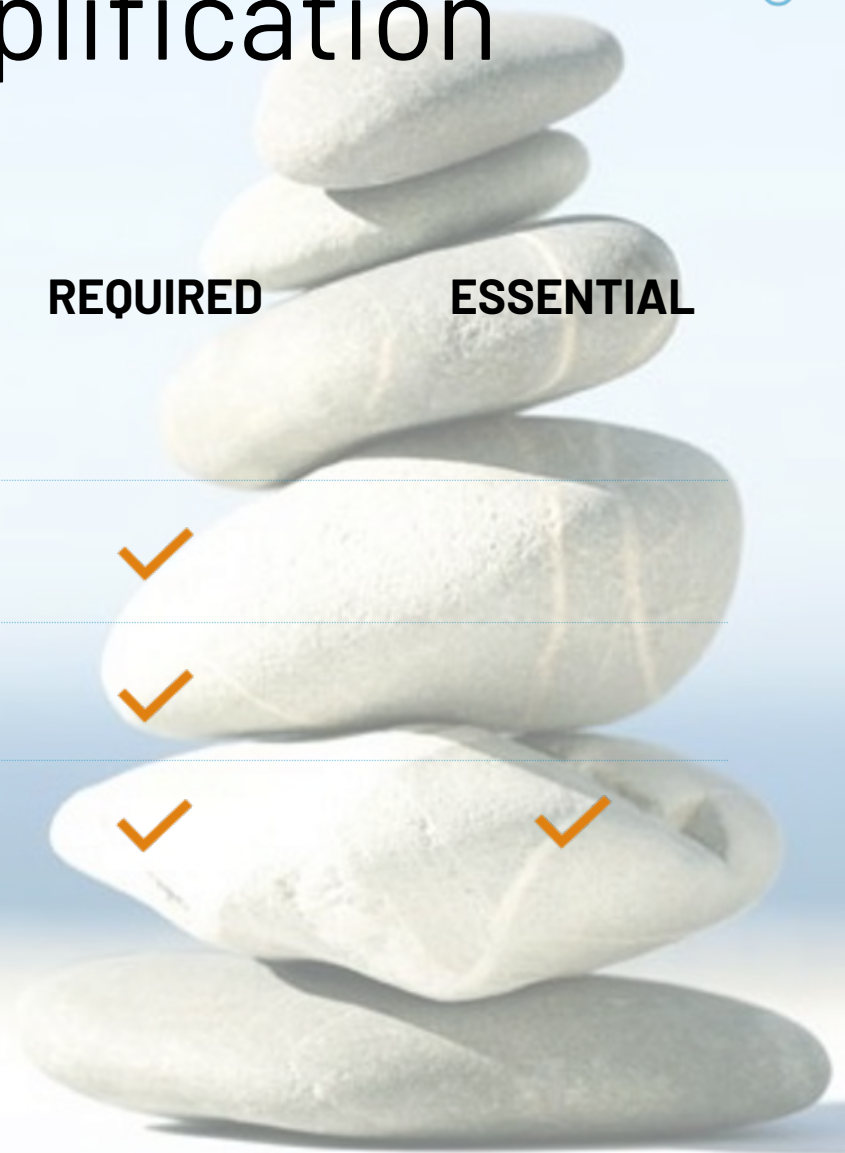
ACTIVITY HIERARCHY

- ESSENTIAL: value added to paying customer
- REQUIRED: NVA, compliance, support, etc.
- OPTIONAL: experimental, learning, enhance
- WASTE: redundant, obsolete, conflicting



Framework for Simplification

	WASTE	OPTIONAL	REQUIRED	ESSENTIAL
ELIMINATE	✓	✓		
MERGE		✓	✓	
SWAP		✓	✓	
STREAMLINE		✓	✓	✓

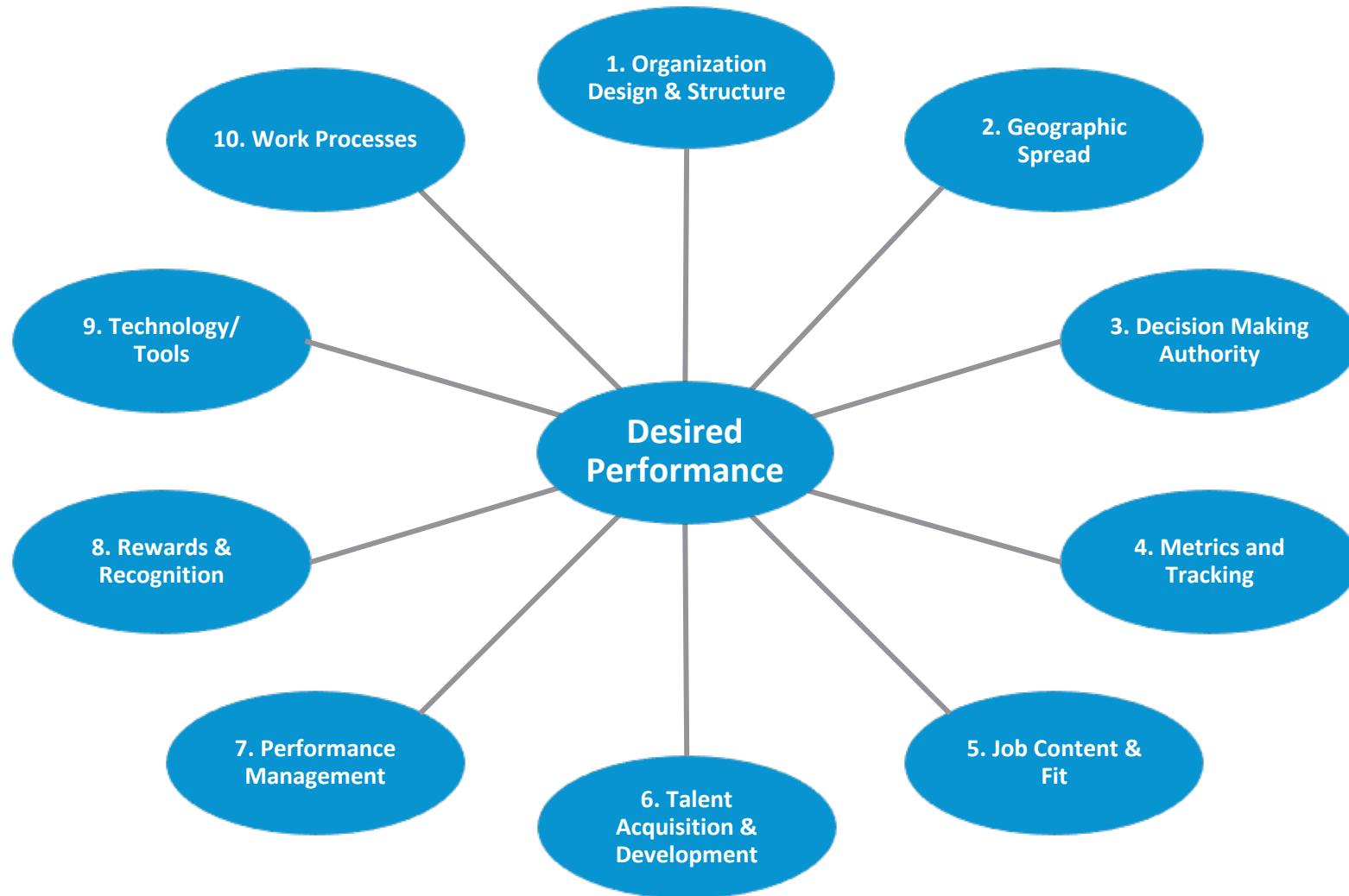




SYSTEMIC REINFORCEMENT



Wrong Parts
Wrong Place
Wrong Time



3 Key Questions to Systemic Reinforcement



What structures, systems, or processes support the 'job to be done'?

What structures, systems, or processes hinder the 'job to be done'?

What can I do to make a difference?

Nine Windows Framework

