

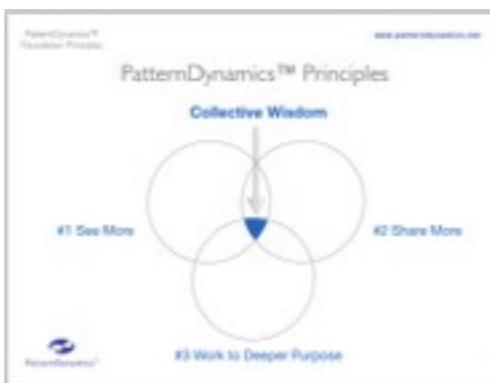
PatternDynamics™

Foundation Principles

Matrix Chart



Hierarchy Chart



Source Chart



Operating System



Source Course



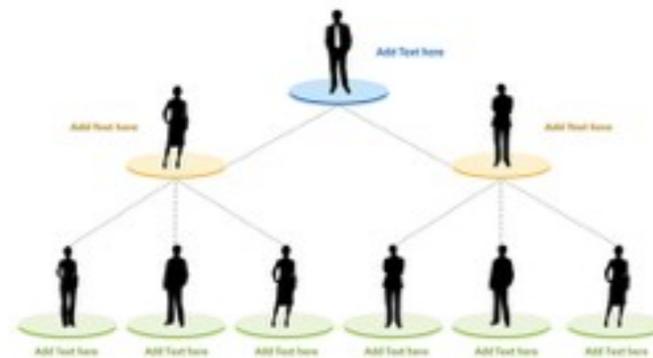
Decision Guide



Context

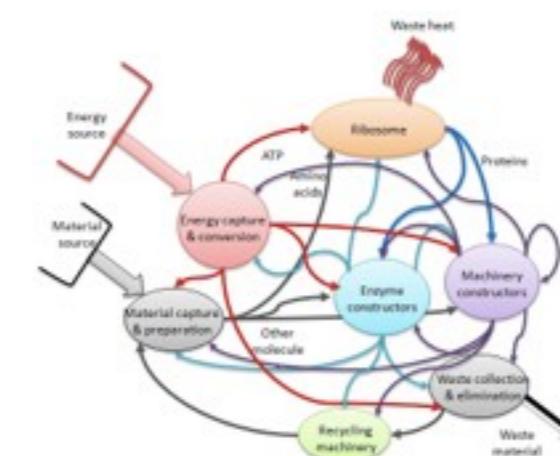
As the world becomes more complex, social and **organisational** challenges can no longer be met using outdated, simplistic traditional **structures**.

Dealing with the **complexity** challenge requires a **sustainable transition** to a more sophisticated, **adaptive**, Living **Systems** Operating Model.



Centralised, Hierarchical,
Command and Control
Structures
(Machine Model)

PatternDynamics™



Decentralised, Networked,
Adaptive Operating
Models
(Living Systems Model)

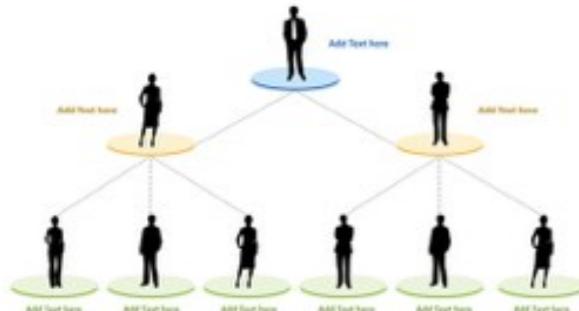


Why PD?

Many alternative operating models require:

- mass uptake to become effective
- big **structural changes** that are difficult to complete
- overly disruptive interventions that often impede effectiveness
- high stakes **reorganisations** that pose a risk of chaotic breakdown

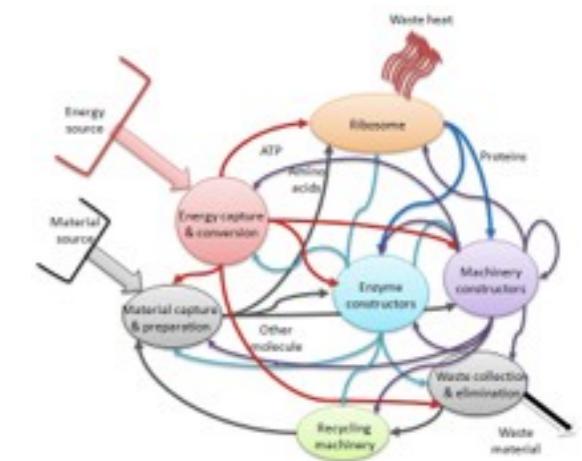
A better approach is a **sustainable transition** to a more suitable operating model.



Command and Control
Structures

PatternDynamics™ (PD)

- Starts by Empowering Individuals
- Immediate Traction
- Sustainable Transition
- Low Risk
- Focuses on distributed decision making
- Skills Based
- Step-by-Step learning pathway



Living Systems Operating
Models



Requisite Literacy for a Planetary World

PatternDynamics™ helps **people** gain ecologically orientated **systems** thinking **skills** that allow them to understand, communicate, and problem solve more successfully in an increasingly complex world.

It forms a basic **systems** thinking literacy that can be easily and seamlessly “plugged in” to any **organisation** or **community process** to assist with the shift to a more **adaptive** operating model.



How ?

PatternDynamics™ integrates 3 simple, but highly leveraged strategies for helping you learn to transition to a living systems operating model:

- A Proprietary Systems Thinking Framework



- A Decision Making Practice



- An Operating System that Simplifies Complex Problem Solving

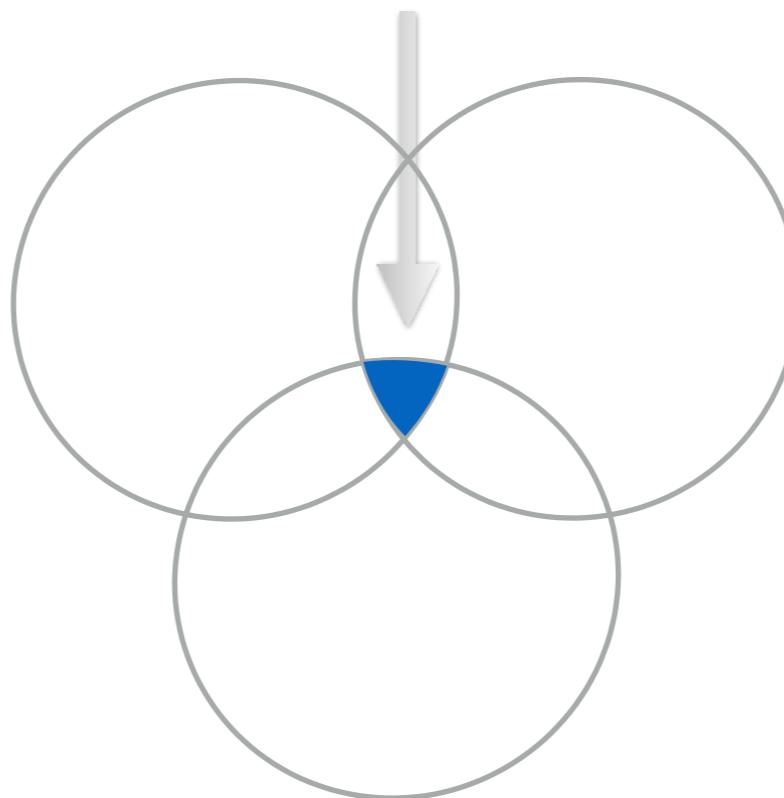


PatternDynamics™ Principles

It's all based on
just 3 simple
principles

#1 See More
(systems thinking)

Collective Wisdom



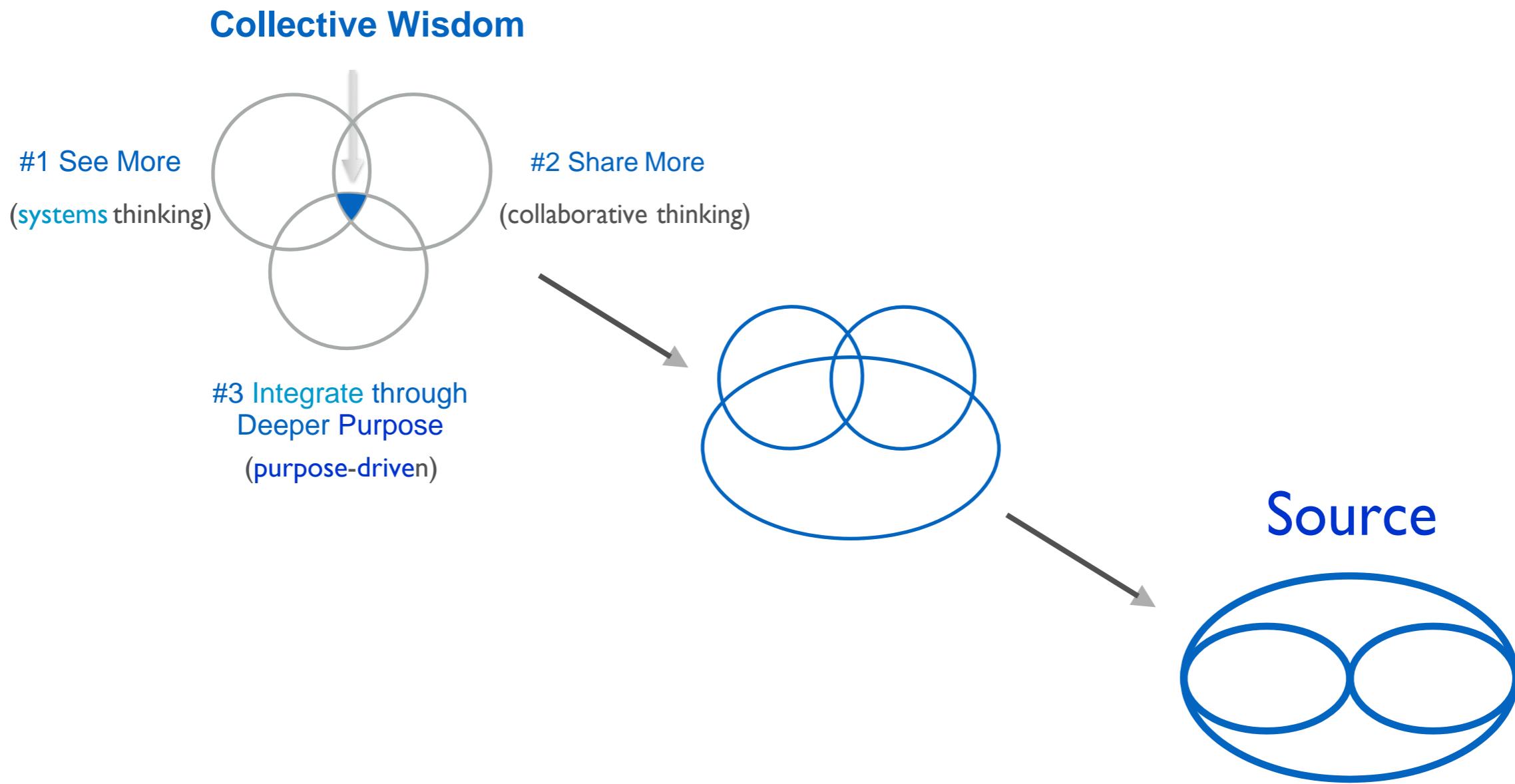
#2 Share More
(collaborative thinking)

#3 Integrate through Deeper Purpose
(purpose-driven)

PatternDynamics™: purpose-driven, collaborative systems thinking.



From Principles to Source



The **Source Pattern** represents **Purpose-driven**,
collaborative **systems** thinking.



Source Practice

Getting Started with PatternDynamics™

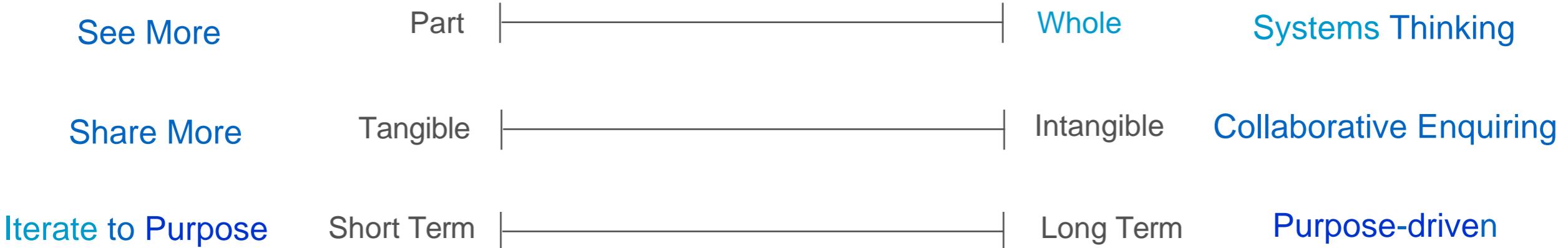
Source is based on working to a shared purpose. It is the most foundational and central organising principle in the PD framework



Source

Operate from
Collective
Wisdom

Purpose-driven
Collaborative
Systems Thinking



Purpose-driven collaborative systems thinking that helps you operate from collective wisdom.



Decision Evaluation Tool

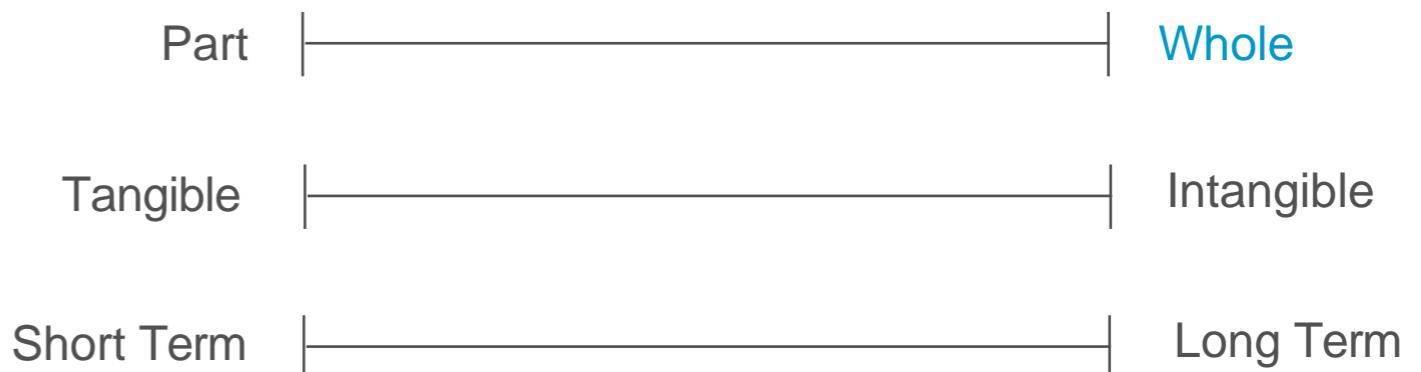
1. Reflect on and clarify your group's deeper shared purpose or goal (Source).
2. Map your current thinking onto the sliders.
3. Seek the perspectives of other people who will be most impacted by your decision.
4. Ask them how their views support the shared purpose and map their views onto the sliders.
5. Reflect on these collective insights. What do they reveal about your organisational system?
6. How can you use these collective insights to improve your decision?

Source Practice

Getting Started with PatternDynamics™



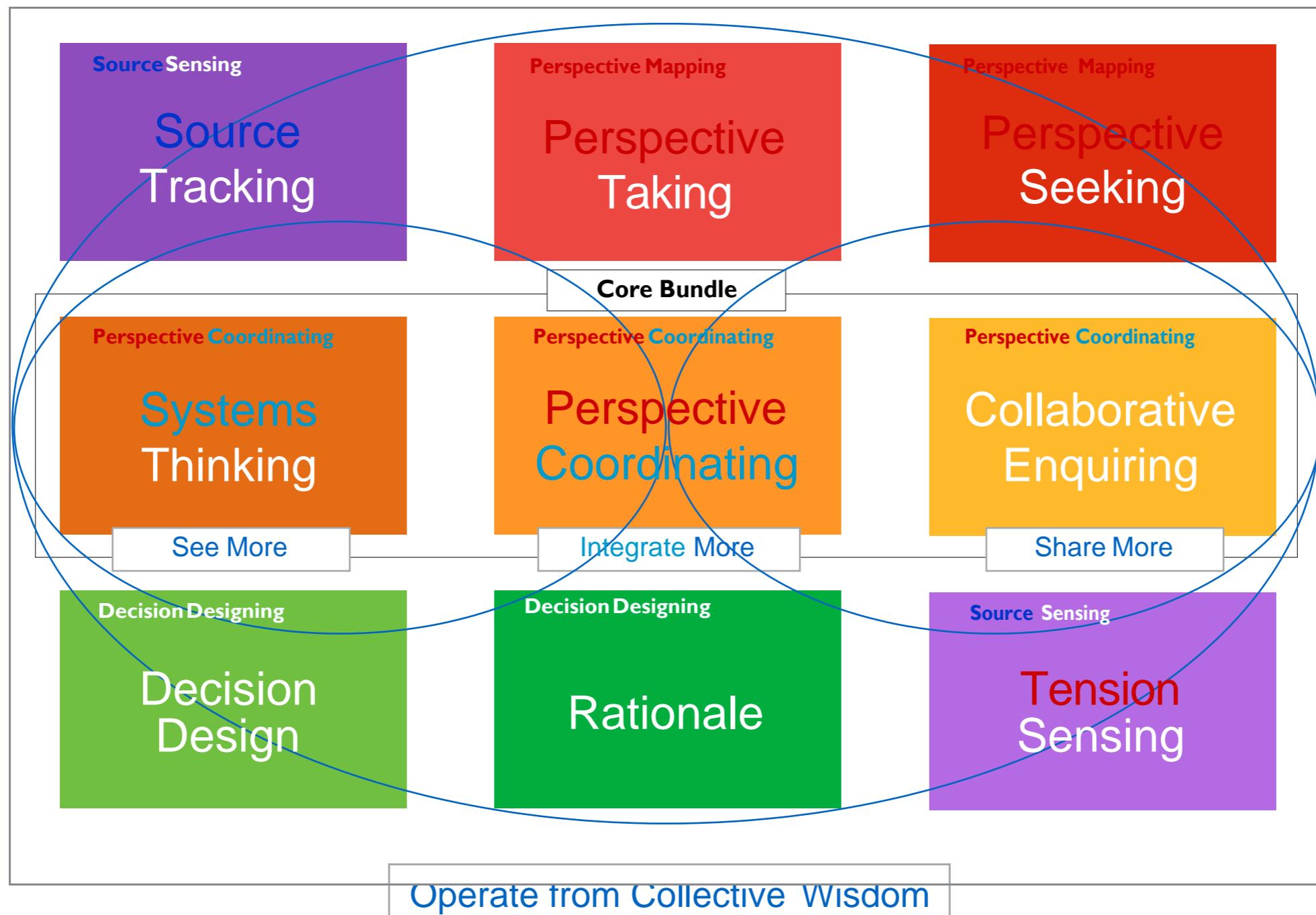
Source



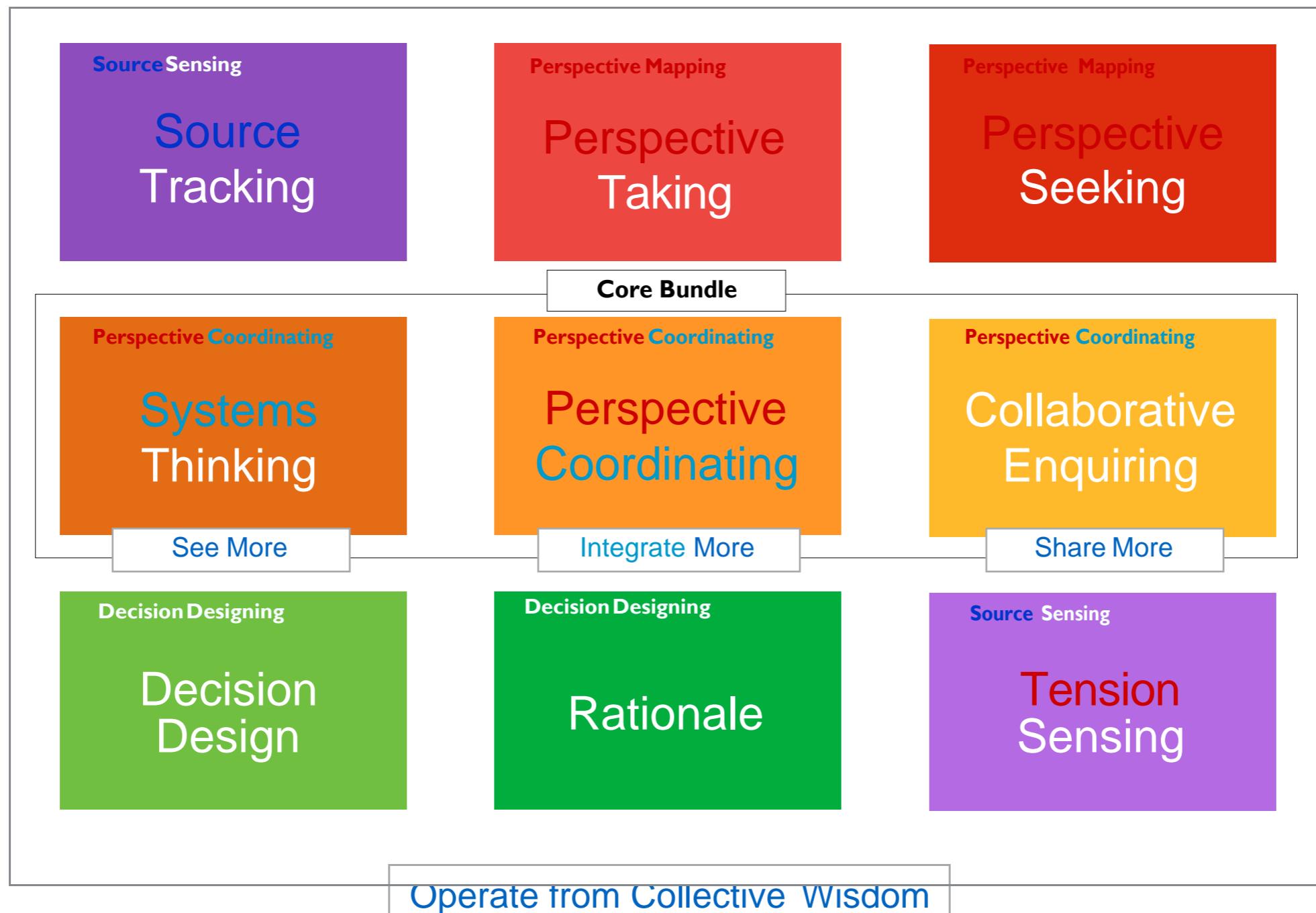
Purpose-driven collaborative systems thinking that helps you operate from collective wisdom



Decision Making Practices



Decision Making Practices



Collaborative Systems Enquiry

Source Sensing

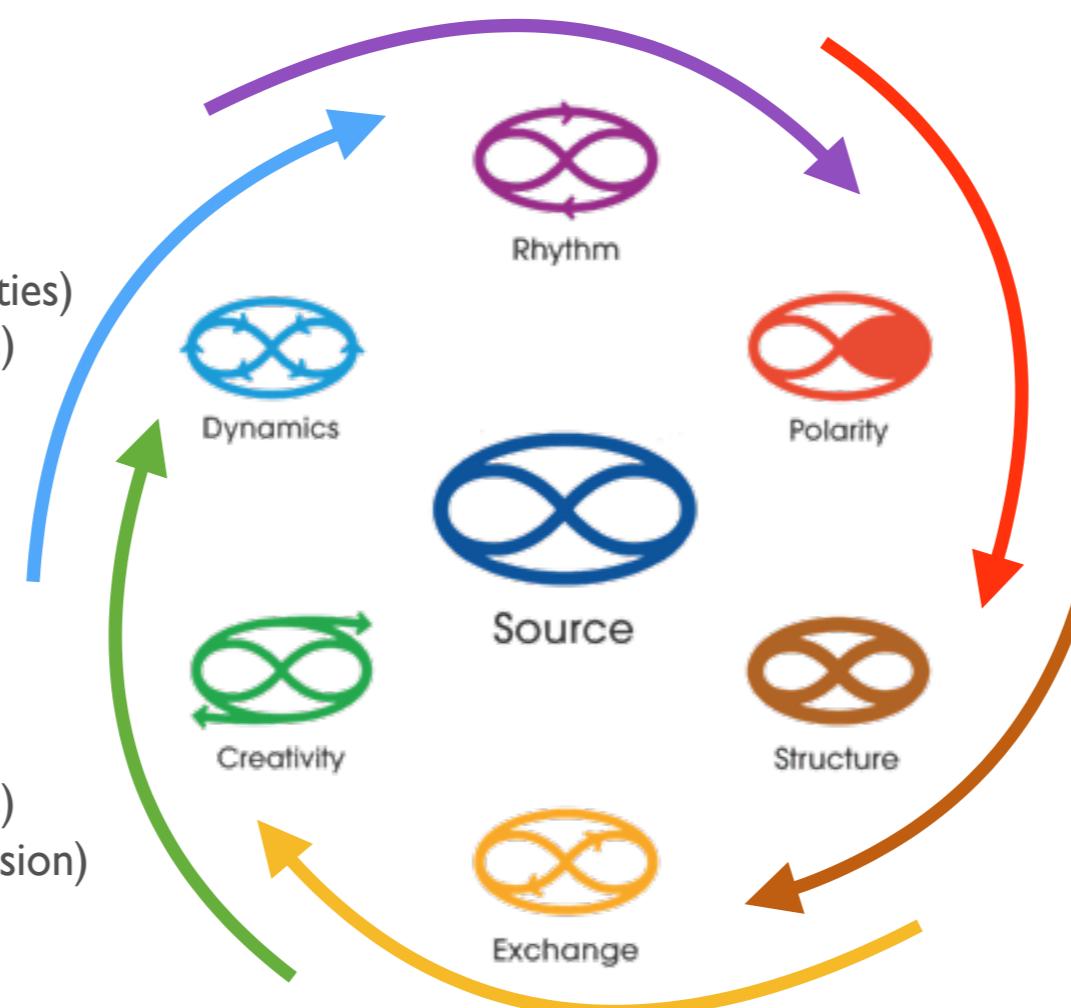
- Rhythm Decisions (schedule routines)
- **Tension Sensing** (identify challenges and opportunities)
- **Source Tracking** (prioritise tensions)

Reflective Governing

- **Goals** (set milestones)
- Agreements (record responsibilities)
- **Accountability** (review outcomes)

Decision Designing

- **Innovate** (connect perspectives)
- **Design Decision** (create decision)
- **Rationale** (explain reasoning)



Perspective Mapping

- Identify **Perspectives** (list stakeholders)
- **Take Perspectives** (evaluate views)
- **Seek Perspectives** (inquire reviews)

Structure Diagramming

- Identify **Roles** (record responsibilities)
- Clarify Authority (record authorities)
- Draw **Structure** (identify relationships)

Perspective Coordinating

- **Collaborative Enquiring** (exchange perspectives)
- **Systems Thinking** (locate principles)
- **Perspective Coordination** (prioritise principles)





PatternDynamics™ First Order Chart



Dynamics



Creativity



Rhythm



Source



Exchange



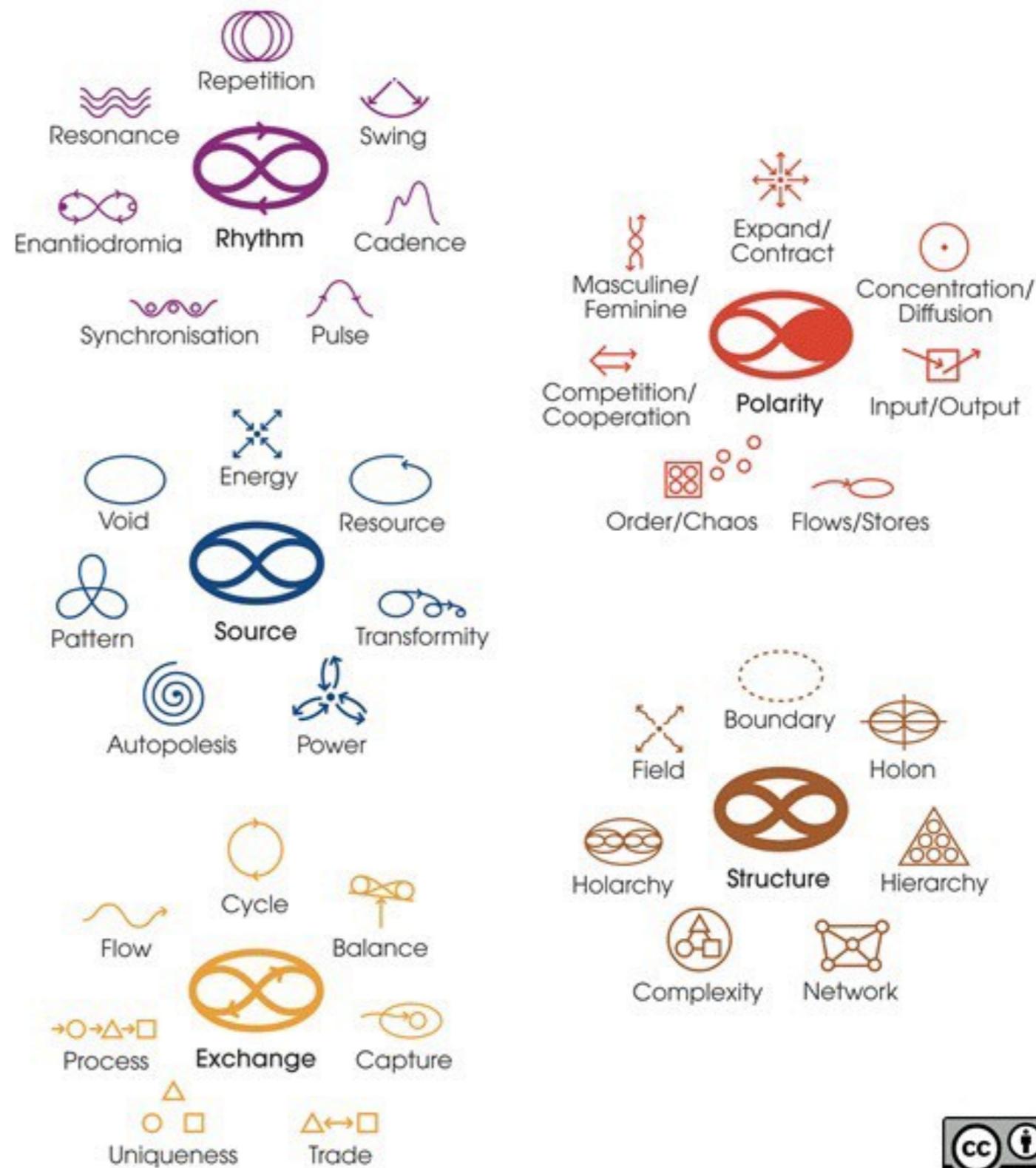
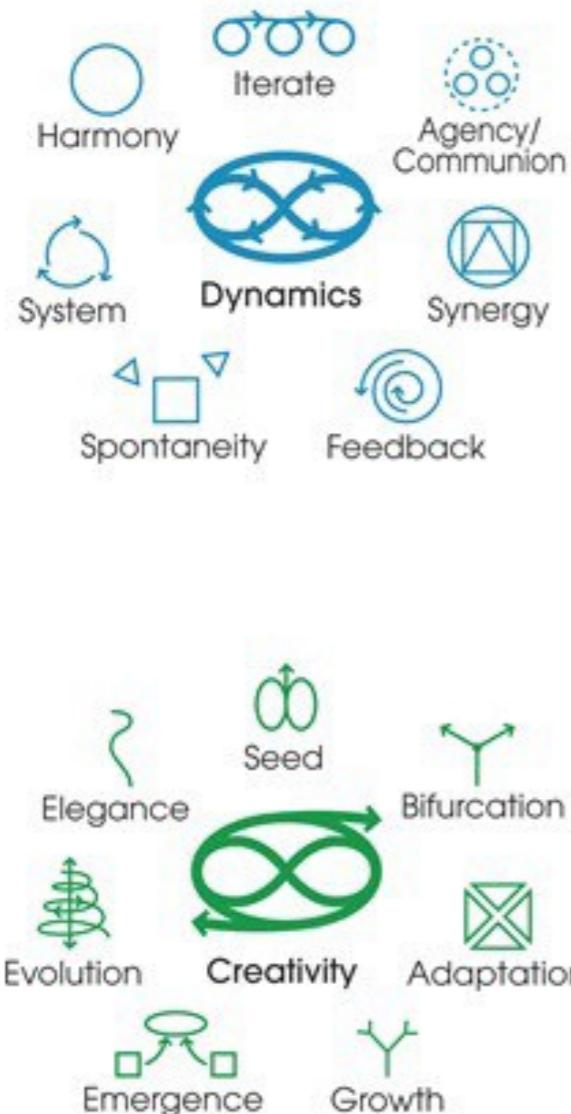
Polarity



Structure



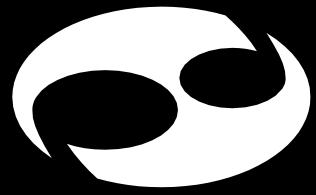
PatternDynamics™ Hierarchy Chart



PatternDynamics™ Matrix Chart



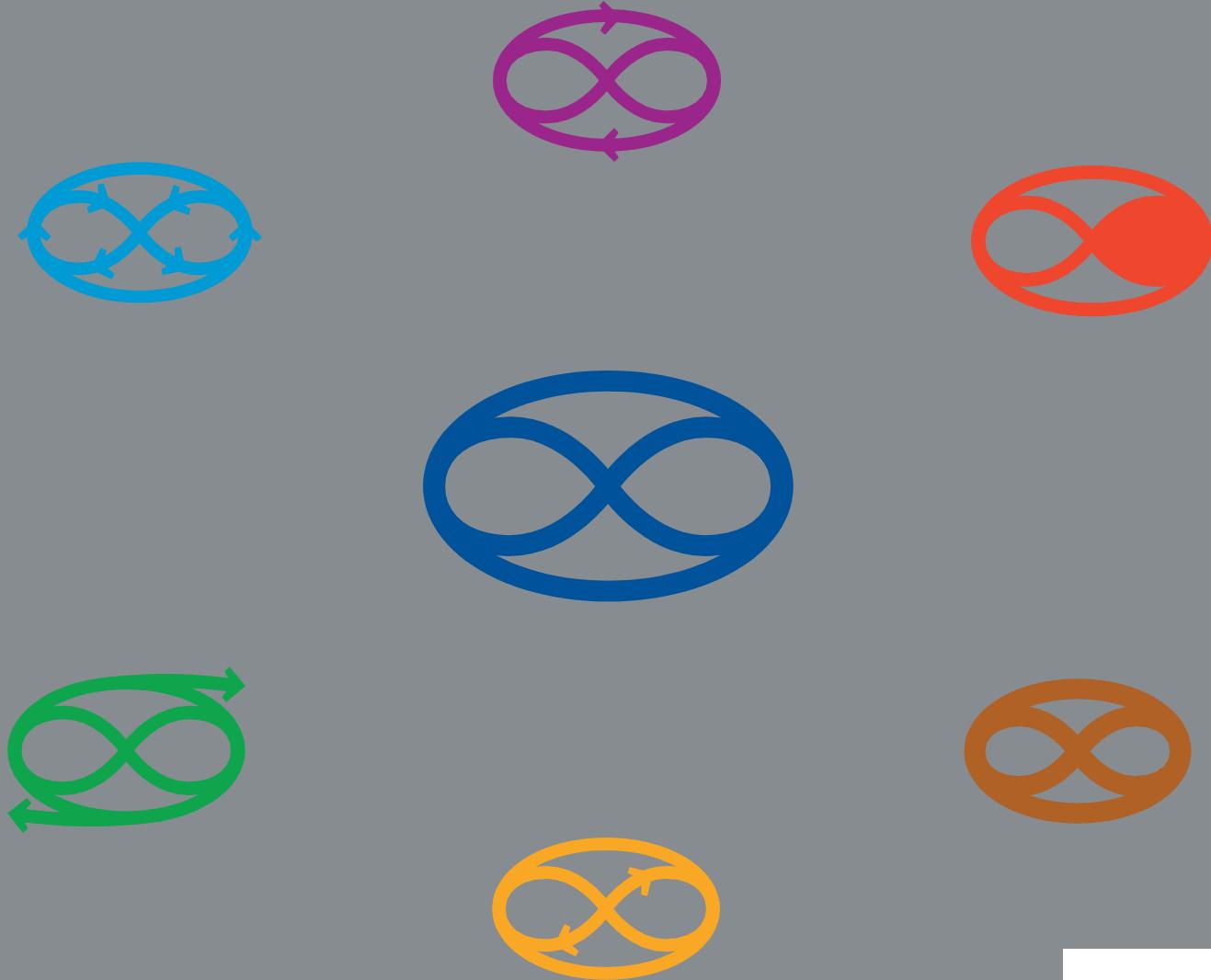
 PatternDynamics™ thrive in complexity							
	Void	Harmony	Elegance	Flow	Field	Masculine/ Feminine	Resonance
	Pattern	System	Evolution	Process	Holarchy	Competition/ Cooperation	Enantiodromia
	Autopoiesis	Spontaneity	Emergence	Uniqueness	Complexity	Order/Chaos	Synchronisation
	Power	Feedback	Growth	Trade	Network	Flows/Stores	Pulse
	Transformity	Synergy	Adaptation	Capture	Hierarchy	Input/Output	Cadence
	Resource	Agency/Communion	Bifurcation	Balance	Holon	Concentration/ Diffusion	Swing
	Energy	Iterate	Seed	Cycle	Boundary	Expand/Contract	Repetition



PatternDynamics™

thrive in complexity

Decision Making Practice Guide



PatternDynamics™ Decision Making Skills



PatternDynamics™ Decision Making Skills Explained

Tension Sensing Becoming **skilled** at sensing when an important issue is **emerging** using our bodily sensations, **emotional** states, **mental** activity, and intuition.

Source Tracking Learning to evaluate if an issue is related strongly enough to the ultimate **purpose** or **Source** of your group or **organization** to merit continued decision making effort.

Perspective Taking The **skill** of identifying and considering other relevant **perspectives**—imagining what others may think.

Perspective Seeking The **ability** to consult with and verify what others are thinking—confirm what others are thinking.

Collaborative Thinking Employing **skills** related to communication, mediation, and facilitation that bring others into the decision making **process**.

Perspective Coordination

Engaging in enquiring conversations with an attitude of curiosity to learn more about other **peoples' perspectives** in **order** to resolve **tensions** between them and to **coordinate** them to enhance the collective intelligence available for problem solving.

Systems Thinking

Using the 7 First Order Patterns in the **PatternDynamics™ Framework** to identify multiple **principles** of **organization** relevant to a given situation and to **coordinate** these **perspectives** in **relation** to the **systems** of your **organization** and its **Source**.

Rationale

The use of reasoning **skills** to frame your decision making rationale, clearly articulate your choices, and persuade others by making coherent arguments.

Decision Making

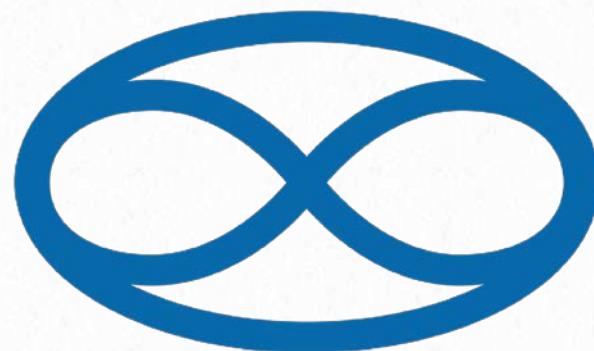
Employing a deliberative **process** in the act of making decisions that effectively evaluates the **perspectives** available and their relevance to a chosen **goal**.

PatternDynamics™ Source Course

Explanation: **Source** is related to your ultimate purpose as an **organization**. When it is co-created, widespread, clear, and present it forms a central organizing **principle** of that **system**. This 'course on a page' is designed to get you up and running with a powerful **system thinking principle** that will help you **coordinate perspectives**. Evaluating **perspectives** in this way will help you generate **new insights** for better decision making.

Instructions: Choose a topic or issue that is important to you, record it below, and read the descriptions of the three dimensions of **Source**. See if you can place an 'X' on each slider bar that indicates how you (or another) is thinking about this issue.

Topic/Issue:



Source

Part

Whole

Short Term

Long Term

Tangible

Intangible

Part/Whole: All **systems** are composed of a series of parts that come together to form an **integrated whole**. Does your thinking (or another's) relate more strongly to outcomes for a part of your **organization** or more to results for the **organization** as a **whole**? See if you can draw an 'X' on the Part/**Whole** slider bar above that represents where your thinking sits between these two **polarities**.

Short Term/Long Term: To function optimally all **systems** must **balance** achieving short term outcomes with long term **goals**. Does your thinking (or another's) relate more strongly to achieving short term outcomes or more to **working** towards long term aims and objectives? See if you can draw an 'X' on the Short Term/Long Term slider bar above that represents where your thinking sits between these two **polarities**.

Tangible/Intangible: All **systems** require the **creation** and maintenance of both tangible value that can be objectively measured (like financial outcomes) and more intangible value that tends to be evaluated subjectively (like the quality of **relationships** or the level of trust). Does your thinking on this issue (or another's) relate more strongly to creating tangible value for the **organization** or relate more to creating intangible value? See if you can draw an 'X' on the Tangible/Intangible slider bar above that represents where your thinking sits between these two **polarities**.

Rationale Support Framework

Argumentation (rationale) is how you explain the reasoning behind your decision in a coherent, convincing, and authoritative manner. Doing this increases your influence as a decision maker and leader.

Below is a **framework** that will help you support your argumentation based on the decision making **skills** you have learned in this practice.

Tension Sensing: I sensed an informative **tension** related to (this issue/topic) _____

in **myself** and/or others by observing these sensations/**emotions**/reflections/intuitions...

Source Tracking: This issue/topic relates back to the ultimate **purpose** of our **organization** through the following pathway...

Perspective Taking: I identified the following stakeholder **perspectives** as important for a **good** understanding of this issue/topic and I imagined what they thought as follows...

Perspective Seeking: Given the limited **time** and **resources** available for making this decision I chose to directly enquire and actually verify the nature of these **perspectives** _____

This is how I've interpreted what they told me...

Collaborative Thinking: I engaged in enquiring communication, facilitation and/or mentoring to learn about these **perspectives** _____
and to bring them into the decision making **process** in the following ways...

Perspective Coordination: I learned more about the conflicts and **tensions** between the **people** and groups involved in this decision and I sought to resolve these **tensions** by locating this/these **principles** that show their common ground...

Systems Thinking: This/these **Patterns** help identify the overarching **principles** that help unite these **perspectives**...

Note: **Source** is a **Pattern** you can always start with.

Rationale: I am using the information from this exercise to craft the presentation of the arguments supporting my decision in the following ways...

Decision Making: I moved from deliberating about this decision to taking action by using this/these **creative** insight(s) _____
based on this/these **unifying principles** _____...

Decision Guide

“Decision implies the end of deliberation and the beginning of action.”

William Starbuck, professor in residence at the University of Oregon’s Charles H. Lundquist College of Business.

Methods: There is no magic formula for deciding on a course of action. All **good** decisions are made using a combination of these methods:

- Analysis
- Logical reasoning
- Intuition
- Emotion

Elements: **Good** decisions also take into **account** these elements:

- The causes of a challenge
- The **goals** that need to be met
- Different decision making options
- The perceived outcomes of different options

Often Practiced: Many currently taught decision making **processes** involve listing all the options recommended by different stakeholders and choosing the one with the most strengths and the least weaknesses for the widest range of stakeholders. This **strategy** involves deciding on compromises and **trade offs**.

Better Practice: Better decision making, supported by the method being advocated here, relies on finding the hidden commonalities between seemingly divergent **perspectives** and using these as **leverage** points to formulate **creative** solutions. These solutions are intended to meet more of all of the stakeholders’ needs. Note: the most important and reliable commonality for uniting **perspectives** is their **relationship** and importance to the **purpose (Source)** of the **organization**, unit, group, or team.

Often Practiced	Better Practice
‘Cast in Stone’: does not change	Iterative: decision as hypothesis to test, revise, retest...
Choice between competing perspectives	Finding common ground between perspectives
Compromise and trade-offs <ul style="list-style-type: none">• Favors a part of the organization	Creative solutions that are better for everyone. <ul style="list-style-type: none">• Demonstrates support for multiple stakeholders so they can facilitate the health and goal attainment of the whole organization.

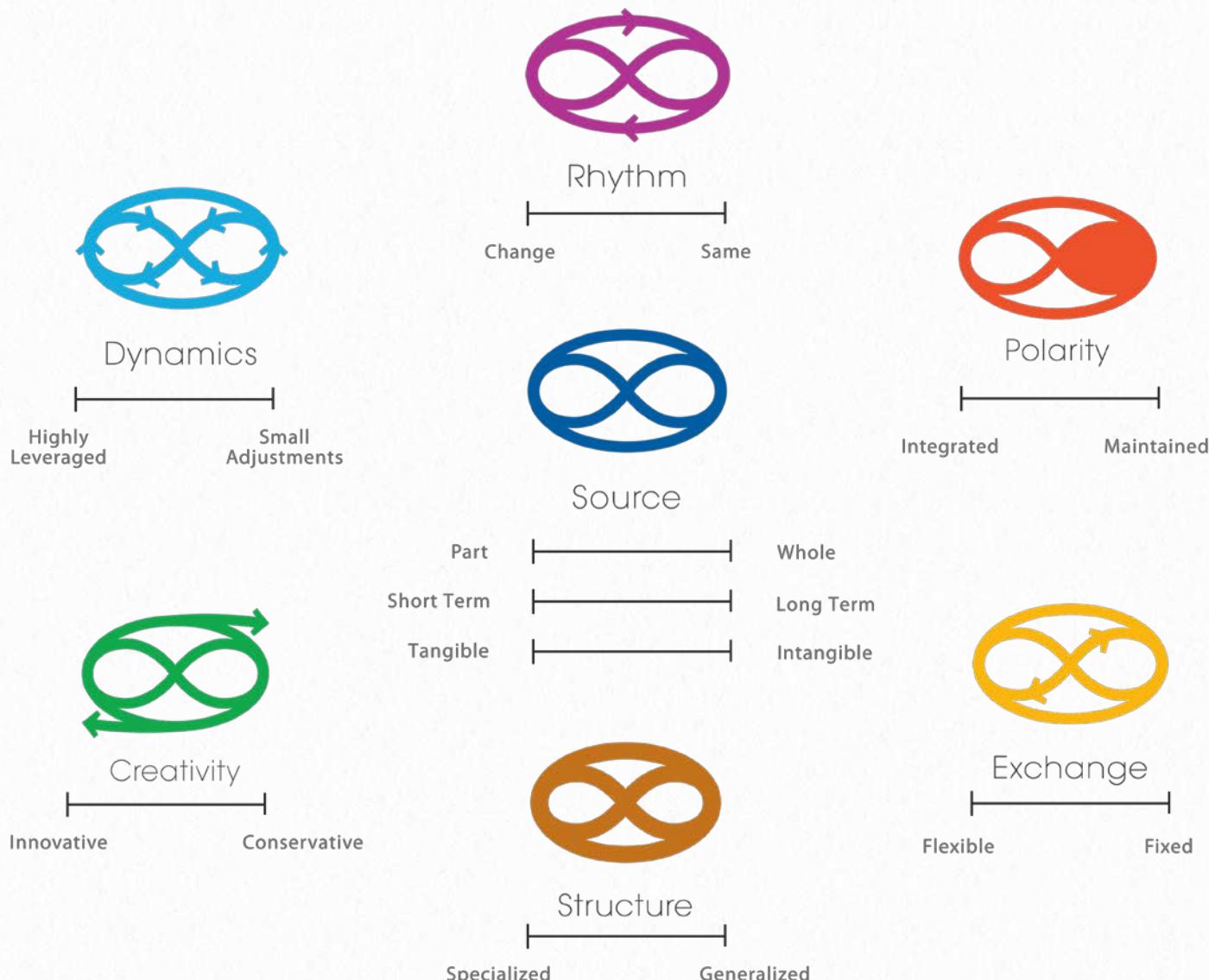
The decision I have made is: _____.

It is a hypothesis I have decided to test that is based on this/these method(s) _____

and on this/these element(s) _____. It demonstrates this/these **creative** solutions

_____ based on this/these **unifying principles/areas of common ground** _____.

PatternDynamics™ First Order Pattern Definitions



Rhythm

In plain language: The **Rhythm Pattern** represents everything in your organization that has to do with **cycles in time**. Below is its more precise definition within the **PatternDynamics™ framework**.

Definition: The **Rhythm Pattern** represents the **repetitions, swings, pulses, synchronizations** and other **regularities of processes** that characterize a **system's unfolding in time**. The **role of Rhythm** is to **coordinate elements and events in time**. **Rhythm** demonstrates the effectiveness of **regular patterns in time** that assist elements of a **system** to engage in **coordinated processes**. **Rhythms** must be **balanced** so that, on the one hand, their **regularity** does not become **fixed**, which may cause problems if conditions require **change**; or, on the other hand, **change** too often or too quickly, which can pose unnecessary or costly **adaptive challenges** for the rest of the **system**.



Polarity

In plain language: The **Polarity Pattern** represents the **principle behind everything in your organization** that has to do with things that seem like **opposites**, but are often just two different sides of the same coin. Below is its more precise definition within the **PatternDynamics™ framework**.

Definition: The **Polarity Pattern** represents **opposing forces** as two ends of a continuum in **dynamic interplay**. The **role of Polarity** is to build and liberate the potential within **systems**. The **relationship between polarities** stores potential and their **integration** liberates energies that **drive the activity of systems**. On the one hand, **Polarities** must be **integrated** to take advantage of both approaches, but, on the other hand, they must also be **Maintained** to build potential.



Structure



Exchange



Creativity



Dynamics



Source

In plain language: The **Structure Pattern** represents the **principle** behind everything in your **organization** that has to do with its supporting **frameworks**. Below is its more precise definition within the **PatternDynamics™ framework**.

Definition: The **Structure Pattern** represents the **solid**, relatively **unchanging**, **frameworks**, **scaffolding** or ‘**bones**’ of a **system**. The **role** of **Structure** is to support the more active and **changeable** aspects of **systems**. **Structure** demonstrates the effectiveness of having **enduring frameworks** that support the more **dynamic** activity. **Structural frameworks**, on the one hand, must be the most **solid**, **unchanging**, and **enduring** aspects of a **system**, but, on the other hand, they must also have some **capacity** for ready, if limited, flexibility.

In plain language: The **Exchange Pattern** represents the **principle** behind everything in your **organization** that has to do with **trades** of **energy** and **resources** between its different **people** and **groups**. Below is its more precise definition within the **PatternDynamics™ framework**.

Definition: The **Exchange Pattern** represents the material, energetic and informational **trades** made between **specialized** elements of a **system**. The **role** of **Exchange** is to provide the **production** and efficiency gains of **systems**. **Exchanges** between elements with **unique** capabilities demonstrates the **productivity** and efficiency gains of **systems** that allows them to out**compete** any group of non-**specialized**, non-trading elements. **Exchanges** must be **balanced** so that, one the one hand, elements within a **system** **specialize** enough that through **trade** the **system** gains a **competitive** advantage; but, on the other hand, elements retain the **ability** to cover off more than one function so as to ensure resilience.

In plain language: The **Creativity Pattern** represents the **principle** behind everything in your **organization** that has to do with **emergent new** opportunities. Below is its more precise definition within the **PatternDynamics™ framework**.

Definition: The **Creativity Pattern** represents the **emergence** of **new forms** and **processes** within **systems**. The **role** of **Creativity** is to help **systems adapt to changes** in the ever-**changing** environments around them. **Creativity** demonstrates the large gains that can be made through successful **innovation**. **Creativity** must be **balanced** so that, on the one hand, a **system** gains the benefits of successful **innovation**; but, on the other hand, it does not become exhausted through continually expending **energy** on **uncertain experiments**.

In plain language: The **Dynamics Pattern** represents the **principle** behind everything in your **organization** that has to do with **systems level change**. Below is its more precise definition within the **PatternDynamics™ framework**

Definition: The **Dynamics Pattern** represents **integration**, **coordination**, and **control** at the **systems** level itself. The **role** of **Dynamics** is to provide highly **leveraged** means for integrating, coordinating and controlling **systems** level operations that support the attainment of **goals**. **Dynamics** demonstrates the often very highly leveraged effects of **integrations**, **coordination**, and **control** at the **systems** level. **Dynamics** must be **balanced** so that, on the one hand, **integration**, **coordination**, and **control processes** are effectively **leveraged** for meeting **goals**; but, on the other hand, care must be taken not to apply too much **leverage** causing **systems dynamics** to be t**H**Rown out of **control**.

In plain language: The **Source Pattern** represents the **principle** behind everything in your **organization** that has to do with its ultimate **purpose**. Below is its more precise definition within the **PatternDynamics™ framework**.

Definition: The **Source Pattern** is most simply represented as a **system's purpose**. It's more complete definition is that it signifies the quality of the collective **awareness** of the ongoing **evolution** of a **system's purpose**, essential nature, or 'Source Code'. The **role** of **Source** is to serve as the core collective inquiry: “What is the **origin** and **evolution** our **identity** and **purpose**?“ **Source** demonstrates the **power** of collective inquiry to generate **awareness** that strengthens the **self-organizing drive** all **systems** have to co-**create** the conditions that allow them to meet their aims and **thrive**. **Source** must be **balanced** so that, on the one hand, a strong connection is maintained to the **origin** of a **system's identity** and **purpose**; but, on the other hand, a strong inquiry is maintained that allows that same **identity** and **purpose** to **evolve** in a way that helps it **thrive** under **changing** circumstances.



PatternDynamics™

thrive In complexity

PatternDynamics One Day Workshop

Learning the principles
of sustainability through
the patterns of nature

Workbook v1.0

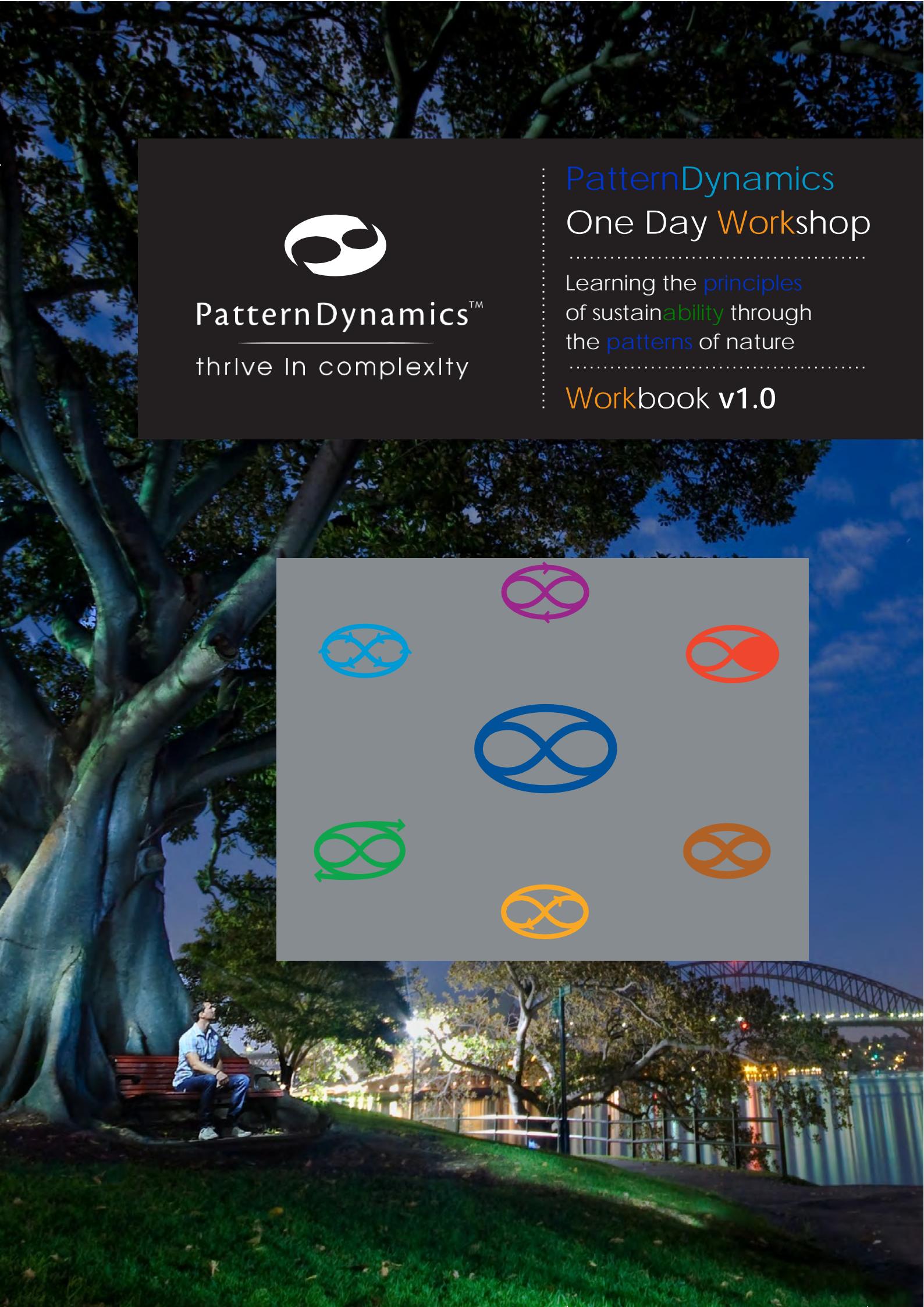
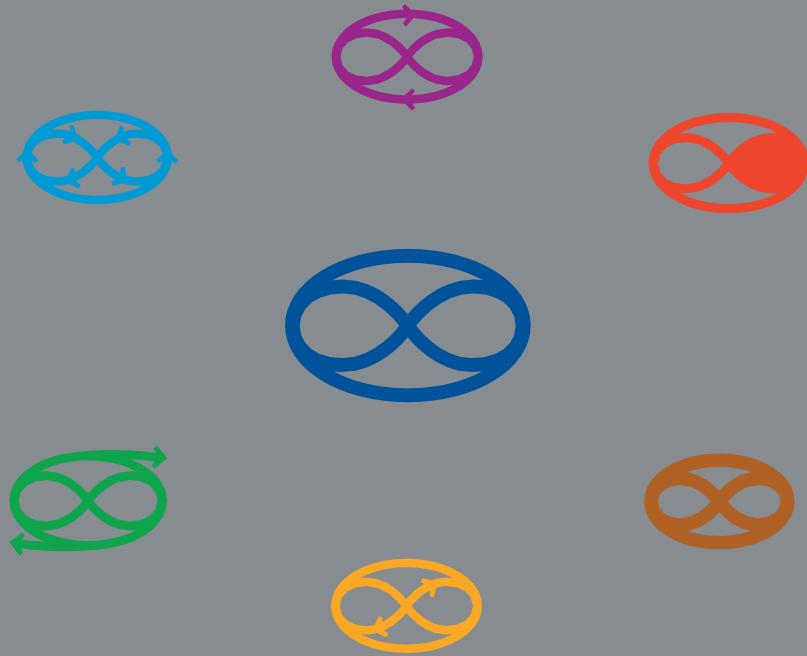


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Introduction to PatternDynamics™:

How the **patterns** of nature show us the **principles** of sustainability



The Story: How I Created PatternDynamics and Why

by Tim Winton

After completing university studies in Canada in English Literature and Architecture, I moved to Australia. The next year, 1994, I attended a Permaculture Design course. At that point I committed to making 'sustainability' my life's **work**. After an initial few years learning the **fundamentals** of ecological design and practical techniques in sustainable agriculture, forestry and land management, I founded a residential centre for sustainability education on a rural property in the hinterland of the north coast of New South Wales, Australia.

This went on to become a ten year **experiment** in forming an 'educational community' for sustainability'. During this period, as well as becoming a sustainability educator, I developed careers in reforestation contracting, organic agriculture, ecological design and sustainability consulting.

The centre was called Permaforest Trust, and it was here, along with experiences from my **work** in various aspects of the sustainability industry, that I developed the **foundation** insight that was to form PatternDynamics™ as a sustainability pattern language. The insight was that: **the patterns of**

nature hold the key to the principles of sustainability of any system, of any type, at any scale.

At the Permaforest Trust we had access to all the technologies and strategies we needed to live sustainably. We had the **capacity** to generate our own **energy** using solar panels, **grow** our own food in restorative agricultural **systems**, **integrate** our wastes back into the environment, share **resources** as a **community** to lower our environmental footprint, and to restore soils and **ecosystems**. But, ironically, the centre **itself** – as a 'system' – struggled to be sustainable. This is true of any intentionally sustainable **community** I know of. The stresses became so great that there were **times** when the project almost failed completely. My **work** outside the centre, in the world at large, demonstrated the same **dynamic**: the sustainable **systems** I participated in establishing there also struggled to be sustained. Globally, too, sustainability was struggling. **Why** was sustainability proving to be so **unsustainable**? This became an overriding question for me. I think the answer holds a key for the possibility of human thriving on this planet that has not been properly recognised or addressed to date.

Our problem at the centre was not that we needed more sustainability technologies or strategies – we had more than enough of these. Our challenges had to do with how the people in the project interacted to form a ‘system’ that could support these technologies and strategies. We tended to have different ideas about how the centre should be organised: some people wanted it to be more structured than others, some more creative, some more feminine or more masculine, some more focused on trade and financial sustainability, some on vision and purpose, some on management structures, some on

programs and schedules and so on. These different views caused real problems and conflict in the social system of our small community. Often these different perspectives would literally go to war with each other: for example people who advocated creativity and freedom would think of people who believed in structure as wrong or even ethically unsound, and visa versa. Or, folks who believed in developing strong trade systems would be either glorified or reviled. What became clear after a time was that people’s cultural values dictated, to a significant extent, the patterns of organisation they aligned with: that is, people tended to identify with patterns that they found culturally meaningful.

Gradually I came to realise that the natural systems around us, which had sustained themselves for many millions of years, exhibited patterns of organisation that resembled all of our various views – never just one or even just a few, but many, many different patterns were always present all the time. Nature demonstrates that integrating multiple patterns of organisation is the key to sustaining its

systems. I call the ability to recognise and understand multiple patterns of organisation ‘systems thinking’. Intuitively at first, I began experimenting with using natural systems to introduce people to balancing and integrating many patterns, not just the limited amount they identified with based on their cultural conditioning. As I developed and formalised this approach into PatternDynamics™, it proved to be a powerful method for making this kind of systems thinking meaningful and therefore useful in organisational settings. In the end it allowed us to overcome many of our challenges at Permaforest Trust and

to create a unique and quite special sustainability community.

What became clear to me in this long experiment was that Permaforest Trust was a microcosm of the global sustainability macrocosm. On a planetary scale, we have enough technologies and strategies to create a sustainable world. What is critical for taking sustainability to the

next level are tools that make integrating multiple patterns and perspectives meaningful. This is the key to enabling human organisations to participate in and facilitate the spread of the sustainability technologies and strategies we already have. Just as all ecological systems at all levels play their unique roles in the overall sustainability of nature, so each human organisation must play its unique role in global sustainability.

PatternDynamics™ is a tool I developed so you can learn systems thinking and bring it to your organisation as a way of creating the meaning that will allow it to play its role in facilitating the development of a truly thriving planetary civilization.

Systems Thinking that facilitates Organisational Sustainability for creating a Thriving Planetary Civilisation

Introduction

PatternDynamics™ resolves complexity

The challenge of our age is to facilitate global sustainability through the creation of a truly thriving planetary civilization.

The key to this challenge is our capacity to deal with complexity. We have created an increasingly large, fast paced and complex world, but our ability to coordinate ourselves has not kept pace.

PatternDynamics™ is a simple tool that can be learned by anyone to overcome the challenges posed by complex systems – at any scale. Here's how it works:

- s 4HE KEY TO COMPLEXITY IS *systems thinking*
- s 4HE KEY TO SYSTEMS THINKING IS *Patterns*; and
- s 4HE KEY TO USING PATTERNS IS TO FORM THEM INTO A language.

PatternDynamics™ is a language of visual Patterns – a 'Sustainability Pattern Language' – that will help you understand, communicate and design solutions at the systems level. By learning PatternDynamics™ you will gain a powerful new capacity as a 'systems thinker' – a skill that is often thought to be unteachable.

With this skill you will learn to create Cultures of Sustainability and to facilitate Deep Sustainability Design: sustainability strategies that help resolve complex challenges at any level of organisation, from the community to the planetary, and in any domain, from business to governance to institutional.

Theory

PatternDynamics™ is based on 3 simple ideas

1. Sustainable Natural Patterns:

Complex natural systems exhibit consistent general patterns of organisation that have allowed them to persist and thrive for many hundreds of millions of years. These 'patterns of organisation' provide us with design templates that illustrate how complex dynamics systems work. Natural patterns are like 'keys' that help us unlock the mysteries of working with whole systems. As such, they provide us with principles we can rely on to guide us in the creation and design of sustainable futures.

2. The Power of Language:

Language – the system of symbols we use to communicate – has a powerful role in shaping what we actually see. In each historical age people have developed symbols that help them to see, communicate about, and act on the things that are important for their collective survival and prosperity. What has become clear with regard to complex sustainability challenges is that we do not have effective languages for seeing the 'whole system'.

3. A Sustainability Pattern Language:

Our current spoken, written and mathematical languages are excellent for analyzing the nature of 'parts', but they are not optimized for helping us see how these parts are connected and organized as 'wholes'. By combining the patterns of nature with the power of language, PatternDynamics™ creates a Sustainability Pattern Language – a language of wholistic symbols designed to help us develop the systems thinking capacity needed to meet the complex challenges of creating a sustainable planetary civilization.

Our basic philosophy is that the biggest lever in human affairs is **culture** – the understandings, **beliefs**, **values** and their expression that provide the shared meaning that glues us together in social **systems**.

Culture is an invisible **field** of shared **consciousness** that shapes our behaviours and dictates the acceptance or rejection of social **changes**. This is what **organisational change** expert Peter Drucker means when he states: “**culture eats strategy for breakfast.**”

PatternDynamics™ creates ‘Cultures of Sustainability’, cultures that value **systems** thinking and build the **capacity** to resolve complex **organisational** challenges.

Our approach to creating cultures of sustainability is to focus on the **organisational** level – what we call ‘**local structures**’. Local structures provide human **scale** environments to develop complex problem solving **skills**.

We believe that learning to **thrive** by resolving complex challenges *inside local structures* requires the same culture, **competencies** and **capacities** needed to **create** sustainability outside the **organisation**, where it must play a **role** in global sustainability – what we refer to as creating ‘**planetary culture**’.

[About](#) **PatternDynamics™**: a planetary social enterprise

Our **vision** is to provide a real and practical tool for creating the **consciousness** required to form a planetary civilization and a truly sustainable, thriving global society.

As an enterprise, our defining **identity** and **purpose** is to do this by providing a social benefit through the dissemination of **PatternDynamics™** (PD), an Integral Sustainability Pattern Language. PD is a way of learning the **principles** of sustainability through the **patterns** of nature in **order** to communicate about ‘**whole systems**’ and to facilitate the sustainability of complex **organisations** at all scales.

We think of PD as a **language of human evolution**.

As a **Pattern Language**, **PatternDynamics™** is a technology in the form of Intellectual Property. The Intellectual Property consists of a set of visual **Patterns**, their Charts, descriptions and usage instructions.

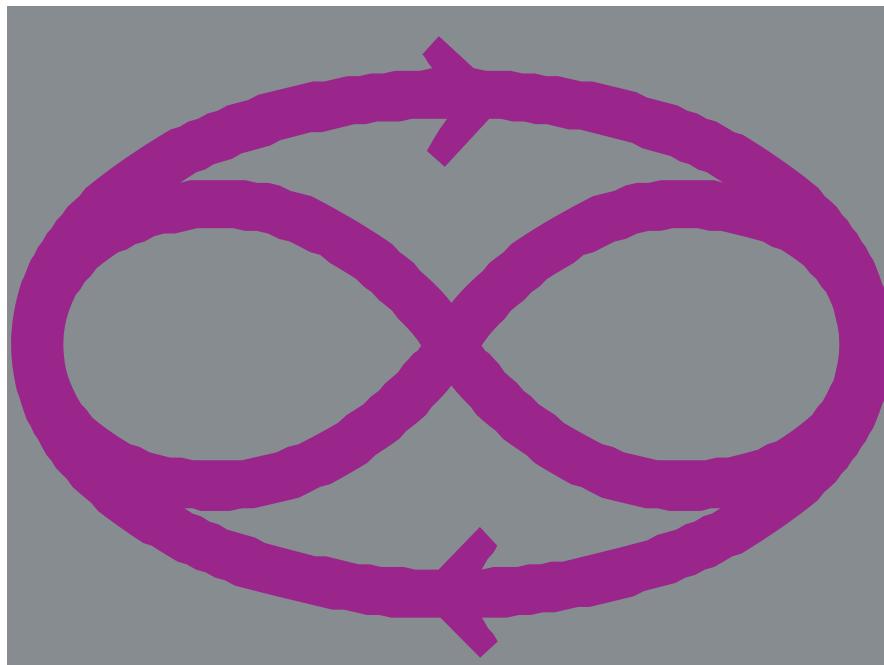
As a social enterprise **PatternDynamics™** is foremost a **Community** of Practice – a community of PD practitioners derived from a wide range of **people**, invited from all domains and levels of society, who are committed to facilitating the transition to a sustainable world.

PatternDynamics Pty Ltd is a for-profit company charged with supporting the development of the PD community of practice such that:

- s /UR MEMBERS ARE ABLE TO MEET THEIR NEEDS AS SOCIAL ENTREPRENEURS AND TO generate viable livelihoods through the use and dissemination of PD.
- s 4HE CORE OF 0\$)0IS MADE FREELY AVAILABLE AS A GLOBAL COMMUNITY RESOURCE in the form of a Sustainability Pattern Language.
- s "OTH THE PUBLIC AND PRIVATE SECTORS HAVE ACCESS TO HIGH QUALITY 0\$ resources for learning, communicating and designing sustainable futures.
- s 0ATTERNSYNAMICS©)0 OWNERS AND LICENSEES HAVE THE RESOURCES TO
 - s #ONTINUALLYEVOLVE 0\$ AND ITS OFFERINGS
 - s 4O MAKE A PORTION OF THESE OFFERINGS AVAILABLE AS FREE GLOBAL community resources
 - s 4O FACILITATE THE DEVELOPMENT OF THE COMMUNITY OF PRACTICE
 - s 4O PROTECT THE INTEGRITY OF 0\$ INTELLECTUAL PROPERTY AND
 - s 4O GROW SUSTAINABLY AS A SOCIAL ENTERPRISE

PatternDynamics™ Workshop Program

9am	Start and Introduction
9:30am	Rhythm Pattern 1. Introduction/examples 2. Movement/group exercise 3. Small group discussions 4. Large group workshop 5. Review
10:15am	Polarity Pattern 1. Introduction/examples 2. Movement/group exercise 3. Small group discussions 4. Large group workshop 5. Review
11:00am	Tea Break
11:30am	Structure Pattern 1. Introduction/examples 2. Movement/group exercise 3. Small group discussions 4. Large group workshop 5. Review
12:15pm	Exchange Pattern 1. Introduction/examples 2. Movement/group exercise 3. Small group discussions 4. Large group workshop 5. Review
1:00pm	Lunch
2:30pm	Creativity Pattern 1. Introduction/examples 2. Movement/group exercise 3. Small group discussions 4. Large group workshop 5. Review
3:15pm	Dynamics Pattern 1. Introduction/examples 2. Movement/group exercise 3. Small group discussions 4. Large group workshop 5. Review
4:00pm	Source Pattern 1. Introduction/examples 2. Movement/group exercise 3. Large group workshop 4. Review
4:45pm	Review, Discussion and Feedback
5pm	End



Rhythm Repetitions in Time



'Rhythm' represents the **waves** and **cycles** of a **system**.

All natural **systems** have **regular repetitions** and **cycles** that **order** events over **time**. The most important ecological **cycle** is the annual **changing** of the seasons caused by the tilt in the **earth's axis** relative to the plane of its orbit around the sun. The moon causes ocean tides to ebb and **flow** with a complex monthly **rhythm** which is in turn overlaid with the **pulse** of **waves** caused by the wind. Both the seasons and the tides then **coordinate** biological activities, fertility **cycles**, resource **pulses** and a host of other natural **rhythms**. What **role** do

rhythms play within a **system**? Think about how having holidays at **irregular** and random **times** from year to year would affect the **organisation** of your **workplace**. What would happen if there was never any variation to the **routine**? Does your household function better when your family's weekly **routine** is **regular** and uninterrupted? How could you **balance** an existing **Rhythm** or **integrate** a **new** one into a **system** in your life to improve how it is organised? How do **rhythms** serve to **coordinate systems**?

Pattern

The arrows represent regular cyclical processes through time. The two inner shapes denote 'parts' that are encompassed by the larger oval into a 'whole' system.

The Rhythm Pattern is closely related to and serves as an aspect of the Source Pattern, the most foundational organising principle within PatternDynamics™.

Definition

The temporal aspects of systems.

Description

The Rhythm Pattern represents the repetitions, swings, pulses and synchronizations that align the elements and activities of a system through time. Rhythms provide a regularity that allows elements of a system to coordinate with each other. Rhythms must possess a reliable regularity, but they must also change and adapt to evolving circumstances. The role of Rhythm is to coordinate events in time.

Principle

The principle of good timing: the enduring health of any system depends on the appropriate balance and integration of the temporal capacity for both regularity and variation, for a given context.

Composition

The Rhythm Pattern is a major aspect of Source, the most foundational organising pattern of all systems.

Examples**Nature**

Organism: All life forms have rhythms of activity that vary in order to support the health of that organism. Respiration in animals is a good example of a rhythmic activity that serves to coordinate the activity of the entire organism in order to keep it healthy. If the rhythm of respiration is too slow the animal will not have enough oxygen to drive metabolic processes, but if it is too fast it may cause hyperventilation – the loss of too much carbon dioxide from the blood and resultant loss of blood pressure.

Ecosystem: Humans have intervened in natural forest fire cycles by introducing smaller, but more frequent fires. This keeps the fuel load from building up to the point where there are large, hot fires that may destroy property. Changing the Rhythm of fire frequency has other wider effects on the ecosystem, including changing species composition of both plants and animals, altering soil conditions and changing predator/prey relationships.

Culture

Organisation: Businesses have financial reporting cycles that influence rhythms within the business like capital expenditures, investment strategies and wage level adjustments. In most cases annual reporting is sufficient, but if a business is undergoing a period of rapid growth or change it may be necessary to do more frequent financial analysis in order to keep the business healthy.

Economy: All scales of economies throughout history have displayed extremities and irregularities in their levels of activity which has posed challenges for the sustainability of those economies. This is referred to as a 'boom and bust' dynamic. Governments and financial institutions regularly intervene to try to moderate extreme swings in financial activities and to introduce more reliability into the rhythms of financial markets.



Rhythm



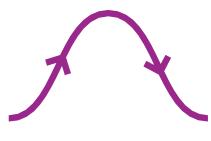
Resonance



Enantiodromic



Synchronisation



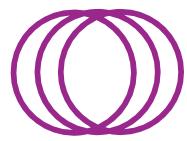
Pulse



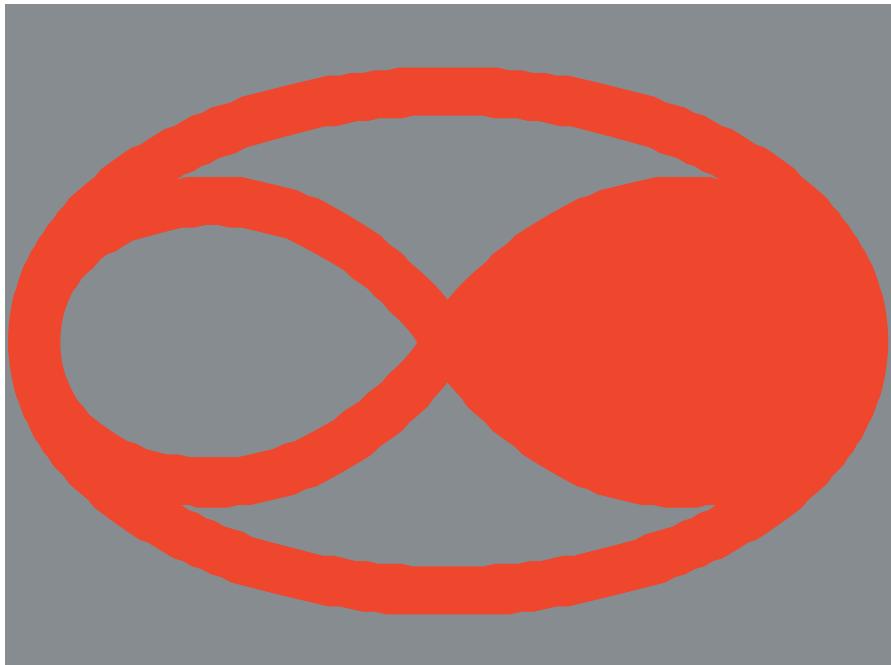
Cadence



Swing



Repetition



Polarity Integration of Opposites



'Polarity' represents the relationship between **opposites**.

All natural **systems** have **opposing** elements and **dynamics** that are really just two sides of one thing. **Growth** and decay in biological **systems** are two aspects of the **cycle** of life – although they seem like **opposing processes**, one cannot exist without the other. They are necessary compliments. What **role** do **polarities** play within **systems**? Think about what your **work**place would be like if everyone spent all their **time** communicating and no **time** actually acting to get things done. Think also about the **opposite** scenario where only action

was prioritized and no one communicated to anyone else. How does the more masculine **drive** to get things done interact with the more feminine tendency to discuss how that should happen? Does an **organisation** that needs to make a big decision about its future direction need to prioritize a more masculine or a more feminine approach? How could you **balance** an existing **Polarity** or **integrate** a **new** one into a **system** in your life to improve how it is organised? How do **polarities** serve to **coordinate systems**?

Pattern

The dark coloured shape on the right, joined to the light coloured shape on the left, demonstrates a **relationship** between seeming **opposing** elements. The two inner shapes represent 'parts' which are encompassed by the larger oval into a 'whole' system.

The **Polarity Pattern** is closely related to and serves as an aspect of the **Source Pattern**, the most **foundational** organising **principle** within **PatternDynamics™**.

Definition

The interplay of **opposites** within a **system**.

Description

The **Polarity Pattern** represents **opposing** forces as two ends of a continuum in **dynamic interplay**. The **relationship** between **polarities** stores potential and their **integration** liberates energies that **drive** the activity of **systems**. **Polarities** must be **integrated** to take advantage of both approaches, but they must also be maintained to build potential. The **role of Polarity** is to maintain the potential within **systems**.

Principle

The principle of paradox: the enduring health of any **system** depends on the appropriate **balance** and **integration** of the **interplay** of **opposing dynamics**, for a given context.

Composition

The **Polarity Pattern** is a major aspect of **Source**, the most **foundational** organising **pattern** of all **systems**.

Examples**Nature**

Organism: All organisms must **balance** the **relationship** between inputs to their **system** and the outputs from their **system**. If an organism is **growing** then its inputs of nutrients need to exceed its output of wastes. If conditions **change** in the environment and nutrients for that organism become scarce it must then adjust so that outputs exceed inputs, allowing it to **sHRink** and survive.

Ecosystem: The **interplay** between periods of **orderly growth** and the chaotic bush **fires** in northern boreal forests is a major planetary regulator of oxygen levels, and by **extension** the maintenance of atmospheric conditions favorable to life. If the forests do not burn when oxygen levels become high then less **fire adapted** **ecosystems** will ignite. If boreal forests were to continue to burn when oxygen levels are low some organisms would struggle to respire.

Culture

Organisation: The **interplay** between the more **feminine capacity** for connection and **relationship** and the more **masculine capacity** for individual achievement provides a potential within an **organisation** for outcomes not able to be attained by either **polarity** alone. A **relational** approach is necessary for **good** communications and **good** decision making, but a **capacity** for achievement is necessary to enact the decisions made through those **good** communications.

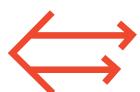
Economy: The economy is potentized by the **dynamic relationship** between **cooperation** within enterprises and **competition** with outside rivals. **Competition** leads to **productivity** and **efficiency** gains, but unless it is **integrated** with **cooperation** it becomes a negative force creating hyper-individualism which causes social **disintegration**. **Cooperation creates synergies**, but unless it is **integrated** with **competition** it leads to a loss of **drive** by high **performing** individuals necessary for a strong economy.



Polarity



Masculine/
Feminine



Competition/
Cooperation



Order/
Chaos



Flows/
Stores



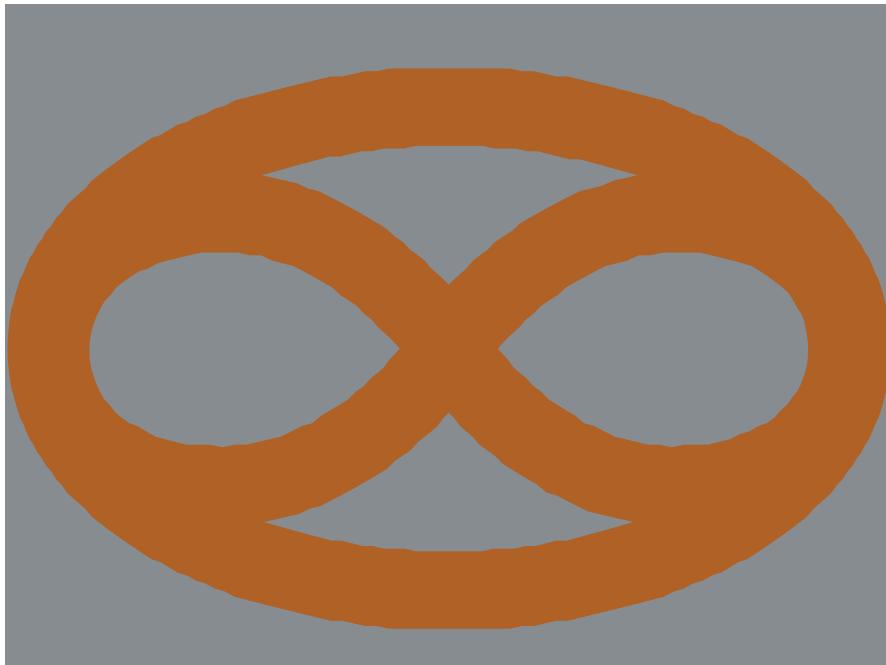
Input/
Output



Concentration/
Diffusion



Expand/
Contract



Structure Enduring Frameworks



'Structure' represents the **bones** of a **system**.

All natural **systems** have **frameworks** that provide relatively **fixed** and **unchanging** support **structures** for more **dynamic** aspects of the **system**. Forests are based on the tall, **enduring** biological **structure** of trees. Higher animals have strong bone skeletons and lower animals like insects have **rigid** exoskeletons. Even relatively soft biological cells have cytoskeletons that maintain their **structural** integrity. What **role** do **structures** play within a **system**? Think about what an **organisation** would be like if its legal **frameworks** **changed** frequently

or were removed altogether. Think also about what it would be like if these legal **frameworks** never **changed** and remained the same now as they were hundreds of years ago. How do unwritten, but well understood, codes of behaviour provide **stability** within families? When do these sorts of **structures** start to cause problems? How could you **balance** an existing **Structure** or **integrate** a **new** one into a **system** in your life to improve how it is organised? How do **structures** serve to **coordinate** **systems**?

Pattern

The thick amber colored lines represent the **solid** and relatively **fixed** nature of **structures** and **frameworks**. The two inner shapes represent 'parts' that are encompassed by the larger oval into a 'whole' system.

The Structure Pattern is closely related to and serves as an aspect of the Source Pattern, the most **foundational** organising **principle** within **PatternDynamics™**.

Definition

The enduring frameworks of systems.

Description

The Structure Pattern represents the **solid**, relatively **unchanging**, frameworks, scaffolding or 'bones' of a **system**. Structural frameworks must be the most **solid** and **enduring** aspects of a **system**, but they must also have some **capacity** for flexibility. The **role** of Structure is to support the more active and **changeable** aspects of **systems**.

Principle

The principle of effective frameworks: the **enduring** health of any **system** depends on the **appropriate balance** and **integration** of the **structural capacities** for both **rigidity** and **flexibility**, *for a given context*.

Composition

The Structure Pattern is a major aspect of **Source**, the most **foundational** organising **pattern** of all **systems**.

Examples**Nature**

Organism: All higher animals have interior **structural frameworks** called a skeleton who's job is to provide support for the rest of the body. If the **bones** of a creature's skeleton become too brittle and lose their flexibility, they may break. If **bones** are too flexible and soft they cannot support the weight of the other elements of the body.

Ecosystem: Mangrove trees are the central living **structural** element in tidal wetlands. They hold the shifting sands in place with their multi-stalked aerial root **systems**. Mangrove trees have **evolved** to provide enough **structure** to hold the shifting sands in place, but they are not so **rigid** that they cannot flex in high winds or tidal currents.

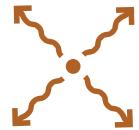
Culture

Organisation: Companies are governed by legal **structures** called constitutions. These documents provide the **enduring framework** of rules and regulations that shareholders, directors and executives must follow in participating in the **dynamic** operation of the business. If the corporate constitution **changes** too frequently it undermines the integrity of the agreements that allow **people** to **work** together effectively. If it is too **rigid** and does not **change** at all over **time**, the business will not be able to **adapt** to **changing** circumstances.

Economy: All modern economies measure the level and success of their activities through financial **frameworks** called **accounting systems**. If **accounting structures** are **changed** without **good** reason, it can lead to inaccurate financial reporting, misallocation of **resources** and fraud. If **accounting frameworks** are too **static** and they are not **changed** at all over **time**, they may become irrelevant in an **evolving** economy.



Structure



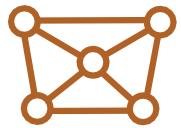
Field



Hierarchy



Complexity



Network



Hierarchy



Holon



Boundary



Exchange Specialization and Trade



'Exchange' signifies the **productive capacity** of **systems**.

All natural systems have **productive processes** driven by **specialized** elements **exchanging energy** and materials with each other. **Flowers** distribute nectar as a natural **energy** product in an **exchange** with insects and animals that do the **work** of distributing the plant's pollen. This is a more **efficient** and therefore more **productive** outcome than if the **flower** had to organize its own pollination and the insects and animals had to photosynthesize their own sugars from sunlight **energy**. What **role** do **exchanges** play within a **system**? Think about what an **organisation** would be like if it did not have a **unique role** within the

economy that allowed it to **trade** its **goods** or services with other **organisations** and individuals. What would a business be like that tried to be an extreme generalist and **work** in a multitude of unrelated industries? Alternatively, what would it be like to be so highly **specialized** that your **role** was not often required within an **organisation**? How do you choose the **appropriate** level of **specialization**? How does **trade** amongst **specialists** make everybody better off? How could you **balance** an existing **Exchange** or **integrate** a **new** one into a **system** in your life to improve how it is organised? How do **exchanges** serve to **coordinate systems**?

Pattern	The opposing arrows represent the trade or exchange of resources between elements of a system . The two inner shapes represent 'parts' that are encompassed by the larger oval into a 'whole' system.
Description	The Exchange Pattern is closely related to and serves as an aspect of the Source Pattern, the most foundational organising principle within PatternDynamics™ .
Definition	The productive capacity of systems.
Principle	The principle of productivity: the enduring health of a system depends on the appropriate balance and integration of the degree of specialization and the scale of trade , for a given context.
Composition	The Exchange Pattern is a major aspect of Source , the most foundational organising pattern of all systems .
Examples	<p>Nature Organism: The major organs, which act as sub systems within animals, specialize in unique capacities: hormone regulation by the endocrine system, filtration by the kidneys, pumping blood by the heart, and gaseous interchange by the lungs, to name but a few. The organs have evolved specializations which allow them to enter into relational exchange as part of a greater system, but many are not so highly specialized that some of their functions are not replicated by other organs. For instance the kidneys and heart have secondary endocrine functions supporting hormone regulation in the body.</p> <p>Ecosystem: Specialized fungi translocate mineral elements through the soil and deliver them to the roots of plants where they are exchanged for sugars produced in the plant's leaves. If a fungus specializes to the degree where it can exchange with only one species of plant it may become very efficient, but if its plant partner disappears so will the fungus. If the fungus is less specialized and has a generalized capacity to trade with many species it may not be maximally efficient, but it will be more resilient to changes in plant distributions.</p>
Culture	Organisation: Specialist employees exchange skills like accounting , management, trade skills , and IT expertise in order to create productive business systems . If the employees are so highly specialized that they do not understand enough about other roles within the business to relate to them, then specialization has gone too far. If employees and managers are too generalist in their approach tasks may be covered off by a number of people , but they will not be done with same level of expertise or productivity .
Economy	Economies are composed of individuals, businesses and whole industries that develop unique capacities and then trade to form a multi-scaled system of exchange . Highly specialized businesses and institutions are needed as economies grow more complex, but high specialization makes business vulnerable to market changes that marginalize the demand for their unique goods or services. All businesses in an economic system must find the balance between high specialization that brings productivity gains and more general capacities that allow them to adapt to changing circumstances .



Exchange



Flow



Process



Uniqueness



Trade



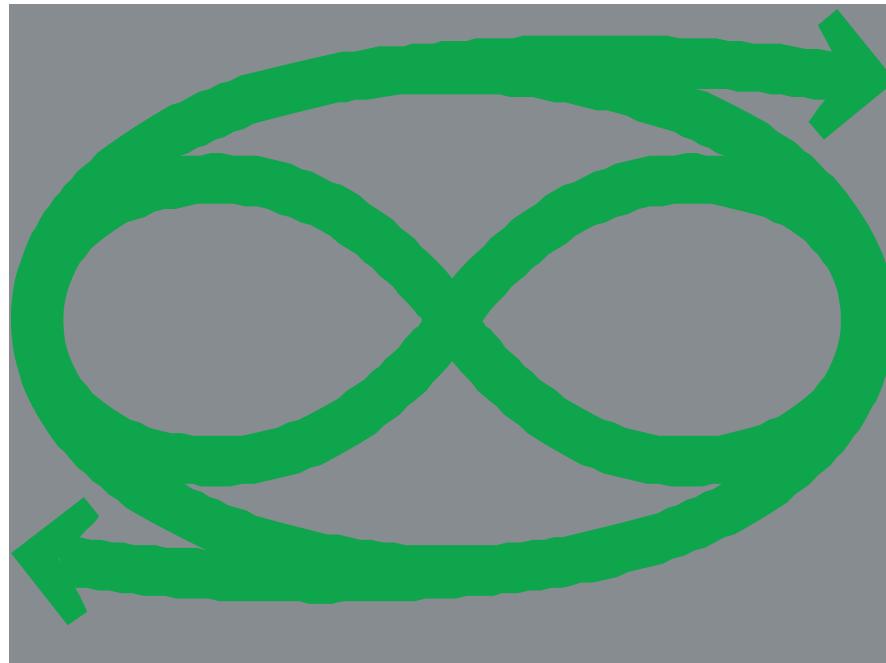
Capture



Balance



Cycle



Creativity Innovative Adaptations



'Creativity' represents the emergence of new forms within a system.

All natural systems display the capacity for creative evolution in response to changes in the conditions around them. Animals that camouflage themselves to mimic their environment must evolve their strategies as the landscape around them changes. Plant species will continually evolve new forms of protection as their predators evolve to overcome previous protective strategies. What role does creativity play within a system? Think about what it would be like if an organisation was constantly

reinventing itself. Would it have enough periods of stable activity to be productive? Alternatively, what if an organisation never changed any aspect of how it was organised? How much energy does it take to create a new recipe versus using one you already know well? How could you balance an existing Creativity dynamic or integrate a new one into a system in your life to improve how it is organised? How does Creativity serve to coordinate systems?

Pattern

The arrow-tipped lines extending from the outer oval demonstrate the expansive **emergence** into **new** territory required to bring forth a **creative** act. The two inner shapes signify 'parts' that are encompassed by the larger oval into a 'whole' system.

The **Creativity Pattern** is closely related to and serves as an aspect of the **Source Pattern**, the **foundational** organising **principle** within **PatternDynamics™**.

Definition

The emergence of novel adaptations within **systems**.

Description

The **Creativity Pattern** represents the **emergence** of **new** forms and **processes** that help **systems** **adapt** to **changes** in the ever **changing** environments around them. The generation of **new** forms and **processes** is a risky, **energy** and **resource** intensive act that must be **balanced** by the successful operation of the **system** to support its ongoing function.

Principle

The principle of adaptive emergence: the **enduring** health of a **system** depends on the **appropriate balance** and **integration** of **creative experimentation** on the one hand and the ongoing successful operation of the **system** on the other, *for a given context*.

Composition

The **Creativity Pattern** is a major aspect of **Source**, the most **foundational** organising **pattern** of all **systems**.

Examples**Nature**

Organism: Organisms as diverse as viruses and mammals show both minor **adaptations** to temporary **changes** in things like moisture **availability** and major **evolutionary** leaps to accommodate permanently **changed** circumstances, such as climate **change**. Any organism that places too much emphasis on **experimental adaptations** risks using too much **energy innovating**, thereby compromising existing **productivity**. On the other hand, organisms that do not **adapt** at all or too slowly will be out-**competed** by organisms that **adapt** to fit the **changing** circumstances better.

Ecosystem: Forest **ecosystems** display **adaptive responses** that allow them to recover from disturbances as diverse as wind t**H**Row, land slip, human harvesting, pest infestation and **fire**. If conditions like human harvesting place a greater imperative to **adapt** to disturbance than the forest can manage, it may be replaced by another vegetation type more suited to that type of disturbance. Alternatively, if forest **ecosystems** are protected by humans from the **cycles** of disturbance to which they have **adapted**, like **fire**, they may lose their natural vigour and become prone to attack by things they are not **adapted** to, like pests and disease held in check by normal disturbance events.

Culture

Organisation: All **organisations** must **balance** the rate of **creative change** to their **systems** of operation. If **changes** are made too frequently and speculatively the **energy** spent by members **adapting** to the **new changes** and the **energy** required to repair failures may compromise the health of the **organisation**. If **changes** are not made frequently enough the **organisation** may become dysfunctional by virtue of being out of step with the world around it.

Economy: If governments make large or frequent **changes** to tax law without consulting industry and without giving enough notice of **changes**, business may find it difficult and **resource** intensive to **adapt** to the **new** fiscal conditions. If government regulators are slow to **change** tax law to fit with **changed** economic conditions then it may have an equally disruptive effect because tax revenue may not be being collected effectively enough to support the institutions required for a robust economy.



Creativity



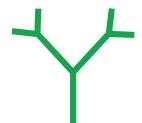
Elegance



Evolution



Emergence



Growth



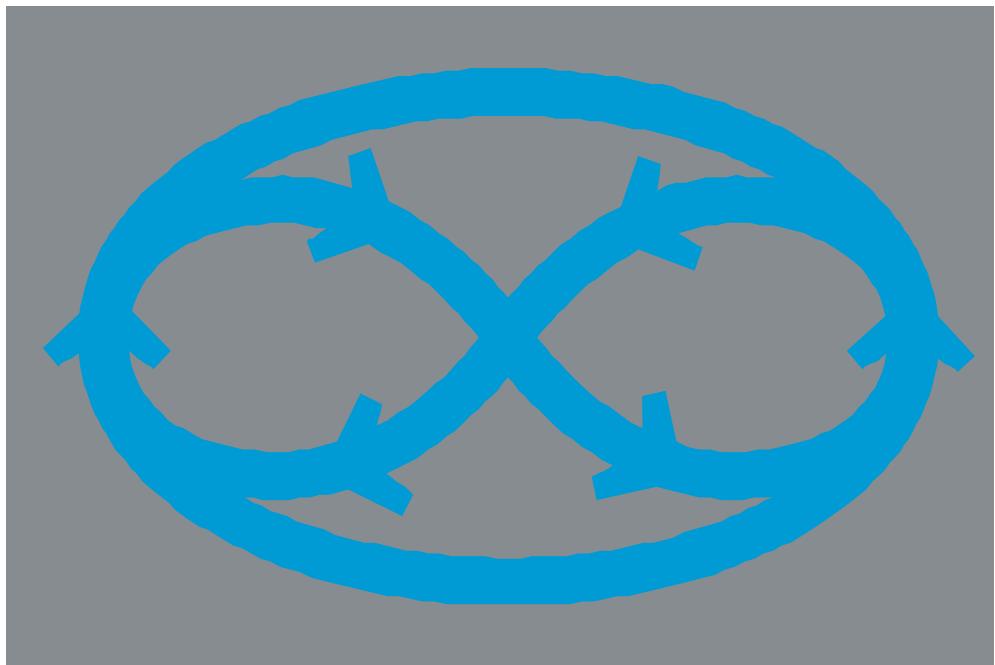
Adaptation



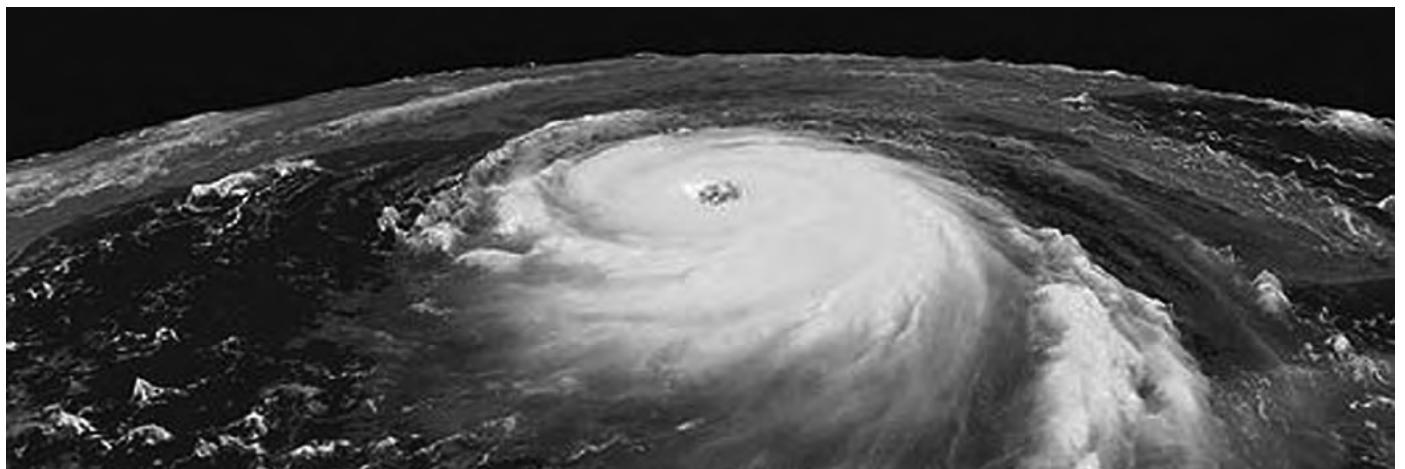
Bifurcation



Seed



Dynamics Integrated Systems



'Dynamics' signifies the **coordination** of **processes** at the **systems** level.

All natural systems have **processes** that **integrate dynamics** at the **systems** level. In terrestrial **ecosystems** **fire** events can cause **changes** in species composition that favour more future **fire** events, starting a positive **feedback** loop that amplifies **fire** frequency. Small **adjustments** over many iterative **cycles** can lead **systems** to **adapt** considerably over **time** to events like climate **change** or soil fertility decreases. What **role** do **systems dynamics** play within **systems**? Think about what it would be like within an **organisation** if there

was no way for **feedback** to be given or received by anyone. How would this affect the **ability** to adjust operations to suit **new** conditions? How does **feedback** operate to either enhance or diminish a **process** within a **system**? What effect does making small **changes** over many **cycles** have versus making a dramatic **change** over a relatively short period of **time**? How could you **balance** existing **Dynamics** or **integrate new** ones into a **system** in your life to improve how it is organised? How do **Dynamics** serve to **coordinate systems**?

Pattern

The arrows leading around a **coordinated** circuit illustrate the **integration** and **coordination** of **processes** at the **systems** level. The two inner shapes represent 'parts' which are encompassed by the larger oval into a 'whole' system.

The **Dynamics Pattern** is closely related to and serves as an aspect of the **Source Pattern**, the most **foundational** organising **principle** within **PatternDynamics™**.

Definition

Any **process** that **coordinates dynamics** at the **systems** level.

Description

The **Dynamics Pattern** represents **integrated** and **coordinated systemic** functioning. **Systemic dynamics** **work** to **refine** and adjust the **coordination** of elements and **processes** and their **relationships** through **feedback** mechanisms, iterative **refinements**, **synergies** and **spontaneous adaptations**. Small **changes** to **systemic dynamics** can have great effect and overuse may **tHRoW systems** out of **balance**.

Principle

The principle of systemic refinement: the **enduring** health of a **system** depends on the **appropriate balance** and **integration** of the use of **refinements** to adjust the **coordination** and **integration** of **system processes**, *for a given context*.

Composition

The **Dynamics Pattern** is a major aspect of **Source**, the most **foundational** organising **pattern** of all **systems**.

Examples**Nature**

Organism: The human nervous **system** is constantly taking measurements of ambient temperature which then feeds back to adjust activity levels and the body's metabolic rate. If the **iteration** period of **cycles** of **adjustment** is left too long the **system** will **swing** wildly from extreme to extreme. If the **cycles** are too frequent the **system** will become stressed from the constant activity of **adjustment**.

Ecosystem: Coral Reefs are formed by a symbiotic **relationship** between a calcium carbonate secreting polyp and a photosynthetic algae which lives within its tissues. This **dynamic synergy** allows these tiny creatures to build vast reef **systems**. If the individual organisms give up too much autonomy the reef **system** will lose **adaptability**. If the different organisms do not cooperate fully enough a reef **system** will not be possible.

Culture

Organisation: **Adjustments** to business **systems** over many **cycles** helps improve **organisational performance**. If the **cycles** of **adjustment** are too frequent, too much **energy** is used up in making **adjustments** and not enough is available for **productive** activity. If the **cycles** are too infrequent, the **organisation** may drift off course and lose market share.

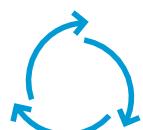
Economy: Central banking institutions provide **feedback** that adjusts the rate of **growth** in the economy through the manipulation of interest rates. If the central bank cuts prime lending rates too much the economy will overheat as businesses borrow money and **expand** their operations. If the bank is too slow to cut rates during a slowdown the economy may go into recession.



Dynamics



Harmony



System



Spontaneity



Feedback



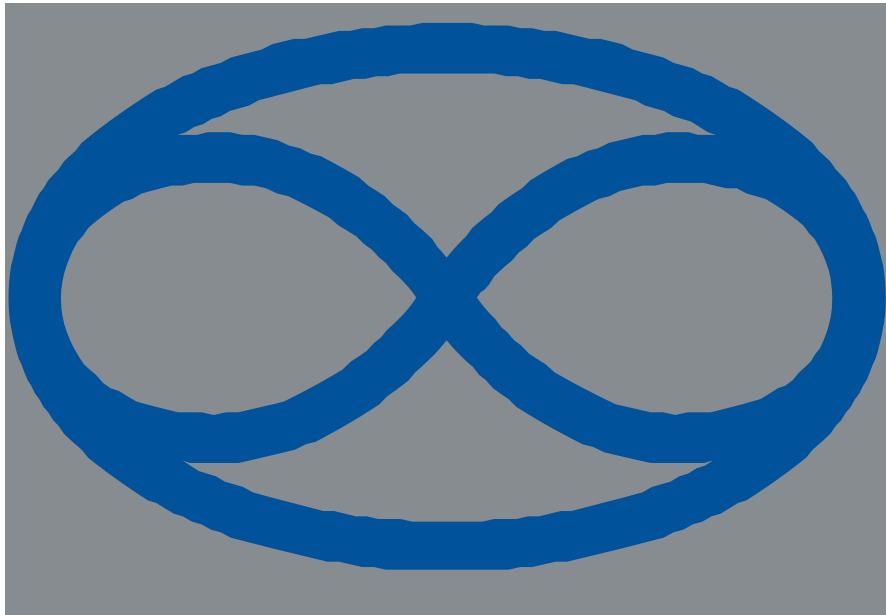
Synergy



Agency/
Communication



Iterate



Source

The Origin of Order



'Source' represents the primordial pattern of organisation at the heart of all systems.

Source signifies the collective consciousness of a system's essential nature – the awareness of its fundamental 'pattern of organisation'. More specifically it relates to the origin of identity and purpose, how this evolves over time, and how it affects a system's self-organising capacity. All systems in nature have clear patterns that form the same atoms, molecules and cells into different self-organising entities. For instance, different trees, animals, and ecosystems all have distinct identities and roles that evolve over time to adapt to changing circumstances. How does a system's evolution affect the parts of that system? Think about what it means when an organisation changes its core identity and purpose. How does

this affect the awareness of what the organisation is, who it attracts, and their level of commitment? If it is a radical change, will members still identify strongly enough with the organisation to participate fully and effectively? If an organisation does not change at all, will it remain relevant as things change around it? Have you been part of a group response to an emergency? How strong was the collective consciousness of the identity and purpose of that group? How did it affect self-organising capacity? How could you balance Source or integrate it more fully into a system in your life to improve how it is organised? How does Source serve to coordinate systems?

Pattern

The two enclosed shapes inside the larger oval represent **systems** that are part of a larger **scale system** enveloping them, illustrating the **fundamental** part/whole nature of reality which is composed of **systems** within **systems** within **systems**, ad infinitum. The enveloping oval also signifies that **systems** have inner, subjective **consciousness** and outer, objective form. Where the two inner shapes meet in the center symbolizes the **origin** of the form of that type of **system**.

Definition

The most **foundational pattern** of **organisation**: the **consciousness** of the **origin** and **evolution** of **identity** and **purpose**.

Description

The Source Pattern signifies the **origin** of **order** – a **system's conscious identity** and **purpose**. When **awareness** of the primary **pattern** of any **system** is clear and its **purpose** or function is clear, the parts have clear **roles** within the larger **pattern** of that **system**. It is the **conscious field** of **identity** and **purpose** that defines a **system's** type, or **pattern**, that in turn enacts the **foundational self-organising capacity** of its parts.

Principle

The principle of Unity: the **enduring** health of any **system** depends on the **appropriate balance** and **integration** of **changes** to a **system's unifying consciousness** of **identity** and **purpose**, for a given context.

Composition

The Source Pattern signifies the **primordial foundation** and **origin of order**. All other **Patterns** represent different aspects of **Source**.

Examples**Nature**

Organism: The first complex (eukaryotic) cells **evolved** as a **new pattern** of **organisation** of already existing simpler (prokaryotic) cells and bacteria. The **purpose** of this **new** symbiosis was to **create** a **system** in which each of the elements does better as part of the **system** than as a lone individual. Within the **identity** of the eukaryotic cell some of the bacteria **adapted** to become the **power** plants (mitochondria) and some **adapted** to become organelles that **capture** sunlight and convert it into chemical **energy** (chloroplasts).

Ecosystem: Lichen colonies are formed through a symbiotic **relationship** between fungi and green algae. Both a fungus and an alga have different **patterns of organisation** as independent organisms. When in **relationship** their joint form is distinct and identifiable as a lichen. Through the symbiotic **organisation** of the lichen form they are able to colonize harsh environments like desert where they exude compounds that stabilize the shifting sands so **seeds** of higher plants can germinate. If conditions are suitable the' parts' of the lichen **system** my revert to their **original identities** as fungi and algae respectively.

Culture

Organisation: The clear **identity** and **purpose** of an organic farming operation is to farm without harmful chemicals so that it may provide healthy food, nurture healthy soils and sustain **ecosystems**. Its clear **identity** and **purpose** and its **suitability** for repairing degraded environmental conditions has assisted organics to become one of the fastest **growing** industries on the planet.

Economy: A **community** credit union lends money to and takes deposits from local **people** and businesses only, clearly contrasting it with the **identity** and **purpose** of commercial banks which operate a much wider range of financial services over much larger geographical areas. The dilution of larger banking institutions' identities and **purposes** as they diversified into insurance and the brokering of financial derivatives has undermined their ongoing **viability**.



Source



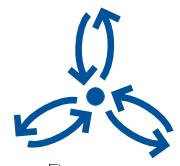
Voice



Pattern



Autopoiesis



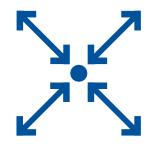
Power



Transformity



Resource



Energy

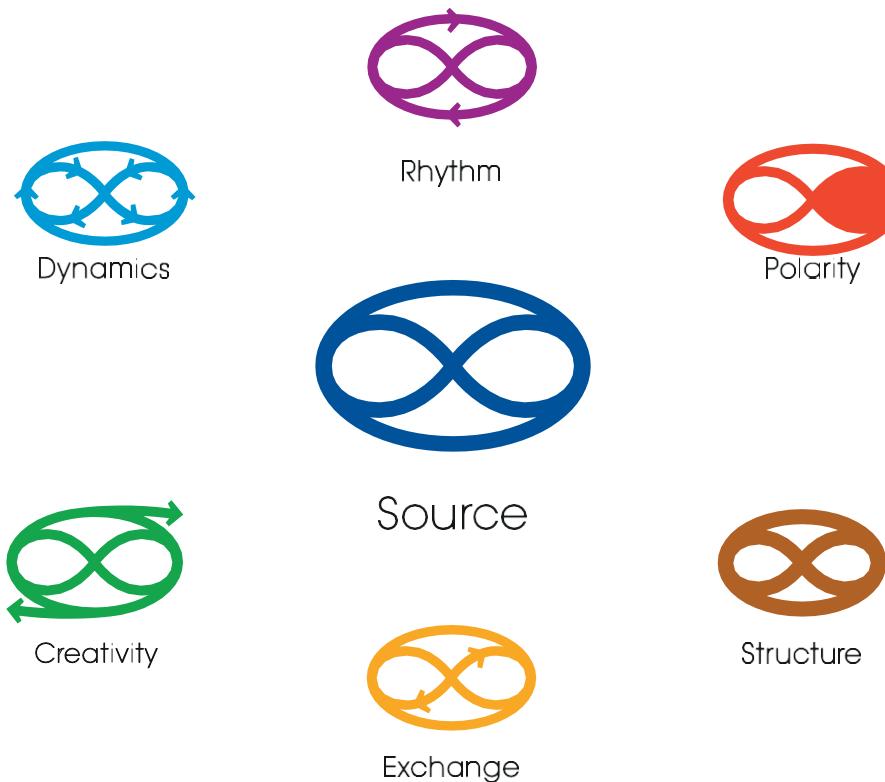
PatternDynamics Glossary

PatternDynamics™ (also PD)	An Integral Sustainability Pattern Language for understanding, communicating and designing solutions for the sustainability of any system at any scale.
Pattern (also PD Pattern or Pattern Diagram)	A simple diagram created in PatternDynamics™ that signifies a natural pattern of organisation.
Systems Thinking	Systems thinking can best be explained as a capacity for understanding both the characteristics and behaviour of 'parts' and the patterns of organisation that form those parts into 'wholes' – complex dynamic self-organising systems.
What is a 'Culture of Sustainability'?	A culture of sustainability is a set of understandings that gives shared meaning to what a group thinks will make a particular system healthier and more enduring. In PatternDynamics™ we create that meaning by using Patterns. The Pattern diagrams are a tool for learning to understand the principles of how whole systems work and for having discussions about how to improve them using systems thinking.
What is 'Deep Sustainability Design'?	Deep Sustainability Design is a design process that is supported by a Culture of Sustainability. Any sustainability design strategy that is not supported by the culture that has to live with it will not be supported, and it will stand a high risk of failure. By building a Culture of Sustainability with the people who must use or implement the design solution, it will be meaningful to them and therefore get their support, giving it a much higher chance of success.
How does 'Understanding the Principles of Sustainability through the Patterns of Nature' work?	Natural systems are organised in a way that has allowed them to persist for hundreds of millions of years. By looking for the patterns that are followed in organising individual elements into those whole systems, we can deduce principles that help us understand the basis of sustainable design. This is one approach to learning systems thinking.
What is an 'Integral Sustainability Pattern Language'?	A Pattern Language is a set of symbols that represent principles of good design. This concept was first developed by architect Christopher Alexander. In the case of PatternDynamics™ the symbols relate to the principles informing the design of sustainable natural systems. The word 'Integral' signifies that PatternDynamics™ is related to 'comprehensiveness', 'wholistic' approaches and the synthesizing activity of thinking about how things are put together rather than relying exclusively on the activity of analysis, which is used to pull things apart. PatternDynamics™ is based in, but not limited to, Integral Theory developed by Ken Wilber. The use of the word Sustainability indicates a relationship to configuring the human world so that it may support the natural world on which it is dependent on an ongoing basis.
Principles Of Sustainability	Understandings, ideas, concepts, meaning and values, relating to the enduring health of a system.
PatternDynamics™ First Order Chart	The diagram of Source with the First Order Patterns arranged in a circle around it.
PatternDynamics™ Hierarchy Chart	The diagram of the 56 Patterns arranged in a circular manner showing the hierarchical relationships between the Patterns. In this diagram, Source is shown in the center surrounded by its 6 First Order Patterns that are in turn surrounded by their respective 7 Second Order Patterns.

PatternDynamics Glossary continued

PatternDynamics™ Matrix Chart (also The Chart)	The First Order Patterns are shown across the top and along the left hand side. The Second Order Patterns are color coded and arranged in columns of 7 under their respective First Order Pattern as Aspects of those First Order Patterns. Each Second Order Patterns is a composite of a major component of the First Order Pattern above it and a minor component of the First Order Pattern to the left of it.
Source	Source represents the most primordial and foundational Pattern at work in the Universe. The Source Pattern signifies the origin of order – a system's conscious identity and purpose. When awareness of the primary pattern of any system is clear and its purpose or function is clear, the parts have clear roles within the larger pattern of that system.
Aspects	Aspects are different facets of a Pattern; they could also be seen as different properties of a Pattern enacted by taking different perspectives on the features of that Pattern. For example, Source has multiple Aspects represented by the 6 First Order Patterns. In turn, the 6 First Order Patterns each have multiple Aspects represented by their seven Second Order Aspects. (See the First Order Chart and the PatternDynamics™ Hierarchy Chart.)
First Order Patterns	The 6 First Order Aspects of Source.
Second Order Patterns	The 49 Second Order Aspects of Source, groups of seven which are also Aspects of each First Order Pattern. (See the PatternDynamics™ Hierarchy Chart.)
Holon	In PatternDynamics the term Holon signifies a perspective on the nature of systems, where systems have the property of parts organized into wholes, but also the property of having both interior, subjective dimensions and exterior, material dimensions. A Holon refers to a system seen as fundamentally composed of four perspectives: parts, wholes, interiors and exteriors.

PatternDynamics™ First Order Chart

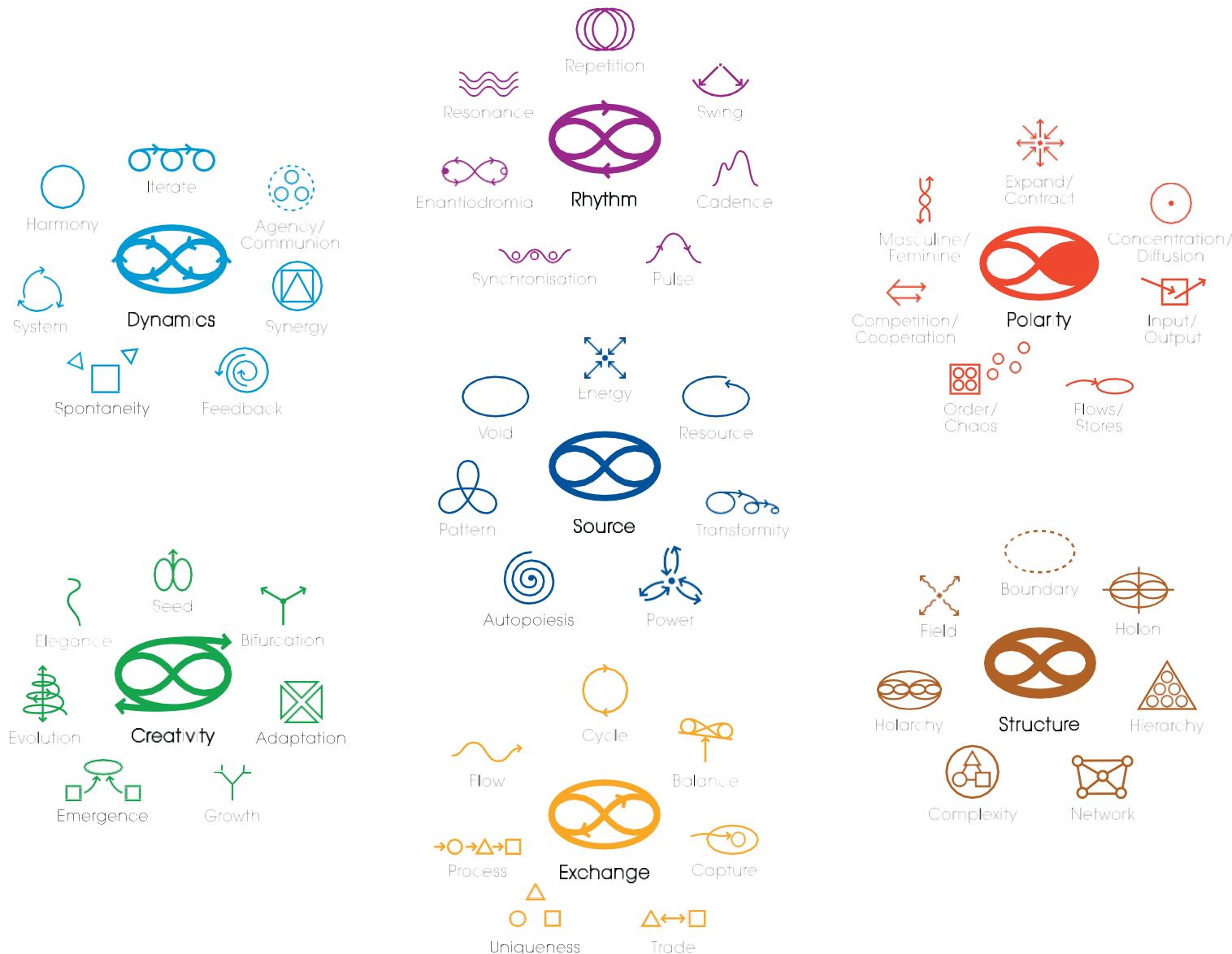




PatternDynamics™

deep sustainability design

PatternDynamics™ Hierarchy Chart



PatternDynamics™ Matrix Chart

	Source	Dynamics	Creativity	Exchange	Structure	Polarity	Rhythm
Source	Void	Harmony	Elegance	Flow	Field	Masculine/ Feminine	Resonance
Dynamics	Pattern	System	Evolution	Process	Holarchy	Competition/ Cooperation	Enantiodromia
Creativity	Autopoiesis	Spontaneity	Emergence	Uniqueness	Complexity	Order/ Chaos	Synchronisation
Exchange	Power	Feedback	Growth	Trade	Network	Flows/ Stores	Pulse
Structure	Transformity	Synergy	Adaptation	Capture	Hierarchy	Input/ Output	Cadence
Polarity	Resource	Agency/ Communication	Bifurcation	Balance	Holon	Concentration/ Diffusion	Swing
Rhythm	Energy	Iterate	Seed	Cycle	Boundary	Expand/ Contract	Repetition

Intellectual Property (IP) and Use

We would like to make the terms of use of **PatternDynamics™** as clear and as free of difficult to comprehend legal jargon as possible.

At the same **time**, it is our intention to communicate those terms in a way that is effective and legally sound.

Here goes:

PatternDynamics™ is intellectual property (IP) comprised of (but not limited to) its **Pattern** diagrams and Charts, which are the **trademarks** of their creator James Timothy Winton, and its definitions, descriptions, examples and **principles**, which are copyright also of James Timothy Winton, their author.

You are authorized to use free download **resources** and materials posted on the official **PatternDynamics** web site (located at www.patterndynamics.com.au) in the spirit in which they are intended – as an Integral Sustainability **Pattern** Language for increasing understanding, communication and design in **systems** understandings of human sustainability and thriving – for personal not-for-profit **purposes**. For all other uses a license must be sought and secured.

Personal not-for-profit use means that you must be using it for both personal and not-for-profit uses at the same **time**. For instance, in your own personal blog you might want to post **Pattern** images and link back to **Pattern** descriptions on the **PatternDynamics™** web site in **order** to explore some of the **systems dynamics** of a **news** or current affairs issue. That would be fine as long as your blog is not a profit making enterprise and you are using it as an individual and not as part of an **organisation** or its activities. Remember this authorization only applies to material posted to and free downloads from the official **PatternDynamics™** website. If you are using **PatternDynamics™** either in a for-profit situation, or as part of an initiative within an **organisation**, or you are using **PatternDynamics™** IP from another **source**, then you need to secure a license via this website. This can be done in a number of ways and it's probably much easier than you think.

When **PatternDynamics™** is being used for personal and not-for-profit **purposes**, we refer to this as 'informal use'. This allows **PatternDynamics™** to be used as a publicly available language for communicating about **systems** and it allows for **PatternDynamics™** to be shared by individuals or informal groups of individuals. No license is required in this case.

In any situation where PD or any of its **resources** are being used as part of the official activities of a named or incorporated **organisation** – for instance in **organisational** communications, strategic **planning**, as an **organisational resource**, or for any other **purpose** – then we deem this to be 'formal use' by an **organisation** and therefore no longer 'personal' use. Any use of **PatternDynamics™** where anyone or any **organisation** is charging money in **relation** to the use of PD is deemed to be for-profit use and therefore 'formal use'. Any formal use of **PatternDynamics™** requires a license.

We have made **PatternDynamics™** free to use at the personal not-for-profit level of 'informal use' to **create** a global **community resource**. Having done that, we ask that you respect our claim to sole stewardship and ownership of **PatternDynamics™** and its IP. This is so that we may **exchange** **PatternDynamics™** IP outside the personal not-for-profit domain in **order** to secure the **resources** to enable its integrity and ongoing **development** in service of that global **community resource**.



PatternDynamics™
thrive in complexity

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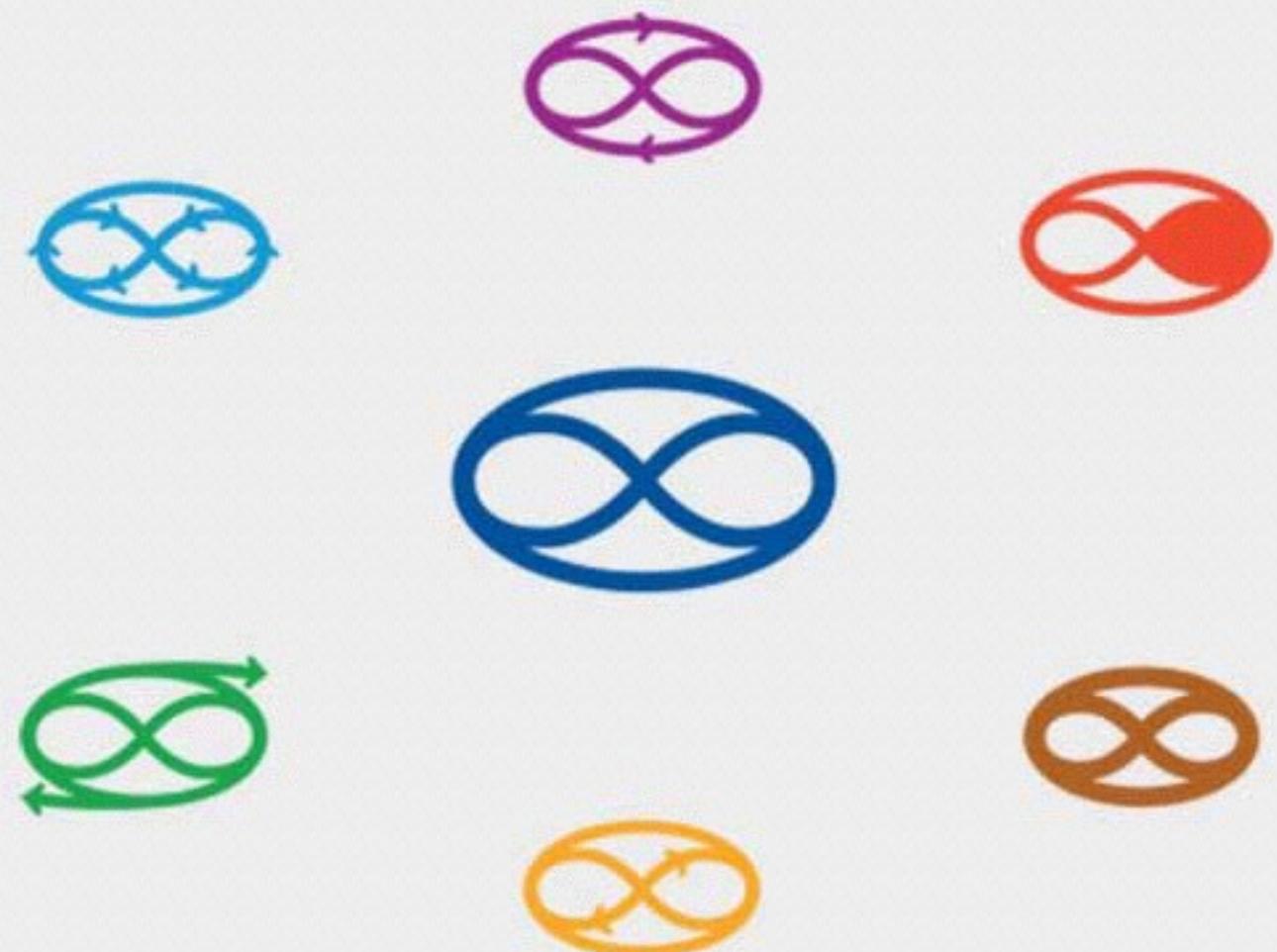


PatternDynamics™

thrive in complexity

PatternDynamics™ Learning Pathways Guide v 1.0

Learn how the patterns of
nature show us principles
for creating systems that
thrive



PatternDynamics™

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PatternDynamics™ Learning Pathways Guide

v 1.0



PatternDynamics™ Learning Pathways Guide

Welcome to the PD Learning Pathways Guide. We hope you will find your **time** in our Forum Training Community beneficial in developing your understanding of living **systems organisation** and how it applies in your own contexts, to make a difference and get outcomes that help us **thrive** in an increasingly complex world.



QuickStart Guide

- Log in to the [PatternDynamics Forum Training Community](#) (PD FTC) using the log-in provided to you by email
- Download the [Source Course Worksheet](#)
- Watch the [Source Course](#) video
- Identify the [principles](#) in a context relevant to your own life
- [Reflect](#) on what you have learned and how you might [balance](#) these [principles](#) in your own life, [work](#), and world to get a better result
- Comment on your experience in the relevant forum [tHR](#)ead and reply to other [people](#)'s comments with your insights
- Watch the videos under each of the 7 First [Order Patterns](#) in the Level I training (starting with the [Introduction video](#)), and repeat the [process](#) above of identifying, [reflecting](#), commenting, and offering [feedback](#)
- Feel free to explore the rest of the content in any [order](#) you like. It is recommended that you follow the formula listed above for all the [Patterns](#), [principles](#) and tools you will encounter in the FTC

For a more thorough approach to engaging with the training, see the Learning Pathways Guide below.



Learning Pathways Guide

Context and Purpose

The purpose of this Forum Training Community is to help you learn a practice of living systems organisation, which is a form of self-organisation, based on purpose-driven, collaborative systems thinking. It is designed to support your skill development as a change agent, facilitator, coach, leader, or simply concerned human, in creating the more positive, open, participatory communities required to manage the complexity of the shift to a thriving planetary scale civilisation.



Learning Pathways Guide (cont.)

Our Theory of Change

At **PatternDynamics**, our theory of **change** is that we start with ourselves. In that regard, it starts as a personal practice, that can equip you with **skills** to enable wiser decision making and more complex problem solving when you **work** in groups. It may be used as an **organisational** practice, but in our view, this should arise organically as the results of your practice become influential.

Pedagogy

Post-formal and planetary: Our approach to learning is collaborative and based on research from the learning sciences. Our aim is to provide **community**-supported learning pathways for the **development** of post-formal **skills** in **purpose-driven**, collaborative **systems** thinking, decision-making, and complex problem solving as they apply to facilitating more effective group **self-organisation**. It is our belief that this is a requirement for better managing the levels of **complexity** inherent in the shift to a planetary **scale** civilisation.



Accessing the PD Forum Training Community (FTC)

To access the PD FTC go to www.patterndynamics.net and click on the Log-In button on the top right corner of the homepage.

Log-in using the username and password **created** when you signed up for the PD FTC. Do check your promotions or spam folders, if you think you haven't received this email.

Once you are logged in to the FTC, you will see the following categories:

General Forums

[Start Here](#)

[General Discussion Forum](#)

Training Forums

[Source Course](#)

[PatternDynamics Training Level 1](#)

[PatternDynamics Training Level 2](#)

[PatternDynamics Operating System \(PD OS\)](#)

[PatternDynamics System Elements \(v 3.0\)](#)

Additional Materials

[PD Permaculture Foundations](#) [Eco-Literacy Course](#)



General Forums

Under **Start Here**, you will find a *Quick Start Guide* to get you immediately engaged with **PatternDynamics** and learning the **principles** of living **systems organisation**.

The *Welcome Video* from Founder Tim Winton is an overview of the **PatternDynamics System** and what you can learn in this forum training **commUNITY**.

Under *Introduce Yourself*, you have the opportunity to share a little about who you are and why you've joined the FTC.

Learning Pathways Guide is where you can download this document, and you can come back to it and download it again at any **time**. Any updates to the learning pathway will be added to this document and available in the Learning Pathways forum **tHRead**.

The *Guidelines of Forum Engagement*, including our ethics, are also available in this Forum, and we recommend you read them before engaging with the online **commUNITY**.

The **General Discussion Forum** is the place for generalised PD discussions. This is where you can **create** your own **tHReads** on PD-related topics that interest you. This is for any discussion topics that don't fit under more specific forums, **tHReads** or topics. You can ask questions, post comments, and engage with the wider PD **commUNITY** on any generalised PD topics.



Training Forums

All the training and course materials for [PatternDynamics](#) can be accessed through the Training Forums.

Your FTC membership gives you access to all the training videos for Level I, Level II and advanced material around the PD Model and PD Operating [System](#).

Related material, such as PDF Presentations, [Workbooks](#) and other support material can also be downloaded here.



Additional Material

Under the **Additional Material** Forum you have access to over 100 hours of video recordings of PD Founder Tim Winton on permaculture and eco-literacy training – training that informed the **development** of PD over the years. This material demonstrates the practical application of **PatternDynamics Patterns** and **principles** to applied sustainability and permaculture design.

Please note that the comments tHReads for the Permaculture and Eco-Literacy Training have been disabled. Any comments on this material can be posted in the **General Forum**.

Any further additional materials, such as recorded webinars or talks etc will be added here as they become available.



Accredited and Non-Accredited Learning Pathways

There are two key ways to engage with the [PatternDynamics](#) Training - Non Accredited and Accredited pathways.

I. Non-Accredited Learning Pathway

This is a [self](#)-paced pathway that allows you full access to the PD training videos, all training materials, and the [regular](#) Forum Training Community. You can [work](#) your way through the training materials provided, complete the training exercises, engage with the [community](#), and enjoy the free periodic webinars and recordings that will be available.

The [self](#)-paced, non-accredited pathway means you are free to utilise PD for personal, non-commercial [purposes](#). Click [here](#) to see our [Creative](#) Commons License and Terms of Use. For Accredited use, see the following pages.



Accredited and Non-Accredited Learning Pathways (cont.)

2. Accredited Learning Pathway

Level I Accreditation:

- Necessary pre-requisite for Level II accreditation
- Recognition as an Accredited **PatternDynamics™** Level I Personal Practitioner
- Use of PD Level I accreditation logo as a training qualification
- Use of PD **skills** training for personal, non-commercial use
- Requires submission of documentation of your Level I First **Order Pattern** comments and replies in the FTC (See Level I Training Instructions below)

Level II Accreditation:

- Necessary pre-requisite for PD Level III Training
- Recognition as an Accredited **PatternDynamics™** Level II Practitioner
- Use of PD Level II accreditation logo as a training qualification
- Use of PD **skills** training and support **resources** commercially in one-to-one coaching and mentoring contexts
- Private Forum Training Community for your cluster
- Pre-requisite for PD **Workshop** Facilitation Accreditation



Accredited and Non-Accredited Learning Pathways (cont.)

Level III Accreditation:

- Recognition as an Accredited **PatternDynamics™** Level III Practitioner
- Use of PD Level III accreditation logo as a training qualification
- Use of PD **skills** training and support **resources** commercially in one-to-many coaching, mentoring and facilitation contexts
- Authorisation to establish and train a PD **community** of practice in a **skill** domain of your choice
- Access to a private Level III Practitioner PD Forum
- Level III Accredited Practitioners are invited to participate in the core decision-making of the central **PatternDynamics Community of Practice**

PD **Workshop Facilitation Accreditation:**

- Recognition as an Accredited **PatternDynamics™ Workshop Facilitator**
- Use of Accredited PD **Workshop Facilitator** logo as a training qualification
- Able to deliver the PD Level I **Workshop** in commercial contexts



PatternDynamics Level I Training

The recommended approach is to view one set of First Order Pattern videos per week, review it in the Training Guide, identify and reflect on this pattern in your own context, and comment in the Forum about your experiences/learnings.

1. Watch the Source Course video and download the Source Course Worksheet
2. Identify an opportunity to apply the Source Course principles in a personal or group context, and write about your reflections in the Forum. Your reflections should focus on how adjusting the balance associated with each principle could have made a difference in this context.
3. Reply to at least two other community members comments as well. Ongoing discussions about these principles with others will deepen your learning. Post any questions that are not answered by community members to Tim or other Forum Moderators
4. Download the PD Level I Training Guide and Level I Workshop Workbook
5. Watch the Introduction video, referencing the PD Level I Training Guide and Workshop Workbook resources as required
6. Repeat steps 2-5 for each of the First Order patterns: Rhythm, Polarity, Structure, Exchange, Creativity, Dynamics and Source over the following weeks
7. For the Accreditation Pathway, when you have completed the Level I training videos and exercises, send a copy of your comments and replies for the Introduction (Source Course), and each of the First Order Patterns to info@patterndynamics.net with 'PD Level I Accreditation Application' in the subject line. There is no additional fee for this. When your submission is successful, we will email you the Level I PD Accredited Personal Practitioner logo
8. Your accreditation is current while you remain a member of the FTC. Re-accreditation after a hiatus is assessed on a case-by-case basis, based on the state of your practice



PatternDynamics Level II Training

A deep dive into the 49 Second Order Patterns and the application of collaborative systems thinking to building decision-making skills. In this training, you will be introduced to Lectical learning tools through completing their Leadership Decision Making Assessment (LDMA). Accredited PD Level II training operates on the self-organising principles inherent in PD.

1. Form a 'cluster' of 8 or 9 people with a desire for Level II Accreditation (to develop or find a cluster, go to Find My Cluster in the PD Level II training forum)
2. When you have your cluster, contact info@patterndynamics.net and advise of your intention. We will respond with the next available schedule for your training
3. Each PD Level II Training Cluster will engage in 10 weeks of online training
4. The small group training consists of
 - approximately two hours per week of live online 'class' time with Tim Winton (recorded if you are not able to make a session)
 - reviewing the Level II videos
 - reviewing the Level II Training Guide and each of the 49 Second Order Patterns
 - reflection and application questions, comments and replies in your private cluster forum
 - The Lectica Decision Making Assessment (LDMA) and group debrief
 - An additional fee per cluster member (approximately \$1500 USD)
5. There is a maximum of four clusters per year
6. Your accreditation is current while you remain a member of the FTC. Re-accreditation after a hiatus is assessed on a case-by-case basis, based on the state of your practice



PatternDynamics Level III Training

Level III training is limited to Accredited Level II Practitioners and based on an application **process**. Please email info@patterndynamics.net for further information.

PatternDynamics **Workshop Facilitation Training**

After **completion** of a live **PatternDynamics **Workshop**** and PD Level II Accredited Training, members may apply for **Workshop** Facilitation Accreditation Training. This consists of mentoring with an Accredited PD **Workshop** Facilitator in a live **workshop** context. Please email info@patterndynamics.net for more information.



Thank you

We hope you enjoy learning about living **systems organisation** through **PatternDynamics**. Please feel free to contact us directly at info@patterndynamics.net with any questions.

Welcome to the **commUNITY!**

Warm Regards,
The PDT Team



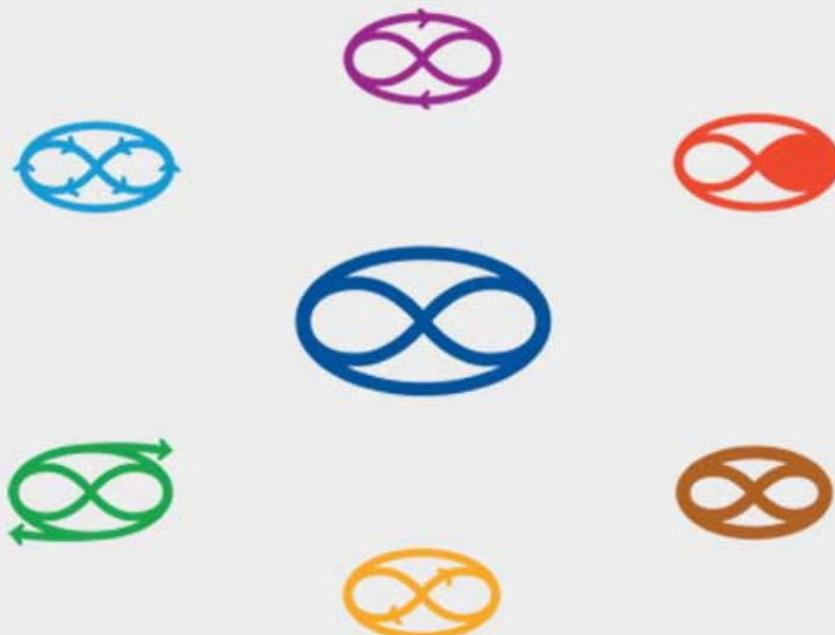
PatternDynamics™



PatternDynamics™
thrive in complexity

PatternDynamics™ Level I Training Guide

Learn how the patterns of
nature show us principles
for creating systems that
thrive



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Welcome to PatternDynamics™ Level I

- This material provides an introduction to PatternDynamics™ Training.
- It will help you begin learning a **systems** thinking **framework** that assist with:
 - better decision making
 - improved complex problemsolving
- And, we get you started quickly and easily with a **systems** thinking tool that can make an immediate difference for the **ability** of **systems** in your life, your **work**, and your world to **thrive**.



Introduction to PatternDynamics™

PatternDynamics™ is a pattern language for creating systems that thrive.

- An intuitive systems language based on natural principles.
- A step by step framework for learning purpose-driven, collaborative systems thinking.
- A social technology for improving decision making and complex problem solving.
- A practice that forms the basis of a simple, but effective, operating system for individuals, groups, organisations, and businesses.
- A method for shifting organisations from a mechanistic operating structure to a living systems operating model.



Benefits of Learning PatternDynamics™

- Helps you *create systems that thrive*.
- Improves understanding of **organisational**, social, and business **systems**.
- Facilitates **organisational** change at the **systems** level.
- Makes it easier to have difficult conversations.
- Shifts **power** and politics to a liberating **new** level.
- Improves decision making and complex problem solving.
- Facilitates the application of collective intelligence.



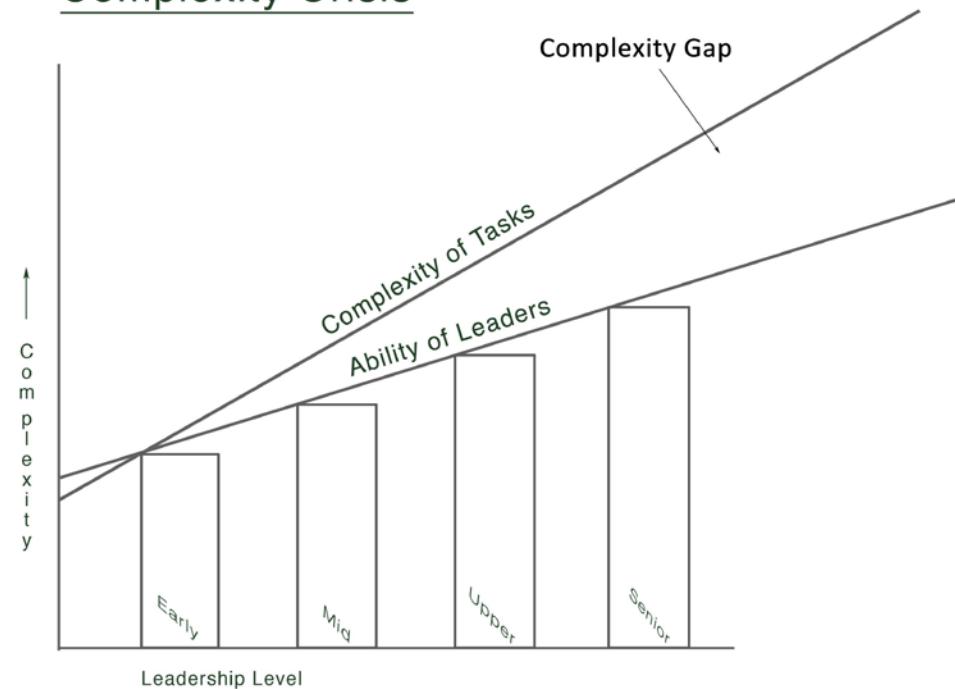
The Challenge: Complexity

- Over 20 years **working** as a leader in sustainability initiatives.
- I struggled for years because I didn't have tools for making effective **changes** to complex **systems**.
- Then I discovered the **power** of collaborative **systems** thinking and developed the **PatternDynamics™** framework.
- Now I have reliable method for **working** more effectively with complex challenges.
 - It is substantiated by high quality research.
 - It is very practical and I can introduce it to others.
 - I no longer feel isolated because now I have a way of communicating my **systems perspective**.



PatternDynamics™

Complexity Crisis



Adapted from Lectica.org
https://dts.lectica.org/_about/showcase.php?instrument_id=LDMA

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PatternDynamics™ System Overview v3.0

Part I



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Learning Outcomes

There are three levels of **skill** attainment at each level of **PatternDynamics™** Training

- **Familiarity:** Where you can identify the relevant **Patterns** in your life, **work**, and world with reference to learning materials or support from more advanced practitioners.
- **Competency:** Where you can identify the relevant **Patterns** consistently in most situations without reference to learning materials or others.
- **Fluency:** Where you can identify and prioritise the level of importance of relevant **Patterns** consistently in all situations without reference or support, and communicate about your **perspective** effectively to different **people** in different contexts.

This learning resource is designed to support the attainment of:

- **Competency** in the use of the **Source Pattern** and its three dimensions.
- **Familiarity** with the other 6 First **Order Patterns**: **Rhythm**, **Polarity**, **Structure**, **Exchange**, **Creativity**, and **Dynamics**.



Learning Method

Learning to think holistically about the **dynamic patterns of organisation** in **systems** requires a different type of learning practice. This is different to how we usually learn about the parts of those **systems**. In **PatternDynamics™** training you will notice:

- a lot of **repetition**.
- a very similar **pattern** of explanation in each **Pattern** module.
- multiple closely related examples and ways of exploring each **Pattern**.

The reason for this is that learning to ‘see’ **patterns of organisation** in **systems** requires that we look at each one from multiple **perspectives**, in multiple contexts, and in a repeated fashion. The different types of learning content and practices that support this approach include:

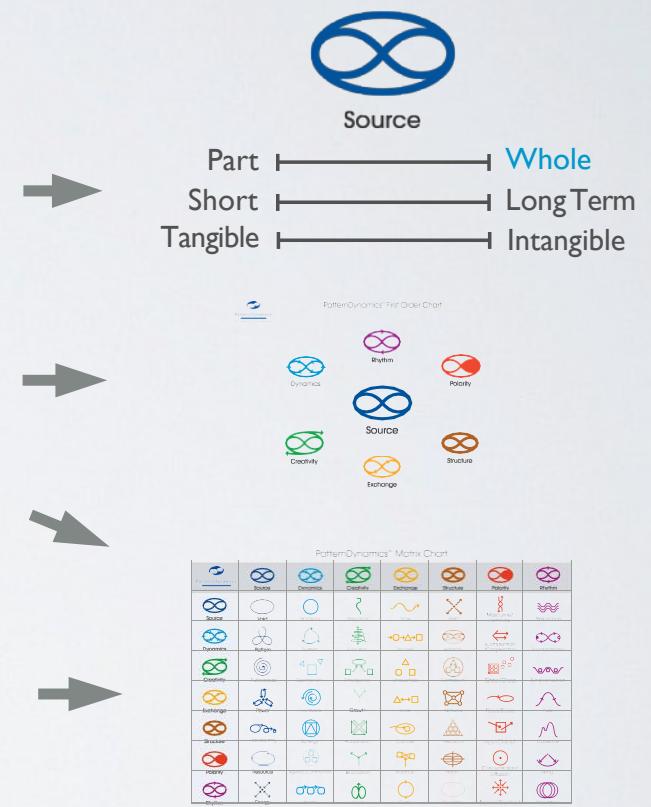
- written material
- videos
- graphic symbols and charts
- exercises to practice in everyday life and **work**
- examples of **Patterns** in different contexts
- embodies exercises that include movement and grouppractice



Learning Design

The PatternDynamics™ learning **system** (learning praxis) is designed to start simply and to build step by step towards more complex **skills** and understandings.

- Introduction: The **Source** Course
 - We get started by learning about **Source**, the most central **Pattern** in the **PatternDynamics™ system**, and how to apply it simply and easily to get immediate results in your own life.
- Level 1:
 - Then we move on to learn the other 6 First Order Patterns, which form Aspects of **Source**. This provides a **foundation** for **systems** thinking **skills** and applications.
- Level 2:
 - Next we learn the 49 Second Order Patterns and how to use them as an **integrated system** for more advanced **systems** thinking and to help others learn introductory **PatternDynamics™ skills**.
- Level 3:
 - The final stage helps practitioners to use the total **system** of 56 **Patterns**, to craft their application effectively for different contexts, and to use them fluently to support the **development** of **systems** thinking **skills** in others such as decision making and complex problem solving.



The Source Course:

Getting Started with PatternDynamics™



Source



Principle:

“Source Code”: the collective **awareness** of **identity** and **purpose**.

- the most central and important **source** of any **system**'s **self-organising capacity**.

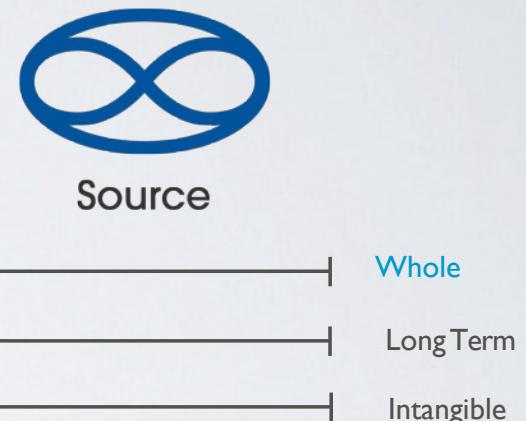


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Recommendations

- Get in the habit of trying to identify the purpose (**Source**) of issues that arise in your life and **work**.
- **Regularly** evaluate the effects of how you and others are thinking about these issues in terms of the three dimensions of **Source**.
 - Draw the **Source Pattern** on a piece of paper or a white board and place the three sliders under it. Label them:
 - Part/**Whole**
 - Short Term/Long Term
 - Tangible/Intangible
 - Mark where you think your **perspective** lies on each slider. Make this a **regular** habit and **reflect** on how it **changes** your thinking about issues that arise and your **ability** to communicate how you feel about them.
 - **Reflection** through journalling, blogging, or other writing will be particularly effective.

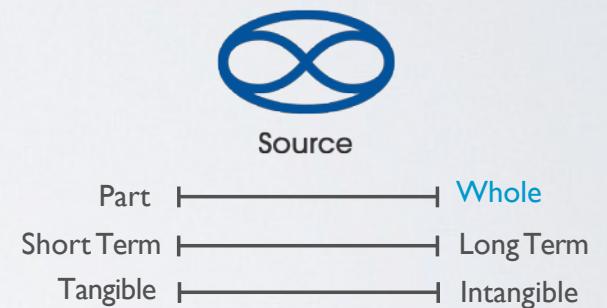


PatternDynamics™ Decision Making Practice

Learning the meaning of the **Patterns** provides the central **content** of PatternDynamics™ applications. There are multiple possibilities for the application of PatternDynamics™ content. Two **foundation** applications are to decision making and complex problem solving. Applications like this form the **process** components of PatternDynamics™ practice. We will progressively outline the initial components of the PatternDynamics™ Decision Making methodology below:

- **Perspective Mapping**

- The practice of identifying the **Patterns** in **relation** to different **perspectives** on issues and evaluating where they fall on a continuum of their expression.
- For instance this is what you are doing when you use the **Source** Course practice. Although we did not make it explicit in the course, what you are actually doing when you place markers on the sliders is **mapping a perspective** by identifying it and drawing a representation (or a map) of how it is expressed.



PatternDynamics™ Decision Making Practice

Decision Making Step 1

- **Source Tracking**
 - Checking to see if the issue is related strongly enough to the ultimate **purpose** or **Source** of your group or **organisation** to merit continued decision making effort.
- **Perspective Mapping**
- **Perspective Coordination**
 - Undertaking **reflective** thinking or conversations about mapped **perspectives** (points of view) with an attitude of curiosity and inquiry in **order** to discover what each **perspective** is contributing to a more wholistic picture.



PatternDynamics™ Decision Making Practice

Decision Making Step2

- **Tension Sensing**
 - Becoming **skilled** at sensing when an important issue is **emerging** in an unfolding situation.
 - Can be sensed using our bodily sensations, **emotional states**, **mental activity**, and **intuition**.
- **Source Tracking**
- **Perspective Mapping**
- **Perspective Coordination**
- **Systems Thinking**
 - Using the 7 First **Order Patters** in the **PatternDynamics™ Framework** to identify multiple **patterns** of **organisation** in a given situation and then use these **perspectives** as additional **perspectives** to **coordinate**.





Source

The Origin of Order



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‘Source’ represents the ‘drive to thrive’.

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‘Source’ represents the ‘drive to thrive’

In the PatternDynamics™ framework **Source** is the foundational, universal pattern of self-organisation at the heart of all **systems**.

Each and every **system** in the universe is a **unique** expression of **Source**.

More specifically **Source** signifies the quality of the collective **awareness** of the expression of a given **system**’s **unique identity** and **purpose**—or what could be thought of as the ongoing **evolution** of its ‘**source** code’—and how that **awareness** affects the strength of its **self-organising capacity**.

When **awareness** of a **system**’s **identity** and **purpose** is co-created, widespread, clear, and present, the parts of that **system** can better identify and commit to aligned **roles** that strengthen that **system**’s core **self-organising pattern**, or **Source**.

All **systems** in nature have clear **patterns** that form the same atoms, molecules and cells into different **dynamic**, **self-organising** entities. For instance, biological **systems** as diverse as various types of plants, animals, and even **whole ecosystems** all have distinct identities and **roles** that **evolve** over **time** to **adapt** successfully to **changing** circumstances.



- How does the **evolution** of a **system**'s **role** or **purpose** affect the **organization** of the parts of that **system**?
- Think about what it means when an **organization** makes **changes** to its **source** code- its core **identity** and **purpose**, and therefor its **role** within the greater scheme of things.
- How does this affect the **awareness** of what the **organization** is, who it attracts, and their level of commitment? If it is a radical **change**, will members still identify strongly enough with the **organisation** to participate fully and effectively?
- Will its clients and suppliers?
- If an **organization** does not **change** at all, will it remain relevant as things **change** around it?
- Have you been part of a group **response** to an **emergency**?
- What was the strength of the collective **awareness** of the **identity** and **purpose** of that group?
- How did it affect **self**-organizing **capacity**?
- How could you **balance** **Source** or **integrate** it more fully into a **system** in your life to improve how it is organized?





Source

Elements

- Description
- Pattern
- Definition
- Principle
- Aspect



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Source



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Description

Significance: The Source Pattern represents the *quality of the collective awareness* of the ongoing *evolution* that forms a *system*'s essential nature, or *source code*.

Role: The *role* of Source is to serve as the core collective inquiry *process* that generates *awareness* of the ongoing expressions of a *system*'s essential nature: "What is the *origin* and *evolution* our *identity* and *purpose*?"

Effect: Source demonstrates the *power* of collective inquiry to generate *awareness* that strengthens the *self-organising drive* all *systems* have to co-*create* the conditions that allow them to *thrive*.

Balance: Source must be *balanced* so that, on the one hand, a strong connection is maintained to the *origin* of a *system*'s *identity* and *purpose*; but, on the other hand, a strong inquiry is maintained that allows that same *identity* and *purpose* to *evolve* in a way that helps it *thrive* under *changing* circumstances.

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Source



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Pattern

The **Source Pattern** signifies the three **primordial** dimensions of **Source** as an ongoing inquiry.

- The Part and the Whole: The two inner shapes denote 'parts' that are encompassed by the larger oval into a 'whole' system.
 - "What is the effect on the part vs the whole?"
- The Short Term and the Long Term: The figure of eight shape represents the infinity of the unfolding of **time** while the encompassing oval signifies the shorter **cycles** within it.
 - "What is the effect on the short term vs the long term?"
- The Tangible and the Intangible: The lines of the **Pattern** represent the easily seen, tangible aspects of **systems** while the white spaces in and around the lines signify the less tangible spaces that define them.
 - "What is the effect on the tangible vs the intangible?"

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Source

Definition

Source is the most **foundational Pattern**: the quality of awareness of the origin and **evolution** of a **systems identity** and purpose.



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Source



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Principle

The principle of unity:

The **enduring** health and **evolution** of any **system** depends on the **appropriate balance** and **integration** of:

- The connection of a **system** to its **origin** of **identity** and **purpose** with the need for its ongoing **evolution, for a given context.**



Source

Composition

The Source Pattern signifies the primordial origin and ongoing evolution of order. All other Patterns represent different aspects of Source.



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Source

Examples

Nature: Organisms, Ecosystems, and Biosphere

- Organism
- Ecosystem

Culture: Individuals, Organizations, and Socio/Economic Systems

- Organizations
- Socio-Economic Systems



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Source



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Examples

Nature: Organisms, Ecosystems, and Biosphere

Organism: The first complex (eukaryotic) cells evolved as a new pattern of organization of already existing simpler (prokaryotic) cells and bacteria. The purpose of this new symbiosis was to create a system in which each of the elements does better as part of the system than as a lone individual. Within the identity of the eukaryotic cell some of the bacteria adapted to become the power plants (mitochondria) and some adapted to become organelles that capture sunlight and convert it into chemical energy (chloroplasts).

Inquiry: How did the co-creation of the eukaryotic cell system help create the conditions for its elements to thrive? Did this evolution of the cell pattern contribute to the greater ability of the biosphere, as a whole, to thrive and evolve?

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Source



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Examples

Nature: Organisms, Ecosystems, and Biosphere

Ecosystem: Lichen colonies are formed through a symbiotic **relationship** between fungi and green algae. Both a fungus and an alga have different **patterns** of **organisation** as independent organisms. When in **relationship** their joint form is distinct and identifiable as a lichen. Through the symbiotic **organisation** of the lichen form they are able to colonize harsh environments like desert where they exude compounds that stabilize the shifting sands so **seeds** of higher plants can germinate. If conditions are suitable the' parts' of the lichen **system** may revert to their **original** identities as fungi and algae respectively.

Inquiry: How does the co-creation of the lichen **pattern** of **organization** **create** the conditions for other organisms to build a more complex ecological **system**?

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Source



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Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

Organizations: The clear **identity** and **purpose** of an organic farming operation is to farm without harmful chemicals so that it may provide healthy food, nurture healthy soils, and sustain **ecosystems**. Its clear **identity** and **purpose** and its **suitability** for repairing degraded **environmental** conditions has assisted organics to become one of the fastest **growing** industries on the planet.

Inquiry: Has the **identity** and **purpose** of the organics industry **evolved** since its inception? If so how has this affected different types of consumers in the organics industry?

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Source



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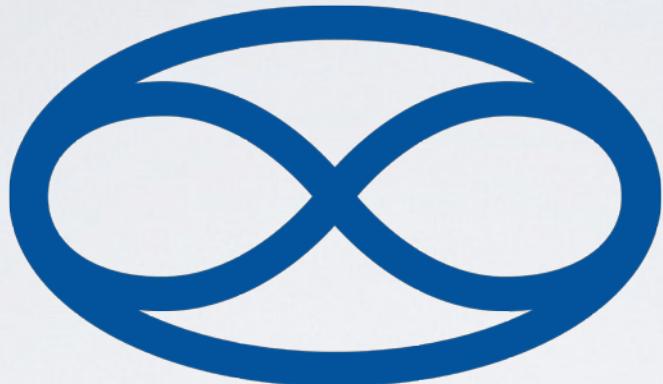
Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

Socio-Economic Systems: A community credit union lends money to and takes deposits from local people and businesses only, clearly contrasting it with the identity and purpose of commercial banks which operate a much wider range of financial services over much larger geographical areas. The dilution of larger banking institutions' identities and purposes as they diversified into insurance and the brokering of financial derivatives has fuelled their short term growth, but may have made them unstable, undermining their long term viability.

Inquiry: Is there a relationship between the radical changes in the identity and purpose of some larger banking institutions and the behaviour by individuals within them that has destabilized them?

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Source

Evolution



Origin

Life: Integral Theory

- How is it now?
- How could you adjust it?

Work: PatternDynamics

- How is it now?
- How could you adjust it?

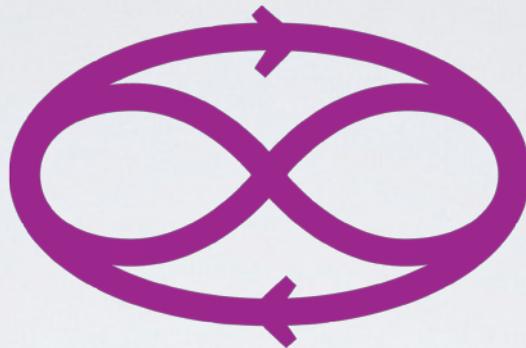
World: Agriculture

- How is it now?
- How could we adjust it?



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Rhythm

Repetitions in Time



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‘Rhythm’ signifies the **waves** and **cycles** of a **system**

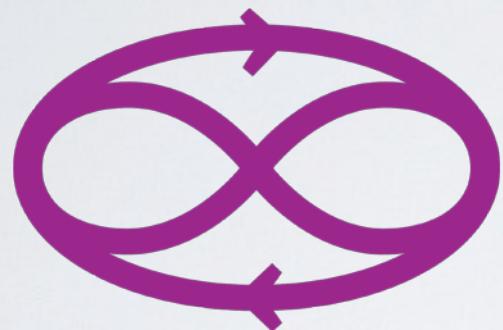
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‘Rhythm’ represents the **waves** and **cycles** of a **system**.

All natural **systems** have **regular repetitions** and **cycles** that order events over **time**. The most important ecological **cycle** is the annual **changing** of the seasons caused by the tilt in the **earth’s axis** relative to the plane of its orbit around the sun. The moon causes ocean tides to ebb and **flow** with a complex monthly **rhythm**. This **rhythm** is in turn overlaid with the **pulse** of **waves** caused by the wind. Both the seasons and the tides **coordinate** biological activities, fertility **cycles**, **resource pulses**, and a host of other natural **rhythms**.

- What **role** do **rhythms** play within a **system**?
- Think about how having holidays at **irregular** and random **times** from year to year would affect the **organization** of your **workplace**.
- What would happen if there was never any variation to the **routine**?
- Does your household function better when your family’s weekly **routine** is **regular** and uninterrupted?
- How could you **balance** an existing **Rhythm** or **integrate** a **new** one into a **system** in your life to improve how it is organized?
- How do **rhythms** serve to **coordinate** **systems**?





Rhythm

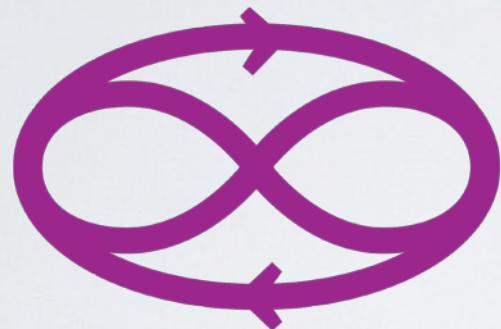
Elements

- Description
- Pattern
- Definition
- Principle
- Aspect



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Rhythm



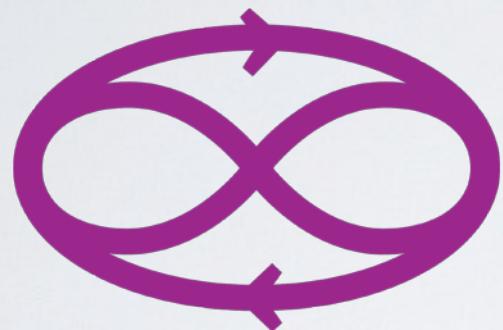
Description

Significance: The **Rhythm Pattern** represents the repetitions, swings, pulses, synchronizations and other regularities of processes that characterize a **system's** unfolding in **time**.

Role: The **role** of Rhythm is to coordinate elements and events in **time**.

Effect: Rhythm demonstrates the effectiveness of regular patterns in **time** that assist elements of a **system** to engage in coordinated processes.

Balance: Rhythms must be balanced so that, on the one hand, their regularity does not become fixed, which may cause problems if conditions require change; or, on the other hand, change too often or too quickly, which can pose unnecessary or costly adaptive challenges for the rest of the **system**.



Rhythm

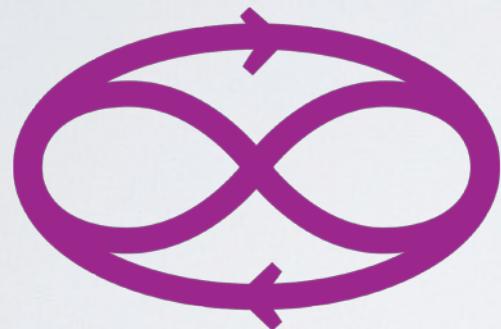
Pattern

The arrows represent **regular rhythmic processes** through time. The two inner shapes denote 'parts' that are encompassed by the larger oval into a '**whole**' system. This basic part/**whole** configuration indicates the **role** of **Rhythm** as an Aspect of Source.



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Rhythm

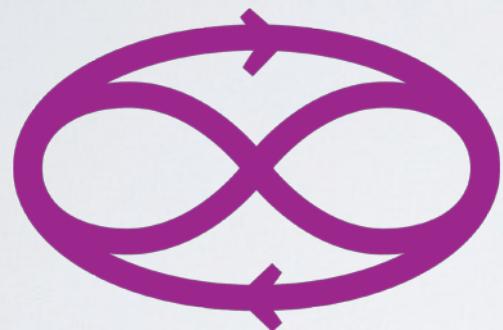
Definition

The temporal regularities of form.



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Rhythm

Principle

The principle of good timing:

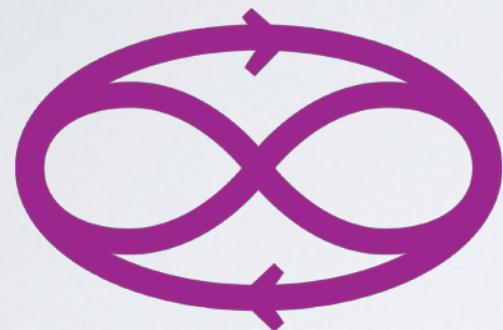
The **enduring** health and **evolution** of any **system** depends on the **appropriate balance** and **integration** of:

- the **coordinating power of temporal regularities** with the requirement for adapting **Rhythms** as conditions **change, for a given context.**



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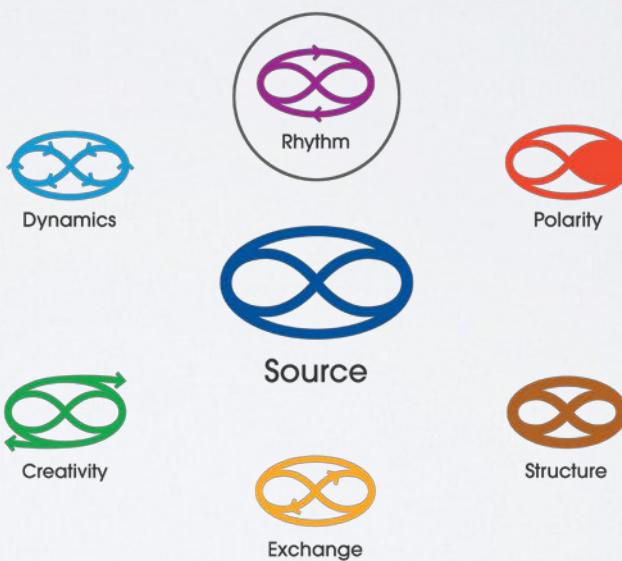
Rhythm



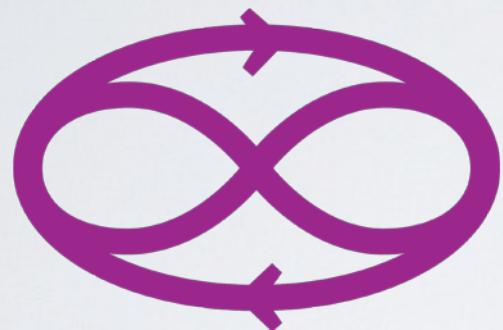
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Aspect

Rhythm is one of 7 primary Aspects of Source, the most [foundational Pattern](#) in the [PatternDynamics™](#) framework.



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Rhythm

Examples

Nature: Organisms, Ecosystems, and Biosphere

- Organism
- Ecosystem

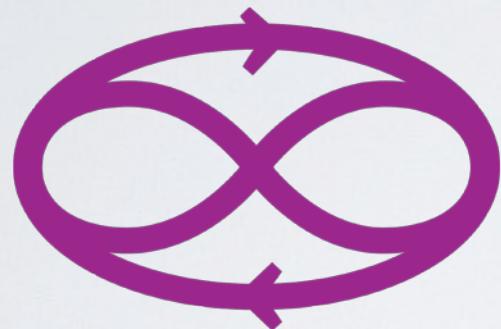
Culture: Individuals, Organizations, and Socio/Economic Systems

- Organizations
- Socio-Economic Systems



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Rhythm

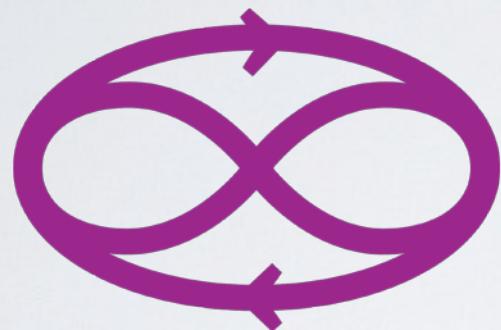
Examples

Nature: Organisms, Ecosystems, and Biosphere

Organism: All life forms have **rhythms** of activity that vary in **order** to support the health of that organism. Respiration in animals is a **good** example of a **Rhythm** that serves to **coordinate** the activity of the entire organism in **order** to keep it healthy. If the **Rhythm** of respiration is too slow the animal will not have enough oxygen to **drive** metabolic **processes**, but if it is too fast it may cause hyperventilation – the loss of too much carbon dioxide from the blood and a resultant loss of blood pressure.

Inquiry: What would happen to an organism that was being pursued by a predator if it did not increase its rate of respiration as it increased its physical activity to escape?





Rhythm

Examples

Nature: Organisms, Ecosystems, and Biosphere

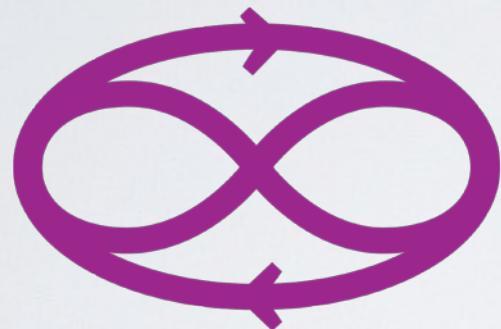
Ecosystem: Humans have intervened in natural forest fire cycles by introducing smaller, but more frequent fires. This keeps the fuel load from building up to the point where there are large, but infrequent, hot fires that may destroy property. Changing the Rhythm of fire frequency has other wider effects on the ecosystem, including changing species composition of both plants and animals, altering soil conditions and changing predator/prey relationships.

Inquiry: If fire Rhythms are changed from erratic natural fire frequencies and sizes to more regular and smaller burns managed by humans, could this change the amount of total soil carbon?



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Rhythm

Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

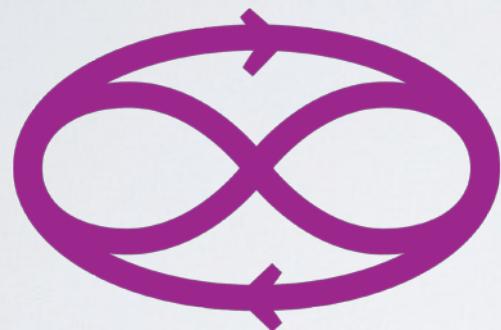
Organizations: Businesses have financial reporting **cycles** that influence **rhythms** within the business like capital expenditures, investment strategies, and wage level **adjustments**. In most cases annual reporting is sufficient, but if a business is undergoing a period of rapid **growth** or **change** it may be necessary to do more frequent financial analysis in **order** to keep the business healthy.

Inquiry: What effects might it have on a business if business conditions remain the same, but it diminishes the **regularity** of its financial reporting?



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Rhythm

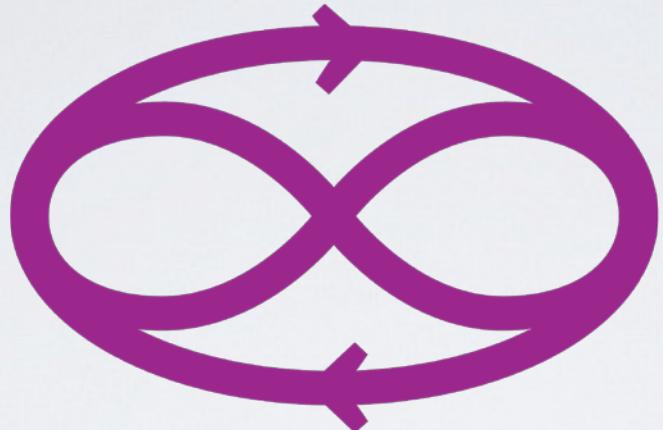
Examples

Culture: Individuals, Organizations, and Socio/Economic Systems

Socio-Economic Systems: All scales of financial economies throughout history have displayed extremities and irregularities in their levels of activity that have posed challenges for the sustainability of those economies. This is referred to as a 'boom and bust' dynamic. Governments and financial institutions regularly intervene to try and moderate extreme swings in financial activities and to introduce more reliability into the rhythms of financial markets.

Inquiry: Is it possible to mitigate the extremities of the boom and bust cycle in financial economies thought adjusting fiscal and monetary policy?





Rhythm

Change



Same

Life: Sleep

- How is it now?
- How could you adjust it?

Work: Meetings

- How is it now?
- How could you adjust it?

World: News Cycle

- How is it now?
- How could we adjust it?





Polarity

Integration of Opposites



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'Polarity' signifies the **relationship** between **opposites**.

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‘Polarity’ represents the relationship between opposites.

All natural **systems** have **opposing** elements and **dynamics** that are really just two sides of one thing. **Growth** and decay in biological **systems** are two interdependent aspects of the **cycle** of life. Although they seem like **opposing processes**, one cannot exist without the other. They are necessary compliments.

- What **role** do **polarities** play within **systems**?
- Think about what your **work**place would be like if everyone spent all their **time** communicating and no **time** actually acting to get things done.
- Think also about the **opposite** scenario where only action was prioritized and no one communicated to anyone else.
- How does the more masculine **drive** to get things done interact with the more feminine tendency to discuss how that should happen?
- Does an **organisation** that needs to make a big decision about its future direction need to prioritize a more masculine or a more feminine approach?
- How could you **balance** an existing **Polarity** or **integrate** a **new** one into a **system** in your life to improve it?
- How do **polarities** serve to **coordinate systems**?





Polarity

Elements

- Description
- Pattern
- Definition
- Principle
- Aspect



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Polarity

Description

Significance: The **Polarity Pattern** represents opposing forces as two ends of a continuum in **dynamic interplay**.

Role: The **role** of Polarity is to build and liberate the potential within **systems**.

Effect: The **relationship** between **polarities** stores potential and their **integration** liberates energies that **drive** the activity of **systems**.

Balance: On the one hand, **Polarities** must be **integrated** to take advantage of both approaches, but, on the other hand, they must also be maintained to build potential.





Polarity

Pattern

The dark coloured shape on the right, joined to the mirror image light coloured shape on the left, demonstrates a **relationship** between seeming **opposing** elements. The two inner shapes represent 'parts' which are encompassed by the larger oval into a '**whole**' system. This basic part/**whole** configuration indicates the **role** of **Polarity** as an Aspect of **Source**.



Definition



Polarity

The **interplay** of **opposites** within a **system**.



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Polarity



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Principle

The principle of paradox:

The enduring health and evolution of any system depends on the appropriate balance and integration of:

- the interplay of opposing dynamics, for a given context.

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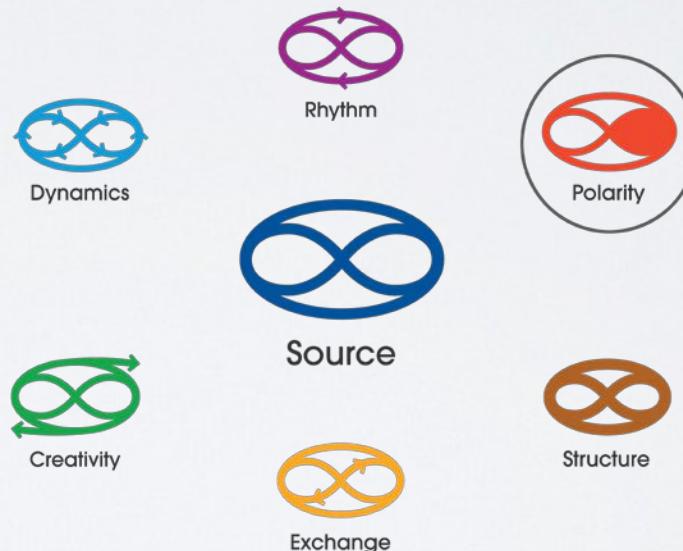
Polarity



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Aspect

The **Polarity** **Pattern** is one of 7 primary Aspects of **Source**, the most **foundational Pattern** in the **PatternDynamics™** framework.



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Polarity

Examples

Nature: Organisms, Ecosystems, and Biosphere

- Organism
- Ecosystem

Culture: Individuals, Organizations, and Socio/Economic Systems

- Organizations
- Socio-Economic Systems





Polarity

Examples

Nature: Organisms, Ecosystems, and Biosphere

Organism: All organisms must **balance** the **relationship** between inputs to their **system** and the outputs from their **system**. If an organism is **growing** then its inputs of nutrients need to exceed its output of wastes. If conditions **change** in the environment and nutrients for that organism become scarce it must then adjust so that outputs exceed inputs, allowing it to **sHRink** and survive.

Inquiry: What will happen to an organism that continues in a **growth** mode with high inputs as **resources** become scarcer?





Polarity

Examples

Nature: Organisms, Ecosystems, and Biosphere

Ecosystem: The **interplay** between periods of **orderly growth** and the chaotic bush **fires** in northern boreal forests is a major planetary regulator of oxygen levels, and by **extension** the maintenance of atmospheric conditions favourable to life. If the forests do not burn when oxygen levels become high then less **fire adapted ecosystems** will ignite. If boreal forests were to continue to burn when oxygen levels are low some organisms may struggle to respire.

Inquiry: What happens to the potential **energy** that can be released during a burn as the **time** between burns increases?



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Polarity

Examples

Culture: Individuals, Organizations, and Socio/Economic Systems

Organization: The **interplay** between the more **feminine capacity** for connection and **relationship** and the more **masculine capacity** for **individuality** and achievement provides a potential within an **organization** for outcomes not able to be attained by either extreme of the **polarity** alone. A **relational** approach facilitates **good** communications and **good** decision making, but a **capacity** for achievement is necessary to enact the decisions made through those **good** communications.

Inquiry: Under what circumstances could getting 'stuck' in a **time** consuming **relational** mode of operating become a problem?



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Polarity

Examples

Culture: Individuals, **Organisations**, and Socio/Economic **Systems**

Economy: The economy is potentiated by the **dynamic relationship** between **cooperation** within enterprises and **competition** with outside rivals. **Competition** leads to **productivity** and **efficiency** gains, but unless it is **integrated** with **cooperation** it may become a negative force, creating hyper-individualism and social breakdown. **Cooperation creates synergies**, but unless it is **integrated** with **competition** it leads to a loss of **drive** by high **performing** individuals necessary for a strong economy.

Inquiry: Can you think of some examples of the **interplay** of **competition** and **cooperation** in professional sporting competition industries.



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Polarity

Integrated



Maintained

Life: Goals vs Collaboration

- How is it now?
- How could you adjust it?

Work: Income vs Set Up

- How is it now?
- How could you adjust it?

World: Open vs Closed

- How is it now?
- How could we adjust it?



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Structure

Enduring Frameworks



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‘Structure’ represents the **bones** of a **system**.

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‘Structure’ represents bones of the system.

All natural systems have frameworks that provide relatively fixed and unchanging support structures for more dynamic aspects of the system. Forests are based on the tall, enduring biological structure of trees. Higher animals have strong bone skeletons and lower animals like insects have rigid exoskeletons. Even relatively soft biological cells have cytoskeletons that maintain their structural integrity.

- What role do structures play within a system?
- Think about what an organization would be like if its legal frameworks changed frequently or were removed altogether.
- Think also about what it would be like if these legal frameworks never changed and remained the same now as they were hundreds of years ago.
- How do unwritten, but well understood, codes of behaviour provide stability within families?
- When do these sorts of structures start to cause problems?
- How could you balance an existing Structure or integrate a new one into a system in your life to improve how it is organized?
- How do structures serve to organize systems?





Structure

Elements

- Description
- Pattern
- Definition
- Principle
- Aspect



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Structure

Description

Significance: The Structure Pattern represents the solid, relatively unchanging, frameworks, scaffolding or ‘bones’ of a system.

Role: The role of Structure is to support the more active and changeable aspects of systems.

Effect: Structure demonstrates the effectiveness of having enduring frameworks that support the more dynamic aspects of systems.

Balance: Structural frameworks, on the one hand, must be the most solid, unchanging, and enduring aspects of a system, but, on the other hand, they must also have some capacity for ready, if limited, flexibility.





Structure

Pattern

The thick amber coloured lines represent the **solid** and relatively **fixed** nature of **structures** and **frameworks**. The two inner shapes represent 'parts' that are encompassed by the larger oval into a '**whole**' system. This basic part/**whole** configuration indicates the **role** of **Structure** as an Aspect of **Source**.





Structure

Definition

The enduring frameworks of *systems*.



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Structure

Principle

The principle of effective frameworks:

The enduring health and evolution of any system depends on the appropriate balance and integration of:

- the structural capacity for rigidity with the ability for appropriate, if limited, flexibility, *for a given context*.





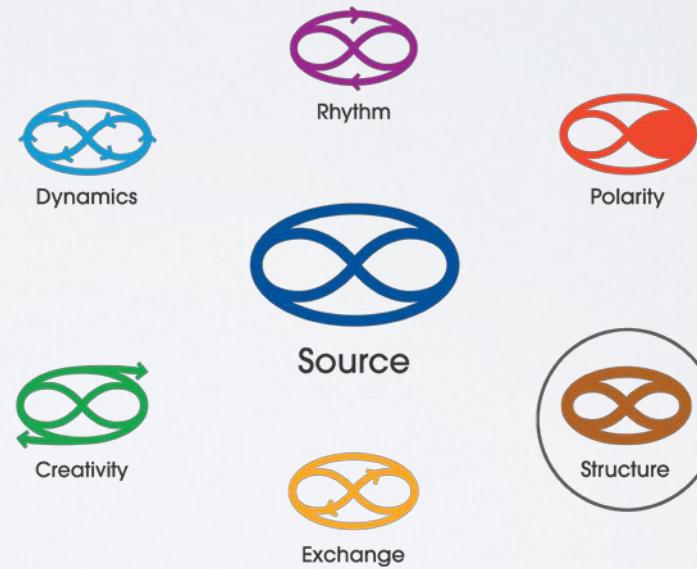
Structure



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Aspect

Structure is one of the 7 primary Aspects of Source, the most foundational Pattern in the PatternDynamics™ framework.



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Structure

Examples

Nature: Organisms, Ecosystems, and Biosphere

- Organism
- Ecosystem

Culture: Individuals, Organizations, and Socio/Economic Systems

- Organizations
- Socio-Economic Systems





Structure

Examples

Nature: Organisms, Ecosystems, and Biosphere

Organism: All higher animals have interior structural frameworks called skeletons. Their job is to provide support for the rest of the components of the body. If the bones of a creature's skeleton become too brittle and lose all flexibility, they may break too easily. If bones are too flexible and soft they will not be able to support the weight of the other elements of the body.

Inquiry: Is it a problem when bones lack an ability to flex enough to absorb and adjust to everyday stresses?





Structure

Examples

Nature: Organisms, Ecosystems, and Biosphere

Ecosystem: Mangrove trees are the central **structural** element in tidal wetlands. They hold the shifting sands and sediments in place with their multi-stalked aerial root **systems**. Mangrove trees have **evolved** to provide enough **structure** to hold the more mobile components of the **ecosystem** in place, but they are not so **rigid** that they cannot flex in high winds or with tidal currents.

Inquiry: If Mangrove trees had more brittle stalks what might be the consequence for fish populations?





Structure

Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

Organisation: Companies are governed by **organisational structures** called constitutions. These documents provide the **enduring framework** of rules and regulations that shareholders, directors and executives agree to follow in participating in the **dynamic** operation of the business. If the corporate constitution **changes** too frequently or radically it may undermine the integrity of the agreements that allow **people** to **work** together effectively. If it is too **rigid** and does not possess the **capacity** for reasonable exceptions or small **adjustments** over **time**, the business may not be able to **adapt** to **changing** circumstances.

Inquiry: Should it generally be easy or hard to make **changes** to a company's constitution?





Structure

Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

Economy: All modern economies measure the level and success of their activities through financial **frameworks** called **accounting systems**. If **accounting structures** are **changed** arbitrarily or without **good** reason, it can lead to inaccurate financial reporting, misallocation of **resources**, and fraud. If **accounting frameworks** are too static and they are not **changed** at all over **time**, they may become irrelevant in an **evolving** economy.

Inquiry: Have some more radical **changes** to **accounting** standards caused problems in the past?



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Structure

Flexible

Fixed

Life: My Daily Routine

- How is it now?
- How could you adjust it?

Work: Partnership Agreement

- How is it now?
- How could you adjust it?

World: Financial Systems

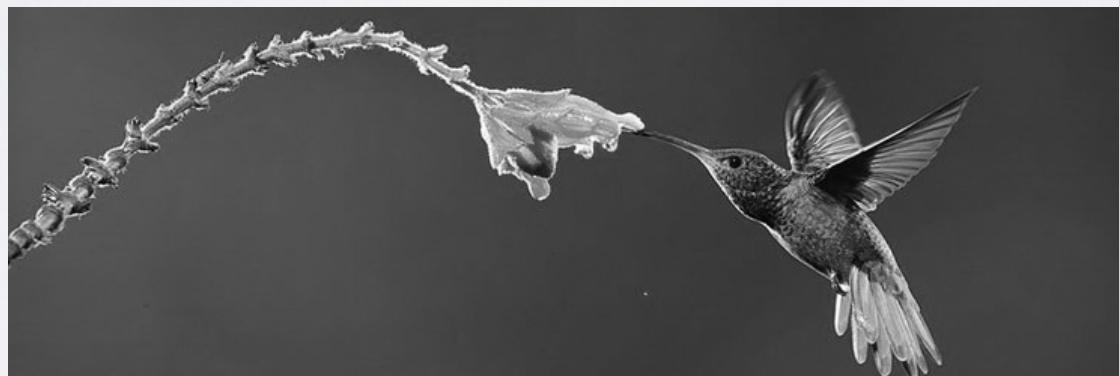
- How is it now?
- How could we adjust it?





Exchange

Specialization and Trade



PatternDynamics™

‘Exchange’ signifies the productive capacity of systems.

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‘Exchange’ signifies the productive capacity of systems.

All natural systems have productive processes driven by specialized elements exchanging energy and materials with each other. Flowers distribute nectar as a natural energy product in an exchange with insects and animals that do the work of distributing the plant's pollen. This is a more efficient and therefore more productive outcome than if the flower had to organize its own pollination and the insects and animals had to photosynthesize their own sugars from sunlight energy.

- What role do exchanges play within a system?
- Think about what an organisation would be like if it did not have a unique role within the economy that allowed it to create products or services competitively so as to become a desirable trading partner.
- What would a business be like that tried to be an extreme generalist and work in a multitude of unrelated industries?
- Alternatively, what would it be like to be so highly specialized that your role was only infrequently required within an organisation?
- How do you choose the appropriate level of specialization? How does trade amongst specialists make everybody better off?
- How could you balance an existing Exchange or integrate a new one into a system in your life to improve how it is organised?
- How do exchanges serve to coordinate systems?





Exchange

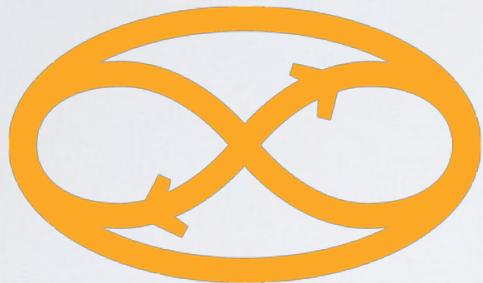
Elements

- Description
- Pattern
- Definition
- Principle
- Aspect



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Exchange

Description

Significance: The Exchange Pattern represents the material, energetic and informational trades made between specialized elements of a system.

Role: The role of Exchange is to provide the production and efficiency gains of systems.

Effect: Exchanges between elements with unique capabilities demonstrates the productivity and efficiency gains of systems that allows them to outcompete any group of non-specialized, non-trading elements.

Balance: Exchanges must be balanced so that, one the one hand, elements within a system specialize enough that through trade the system gains a competitive advantage; but, on the other hand, elements retain the ability to cover off more than one function so as to ensure resilience.





Exchange

Pattern

The **opposing** arrows represent the **trade** or **exchange** of **resources** between elements of a **system**. The two inner shapes represent 'parts' that are encompassed by the larger oval into a 'whole' **system**. This basic part/ **whole** configuration indicates the **role** of **Exchange** as an Aspect of **Source**.





Exchange

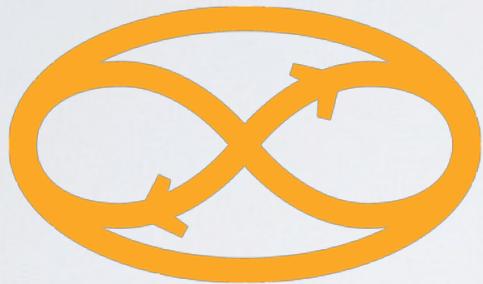
Definition

The productive capacity of systems.



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Exchange

Principle

The principle of productivity:

The enduring health and evolution of any system depends on the appropriate balance and integration of:

- the degree of specialization by elements of a system with the requirement for the more generalized function supporting resilience, *for a given context.*





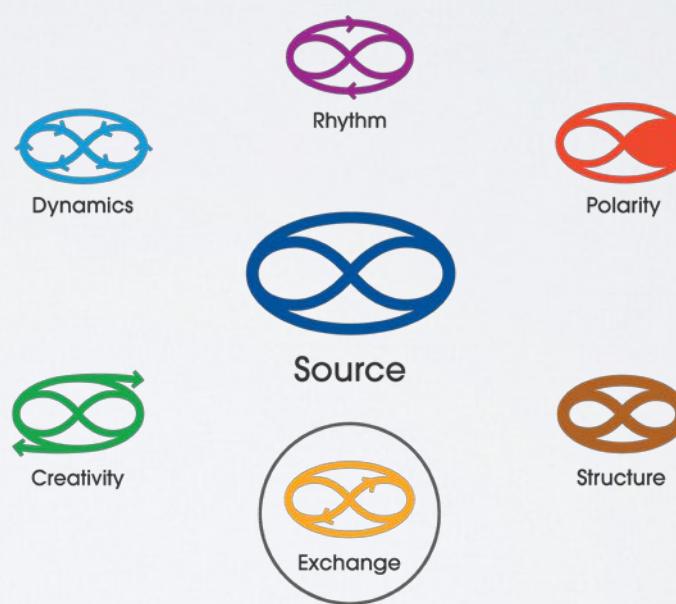
Exchange



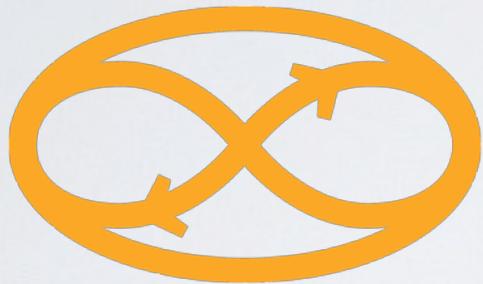
PatternDynamics™

Aspect

Exchange is one of 7 primary Aspects of Source, the most foundational Pattern in the PatternDynamics™ framework.



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Exchange

Examples

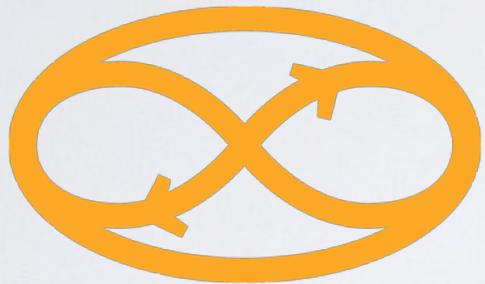
Nature: Organisms, Ecosystems, and Biosphere

- Organism
- Ecosystem

Culture: Individuals, Organizations, and Socio/Economic Systems

- Organizations
- Socio-Economic Systems





Exchange



PatternDynamics™

Examples

Nature: Organisms, Ecosystems, and Biosphere

Organism: The major organs, which act as sub **systems** within animals' bodies, **specialize** in **unique capacities**: hormone regulation by the endocrine **system**, filtration by the kidneys, pumping blood by the heart, and gaseous **interchange** by the lungs—to name but a few. Organs have **evolved specializations** that allow them to enter into **relational exchanges** as part of a greater **system**, but many are not so highly **specialized** that they cannot cover off the function of other organs. For instance the kidneys and heart have secondary endocrine functions supporting hormone regulation in the body.

Inquiry: What **purpose** does it serve to have something like endocrine function covered by more than one element in the body?

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Exchange

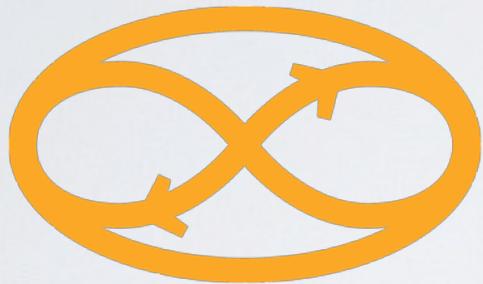
Examples

Nature: Organisms, Ecosystems, and Biosphere

Ecosystem: Specialized fungi translocate mineral elements through the soil and deliver them to the roots of plants where they are exchanged for sugars produced in the plant's leaves. If a fungus specializes to the degree where it can exchange with only one species of plant it may become very efficient, but if its plant partner disappears so will the fungus. If the fungus is less specialized and has a generalized capacity to trade with many species it may not be maximally efficient, but it will be more resilient to changes in plant distributions.

Inquiry: What would happen to a pollinating insect that specialized in pollinating only one particular kind of plant if that plant became endangered?





Exchange

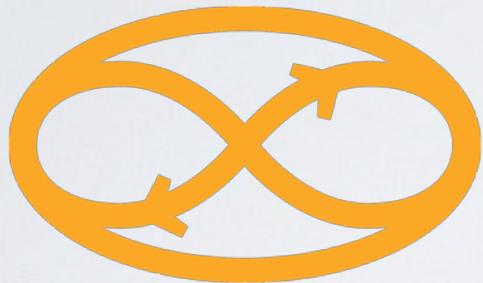
Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

Organizations: Specialist employees **exchange** skills like **accounting**, management, **trade skills**, and IT expertise in order to **create productive** business **systems**. If the employees are so highly **specialized** that they do not understand enough about other **roles** within the business to relate to them, or in a pinch fill in for them, then **specialization** may have gone too far. If employees and managers are too general in their abilities, tasks may be covered off by a number of **people**, but they will not be done with maximum levels of expertise or **productivity**.

Inquiry: In different kinds of **organization** is it **appropriate** to have differing levels of the degree to which **people specialize** in their **skills**? If so, **why**?





Exchange



Examples

Culture: Individuals, Organizations, and Socio/Economic Systems

Socio-Economic Systems: Economies are composed of individuals, businesses and **whole** industries that develop **unique capacities** and then **trade** to form a **multi-scaled system** of **exchange**. Highly **specialized** businesses and institutions are needed as economies **grow** more complex, but high **specialization** makes business vulnerable to market **changes** that marginalize the demand for their **unique goods** or services. All businesses in an economic **system** must find the **balance** between high **specialization** that brings **productivity** gains and more general **capacities** that allow them to **adapt** to **changing** circumstances.

Inquiry: In a period of volatile and **uncertain** market conditions should a business increase its **specialization** to **drive productivity** or increase its **adaptive ability** by investing in the **ability** to produce a more flexible range of products?



Exchange

Specialized



Generalized

Life: Martial Arts Training

- How is it now?
- How could you adjust it?

Work: As Systems Thinking Educator

- How is it now?
- How could you adjust it?

World: Resource Extraction

- How is it now?
- How could we adjust it?





Creativity

Innovative Adaptations



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‘Creativity’ represents the **emergence of new forms within a system**.

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‘Creativity’ represents the emergence of new forms within a system.

All natural systems display the capacity for creative evolution in response to changes in the conditions around them. Animals that camouflage themselves to mimic their environment must evolve their strategies as the landscape around them changes. Plant species will continually evolve new forms of protection as their predators evolve to overcome previous protective strategies.

- What role does creativity play within a system?
- Think about what it would be like if an organization was constantly reinventing itself.
- Would it have enough periods of stable activity to be productive?
- Alternatively, what if an organization never changed any aspect of how it was organised?
- How much energy does it take to create a new recipe versus using one you already know well?
- How could you balance an existing Creativity process or integrate a new one into a system in your life to improve how it is organized?
- How does Creativity serve to coordinate systems?





Creativity

Elements

- Description
- Pattern
- Definition
- Principle
- Aspect



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Creativity

Description

Significance: The Creativity Pattern represents the emergence of new forms and processes within systems.

Role: The role of Creativity is to help systems adapt to changes in the ever-changing environments around them.

Effect: Creativity demonstrates the large gains that can be made through successful innovation.

Balance: Creativity must be balanced so that, on the one hand, a system gains the benefits of successful innovation; but, on the other hand, it does not become exhausted through continually expending energy on uncertain experiments.





Creativity

Pattern

The arrow-tipped lines extending from the outer oval demonstrate the expansive **emergence** into **new** territory required to bring forth a **creative** act. The two inner shapes signify 'parts' that are encompassed by the larger oval into a '**whole**' system. This basic part/**whole** configuration indicates the **role** of **Rhythm** as an Aspect of **Source**.



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Creativity

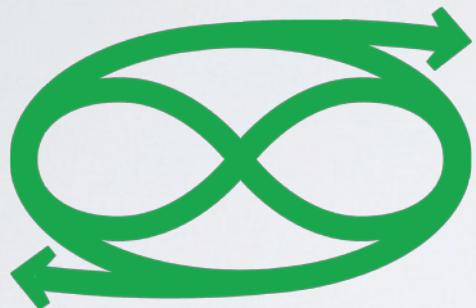
Definition

The emergence of novel adaptations within systems.



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Creativity

Principle

The principle of adaptive emergence:

The **enduring** health and **evolution** of any **system** depends on the **appropriate** **balance** and **integration** of:

- creative experimentation with the ongoing successful operation of the system, *for a given context.*



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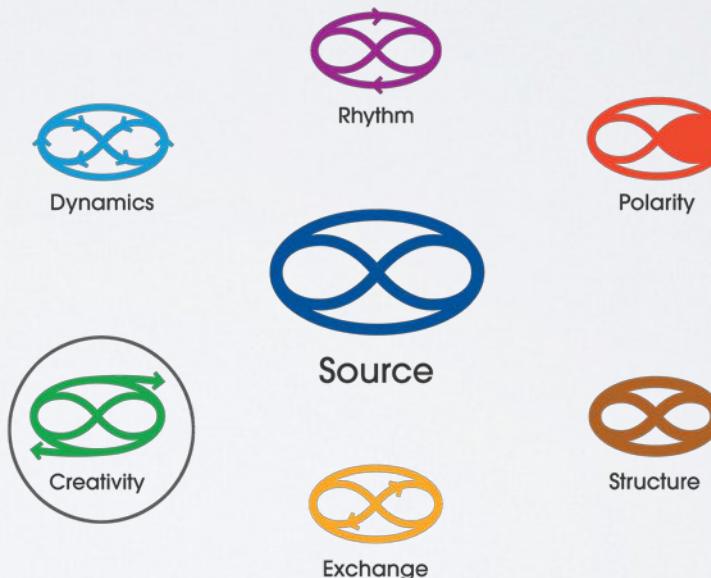
Creativity



PatternDynamics™

Aspect

Creativity is one of 7 primary Aspects of Source, the most foundational Pattern in the PatternDynamics™ framework.



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Creativity

Examples

Nature: Organisms, Ecosystems, and Biosphere

- Organism
- Ecosystem

Culture: Individuals, Organizations, and Socio/Economic Systems

- Organizations
- Socio-Economic Systems



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Creativity



PatternDynamics™

Examples

Nature: Organisms, Ecosystems, and Biosphere

Organism: Organisms as diverse as viruses and mammals show both minor **adaptations** to temporary **changes** in things like moisture **availability** and major **evolutionary** leaps to accommodate greater **changed** circumstances, such as climate **change**. Any organism that places a large emphasis on **experimental adaptations** risks expending too much **energy** innovating. This will compromise existing **productivity**. On the other hand, organisms that do not **adapt** at all, or too slowly, will be out-**competed** by organisms that **adapt** to fit the **changing** circumstances better.

Inquiry: Even if outside circumstances do not **change**, could an organism be out**competed** in its niche if another organism **innovates** in a way that makes it more **productive** in that niche?

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Creativity



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Examples

Nature: Organisms, Ecosystems, and Biosphere

Ecosystem: Forest ecosystems display adaptive responses that allow them to recover from disturbances as diverse as wind throw, landslip, human harvesting, pest infestation, and fire. If conditions like human harvesting place a greater imperative to adapt to disturbance than the forest can manage, it may be replaced by another vegetation type more suited to that type of disturbance. Alternatively, if forest ecosystems are protected by humans from the cycles of disturbance to which they have adapted, like fire, they may lose their natural vigour and become prone to attack by things they are not adapted to, like pests and disease normally held in check by fire events.

Inquiry: Is it important to recognize what types of disturbance events ecosystems have adapted to when managing them? If so, why?

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Creativity

Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

Organizations: All organisations must **balance** the rate of **change** to their operational **systems**. If **changes** are made too frequently and speculatively the **energy** spent by members **adapting** to the **new changes** and the **energy** required to repair failures may compromise the health of the **organisation**. If **changes** are not made frequently enough the **organisation** may become dysfunctional by virtue of being out of step with the world around it.

Inquiry: Do competitors assess other **organisations'** levels of **adaptation** to current conditions? **Why** is this an important consideration in a **competitive** environment?



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Creativity

Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

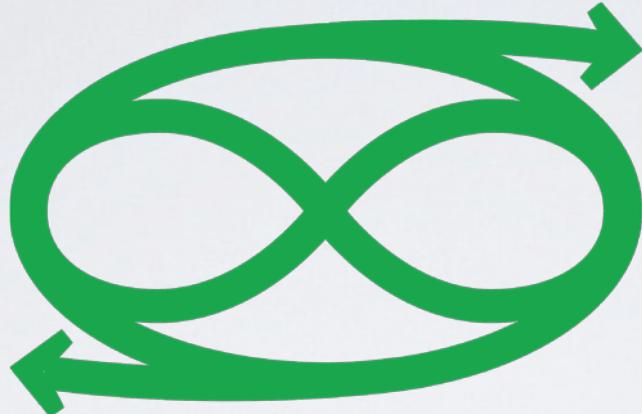
Socio-Economic Systems: If governments make large or frequent **changes** to tax law without consulting industry and without giving enough notice of **changes**, business may find it difficult and **resource** intensive to **adapt** to the **new** fiscal conditions. If government regulators are slow to **change** tax law to fit with **changed** economic conditions then it may have an equally disruptive effect because tax revenue may not be being collected effectively enough to support the institutions required for a robust economy.

Inquiry: Can you think of an example where **changes** to tax law made it very difficult for some business to **adapt** quickly enough to survive?



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Creativity

Innovative



Conservative

Life: Integral Theory

- How is it now?
- How could you adjust it?

Work: PatternDynamics

- How is it now?
- How could you adjust it?

World: Agriculture

- How is it now?
- How could we adjust it?



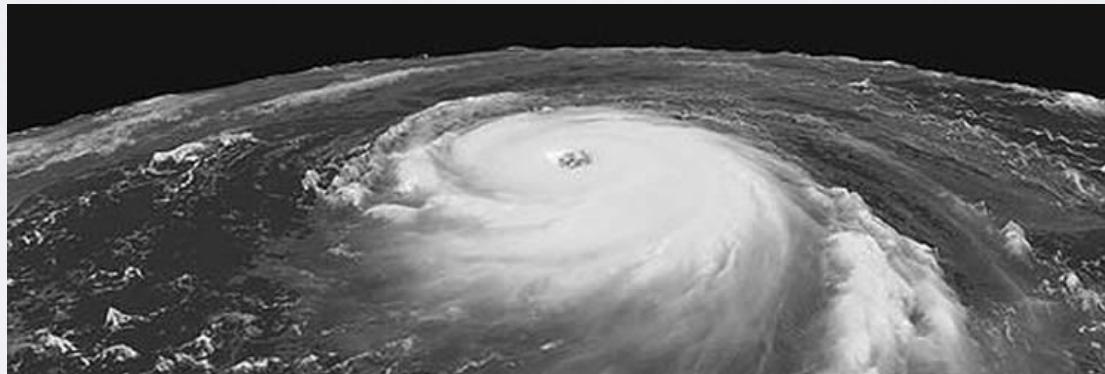
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Dynamics

Integrated Systems



‘Dynamics’ signifies the **coordination** of **processes** at the **systems** level.



‘Dynamics’ signifies the coordination of processes at the systems level.

All natural **systems** have **processes** that **integrate dynamics** at the **systems** level. In terrestrial ecosystems **fire** events can cause **changes** in species composition that favor more future **fire** events, starting a positive **feedback** loop that amplifies **fire** frequency. Small **adjustments** over many iterative **cycles** can lead **systems** to **adapt** considerably over **time** to events like climate **change** or soil fertility decreases.

- What **role** do **systems dynamics** play within **systems**?
- Think about what it would be like within an **organization** if there was no way for **feedback** to be given or received by anyone.
- How would this affect the **ability** to adjust operations to suit **new** conditions?
- How does **feedback** operate to either enhance or diminish a **process** within a **system**?
- What effect does making small **changes** over many **cycles** have versus making a dramatic **change** over a relatively short period of **time**?
- How could you **balance** existing **Dynamics** or **integrate new** ones into a **system** in your life to improve how it is organized?
- How does **Dynamics** serve to **coordinate** **systems**?





Dynamics

Elements

- Description
- Pattern
- Definition
- Principle
- Aspect



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Dynamics

Description

Significance: The **Dynamics Pattern** represents integration, coordination, and control at the systems level itself.

Role: The role of **Dynamics** is to provide highly leveraged means for integrating, coordinating and controlling systems level operations that support the attainment of goals.

Effect: **Dynamics** demonstrates the often very highly leveraged effects of integrations, coordination, and control at the systems level.

Balance: **Dynamics** must be balanced so that, on the one hand, integration, coordination, and control processes are effectively leveraged for meeting goals; but, on the other hand, care must be taken not to apply too much leverage causing systems dynamics to be thrown out of control.





Dynamics

Pattern

The arrows leading around a circuit illustrate the integration and coordination of processes that provide controls at the systems level. The two inner shapes represent 'parts' which are encompassed by the larger oval into a 'whole' system. This basic part/whole configuration indicates the role of Rhythm as an Aspect of Source.





Dynamics

Definition

Processes that effect goal directed integration, coordination, or control at the systems level.





Dynamics

Principle

The principle of systemic leverage:

The **enduring** health and **evolution** of any **system** depends on the appropriate **balance** and **integration** of:

- the use of **systems** level **leverage** with the need to **avoid** throwing **systems** out of **control**, *for a given context*.



Aspect



Dynamics



PatternDynamics™

Dynamics is one of 7 primary Aspects of Source, the most foundational Pattern in the PatternDynamics™ framework.



Source



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Dynamics

Examples

Nature: Organisms, Ecosystems, and Biosphere

- Organism
- Ecosystem

Culture: Individuals, Organizations, and Socio/Economic Systems

- Organizations
- Socio-Economic Systems





Dynamics

Examples

Nature: Organisms, Ecosystems, and Biosphere

Organism: The human nervous **system** is constantly taking measurements of ambient temperature, which then feed back to adjust activity levels and the body's overall metabolic rate. If the **iteration** period of **cycles** of **adjustment** is left too long the **system** will **swing** wildly from extreme to extreme. If the **cycles** are too frequent the **system** will become stressed from the constant activity of **adjustment**.

Inquiry: What would happen if the body's **ability** to measure ambient temperature was faulty and it increased metabolic activity when ambient temperatures rose?





Dynamics

Examples

Nature: Organisms, Ecosystems, and Biosphere

Ecosystem: Coral Reefs are formed by a symbiotic **relationship** between a calcium carbonate secreting polyp and a photosynthetic algae, which lives within its tissues. This **dynamic synergy** allows these tiny creatures to build vast reef **systems**. If the individual organisms give up too much autonomy the reef **system** will lose **adaptability**. If the different organisms do not cooperate fully enough a reef **system** will not be possible.

Inquiry: How does the level of **integration** at the level of the reef **system itself** determine the ongoing **viability** of the greater marine **ecosystem** it supports.





Dynamics

Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

Organizations: Incremental adjustments to a business's core operating system over many cycles may help improve organisational performance. If the adjustments to the system in each iteration are too large, too much energy is used up in making adjustments and not enough is available for productive activity. If the adjustments are smaller the organisation may be more stable, but lose market share over time as competitors evolve more rapidly.

Inquiry: What are factors in determining how much to use the lever of iterative change on an organisational system?





Dynamics

Examples

Culture: Individuals, **Organizations**, and Socio/Economic **Systems**

Socio-Economic Systems: Central banking institutions provide **feedback** that adjusts the rate of **growth** in the economy through the manipulation of interest rates. If the central bank cuts prime lending rates too much the economy will overheat as businesses borrow money and **expand** their operations. If the bank is too slow to cut rates during a slowdown the economy may go into recession.

Inquiry: Have interest rate **controls** ever caused overcorrections in the economy?





Dynamics

Highly
Leveraged



Small
Adjustments

Life: Coaching

- How is it now?
- How could you adjust it?

Work: Business Metrics

- How is it now?
- How could you adjust it?

World: Global Economy

- How is it now?
- How could we adjust it?





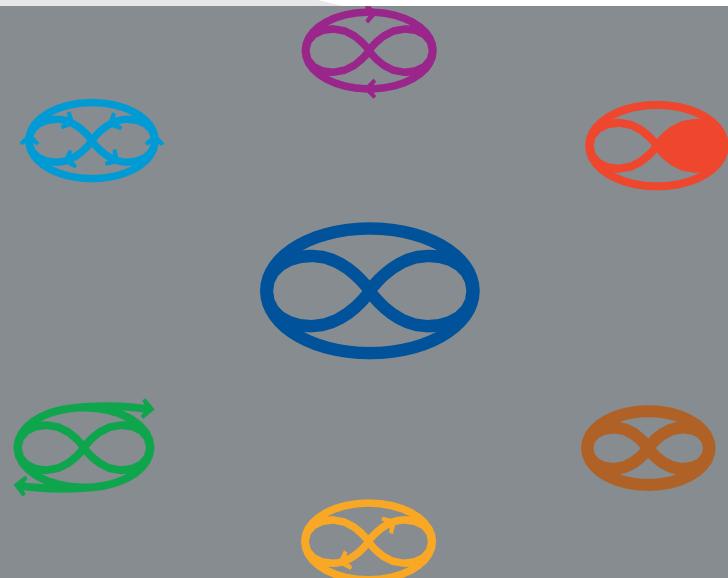
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deep sustainability design

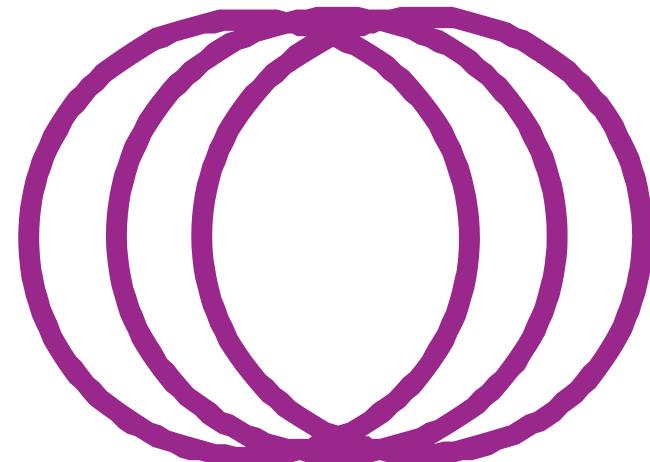
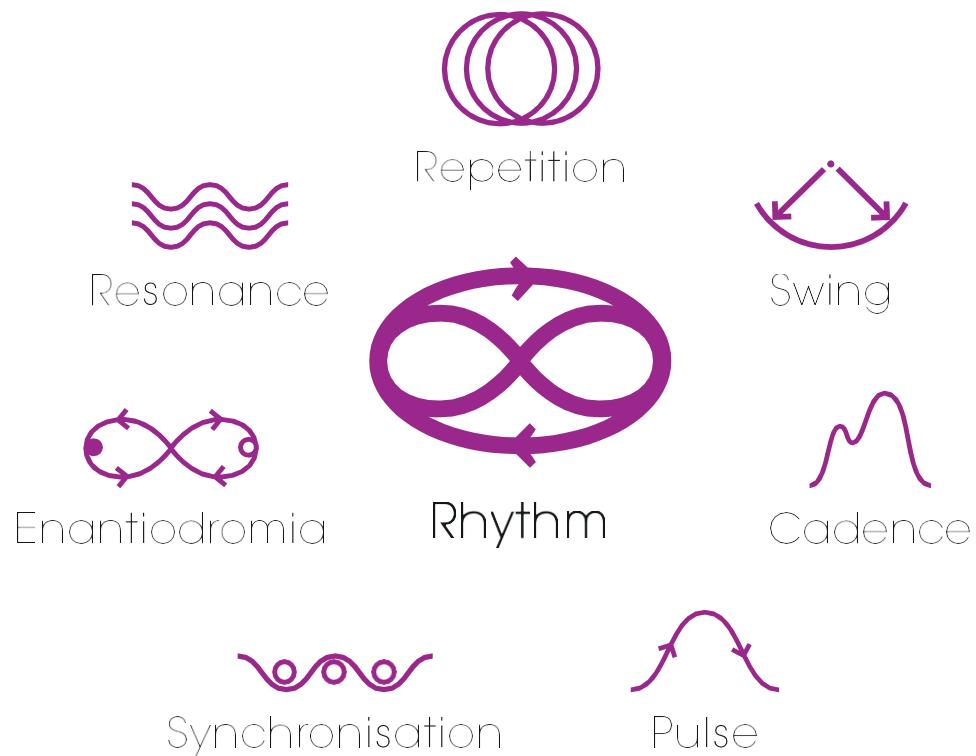
PatternDynamics™
Level II Training:
Pattern Definitions

Learning the principles
of sustainability through
the patterns of nature

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Rhythm



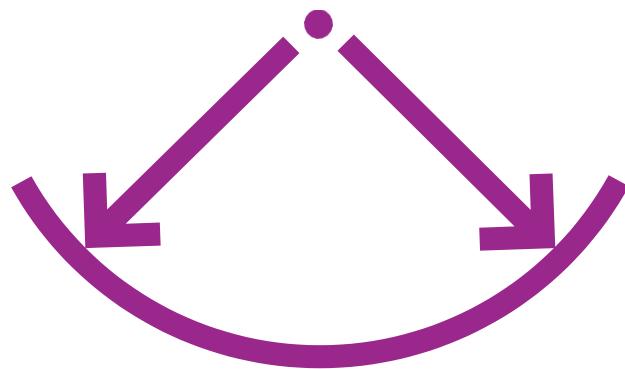
Repetition Recurrent Order

Description:

The **Repetition Pattern** represents simple ongoing recurrences in both time, as repeated processes, and in space, as repeated forms. It is one aspect of the more foundational First Order Pattern, **Rhythm**. Repetition demonstrates an energetic savings through the ability to reliably reproduce functionality. The reliability and energy savings of **Repetition** must be balanced with the need to change and adapt, which requires variation and risk to reliability. The role of **Repetition** is to provide reliability.

Principle:

The principle of simple recurrence: the enduring health of any system depends on the appropriate balance and integration of the reliability of the repetition of functional processes and forms and the need for variation that helps adapt those processes and forms to changing circumstances, for a given context.



Swing

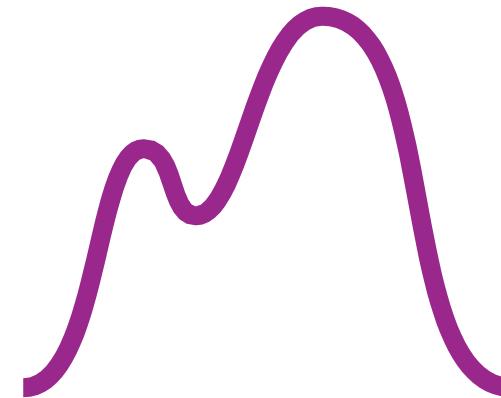
Iterative Extremes

Description:

The **Swing Pattern** represents the repeated movement toward one polar position and then back towards the **opposite** pole. It is one aspect of the more **foundational** First Order Pattern, **Rhythm**. **Swing** demonstrates the **iteration** back and forth around a desired middle position in service of maintaining a **dynamically balanced** state or direction. **Swing** must be **balanced** so that movements do not become too extreme, causing **instability**, or too frequent, causing a loss of too much **energy** due to constantly switching states. The **role** of **Swing** is to maintain **dynamic stability**.

Principle:

The **principle** of **dynamic stability**: the enduring health of any **system** depends on the **appropriate balance** and **integration** between the size of the **swings** to **extremes** and the frequency of **adjustments** around the middle path, for a given context.



Cadence

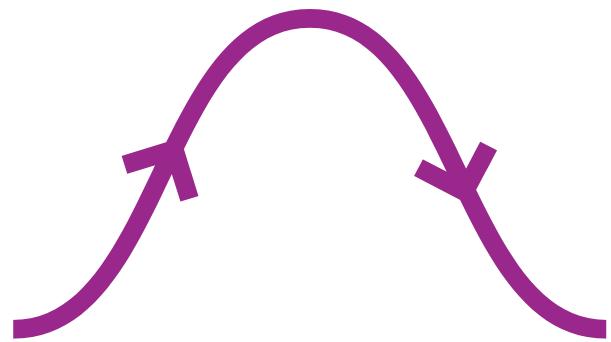
Rhythm Structures

Description:

The **Cadence Pattern** represents the **structuring** of **rhythms** within **systems**. **Cadence** is one aspect of the more **foundational** First Order Pattern, **Rhythm**. **Cadence** demonstrates the complex structuring in **time** that **coordinates** elements and **processes** within **systems**. The **capacity** for structural complexity within **Cadence** must be **balanced** with the need to keep the architecture of **systemic rhythms** simple and followable. The **role** of **Cadence** is to provide complex **rhythmic** programming.

Principle:

The **principle** of complex **timing**: the **enduring** health of any **system** depends on the **appropriate balance** and **integration** of **rhythmic complexity** with **rhythmic simplicity**, for a given context.



Pulse

Flow Surges

Description:

The Pulse Pattern signifies the repeated **rhythmic** surges of activity related to **resource flows** and **exchanges**. Pulse is one aspect of the more **foundational First Order Pattern, Rhythm**. Pulse demonstrates the increase, peak and decline in the rate of **resource recovery** and **exchanges** within **systems**. The **capacity** to maximize the rate of **growth** of **flow exchanges** needs to be **balanced** with minimizing the **adaption** required after the peak when decline sets in. The **role** of **Pulse** is to maximize **exchange flows** sustainably.

Principle:

The principle of peaks: the **enduring health** of any **system** depends on the appropriate **balance** and **integration** of the rate of increase in **resource flows** and **exchanges** pre-peak and the rate of decline in those **flows** and **exchanges** after the peak, for a given context.



Synchronization

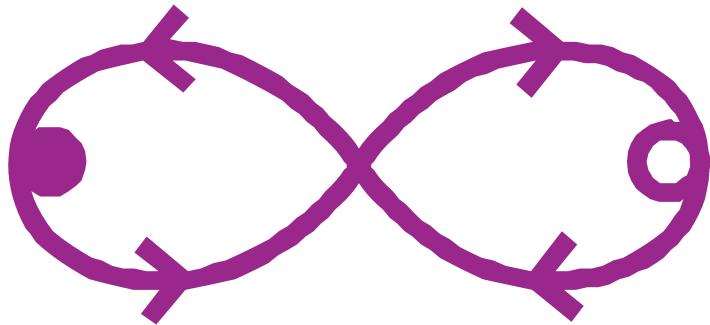
Mesh-Works

Description:

The Synchronization Pattern represents the **creative** inter-meshing of elements and **processes** in **time**. Synchronization is one aspect of the more **foundational First Order Pattern, Rhythm**. Synchronization connects elements into arrangements that facilitate their optimal **order** in the **flow** of **systemic processes**. The **capacity** to **creatively** arrange elements and their **interrelationships** within a **process** must be **balanced** with the need for stable **systemic** functioning. The **role** of **Synchronization** is to find optimal arrangements of interconnections of the parts of a **process**.

Principle:

The principle of **creative** interconnections: the **enduring health** of any **system** depends on the appropriate **balance** and **integration** of **creative** arrangements of elements and activities with simpler, but more stable, arrangements, for a given context.



Enantiodromia

Emergent Opposites

Description:

The **Enantiodromia Pattern** signifies the force exerted by extreme movements on the **emergence** and **growth** of their **opposites**. **Enantiodromia** is an aspect of the more **foundational First Order Pattern, Rhythm**. **Enantiodromia** demonstrates the **emergence** of a **dynamic** that **swings** a **system** back towards **balance** after a movement to, or period of, **extremes**. The need for the **emergence** of a corrective **dynamic** must be **balanced** such that the force of the movement does not cause more harm than **good**. The **role** of **Enantiodromia** is to birth the **emergence** of corrective **dynamics**.

Principle:

The **principle** of **emergent opposites**: the **enduring health** of any **system** depends on the **appropriate balance** and **integration** of the **energy** of **emergent corrective dynamics** such that they are generative rather than degenerative **process**.



Resonance

Field Vibrations

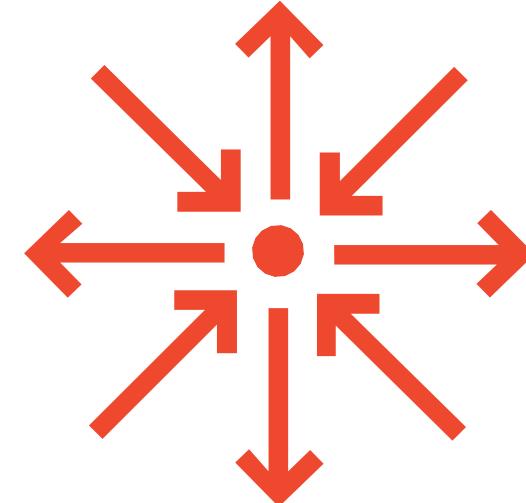
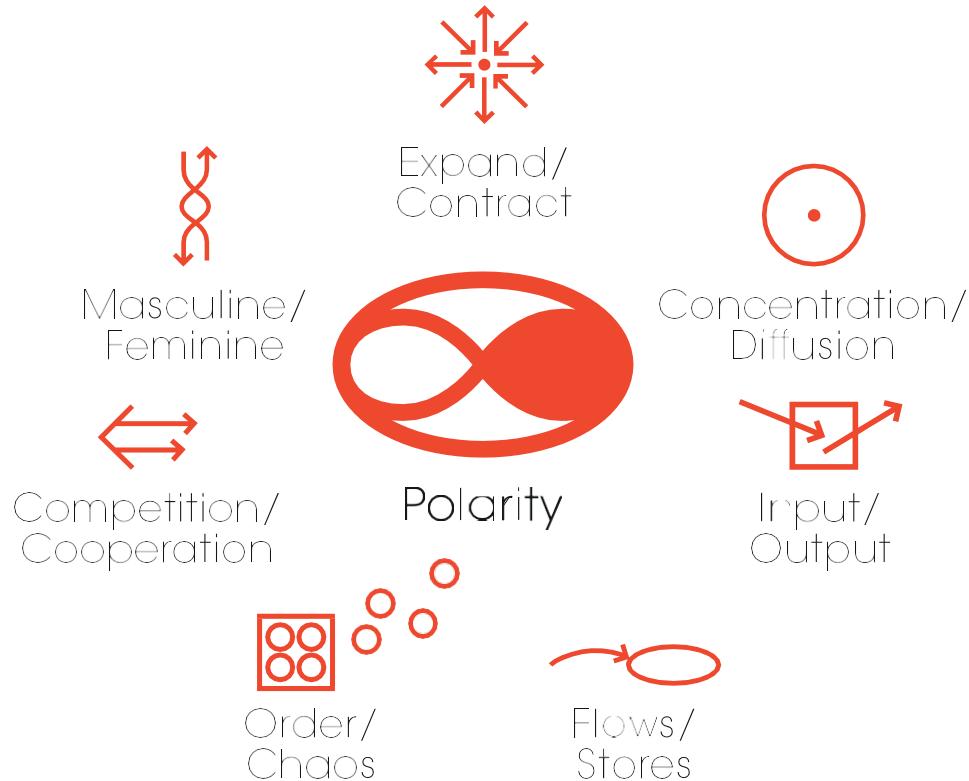
Description:

The **Resonance Pattern** represents the sympathetic **coordination** of elements within a **system**. **Resonance** is one aspect of the more **foundational First Order Pattern, Rhythm**. **Resonance** demonstrates how parts of a **system** organise harmoniously through **fields** of subtle interconnections. The strength of the **resonant field** must be **balanced** so that elements are **coordinated** through harmonic influences, but retain the **ability** for concurrent independent expression. The **role** of **Resonance** is harmonic **coordination**.

Principle:

The **principle** of **field harmonics**: the **enduring health** and **evolution** of any **system** depends on the **appropriate balance** and **integration** of the influence of the harmonic **field** with the **capacity** for independent expression.

Polarity



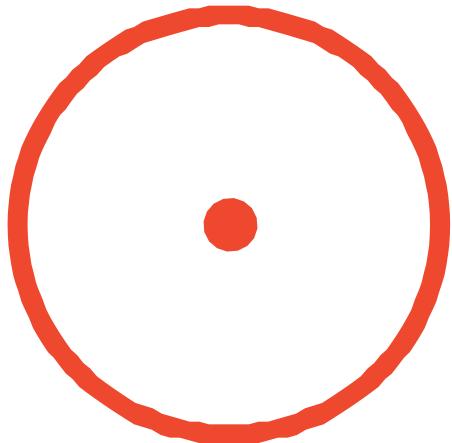
Expand/Contract Rhythmic Duality

Description:

The **Expand/Contract Pattern** signifies a **fundamental duality** or **opposition** within any **rhythmic** movement or event. It is one aspect of the more **foundational Pattern, Polarity**. **Expand/Contract** demonstrates the **relationship and interplay** between the **growth phase** and the **decline phase** of any repeated activity or **process**. The duration and force of any **growth phase** must be **balanced** with the duration and force of its **decline phase**. The **role** of **Expand/Contract** is to liberate **energy** through **rhythmic interplay**.

Principle:

The principle of **rhythmic interplay**: the enduring health of any **system** depends on the **appropriate balance** and **integration** of any expansive movement with its related contractive movement, for a given context.



Concentration/Diffusion

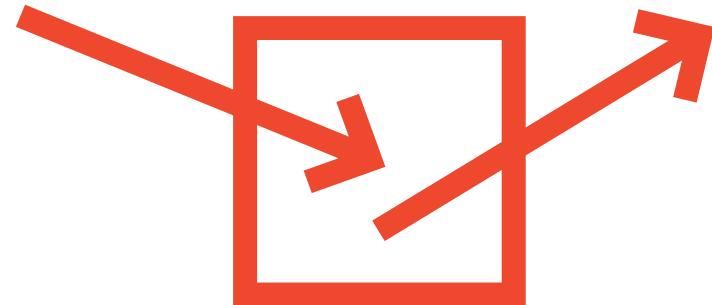
Primordial Duality

Description:

The Concentration/Diffusion Pattern signifies a foundational duality within systems. It is one aspect of the First Order Pattern, Polarity. Concentration/Diffusion demonstrates the importance of concentrated, interconnected centers of activity that are supported by and in turn support surrounding areas of less concentrated interconnectedness, but more abundant, resources. The dedication of resources to the concentrated center must be balanced with the capacity of the outlying areas to supply resources sustainably. The role of Concentration/Diffusion is to leverage the advantages of intensive centers of production, creativity, and exchange.

Principle:

The principle of complex interconnections: the enduring health of any system depends on the appropriate balance and integration of the flow of resources to concentrated centers with the necessity for the advantages generated in those centers to be distributed to nurture and support the activities of the supplying hinterlands.



Input/Output

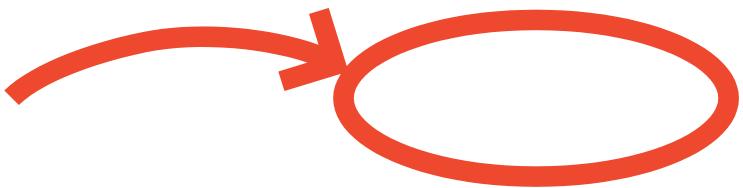
Polarity Structure

Description:

The Input/Output Pattern signifies a dualism in systemic structuring. It is one aspect of the more foundational First Order Pattern, Polarity. Input/ Output demonstrates the relationship and interplay between the resources a system needs to function and the wastes it must emit to remain healthy. The inputs to a system must be balanced with other systems' capacity to supply them as their outputs, and a system's outputs must be balanced with the ability of other systems to take them as their inputs. The role of Input/Output is to process resources.

Principle:

The principle of waste resources: the enduring health of any system depends on the appropriate balance and integration of the input of resources with the output of wastes, for a given context.



Flows/Stores

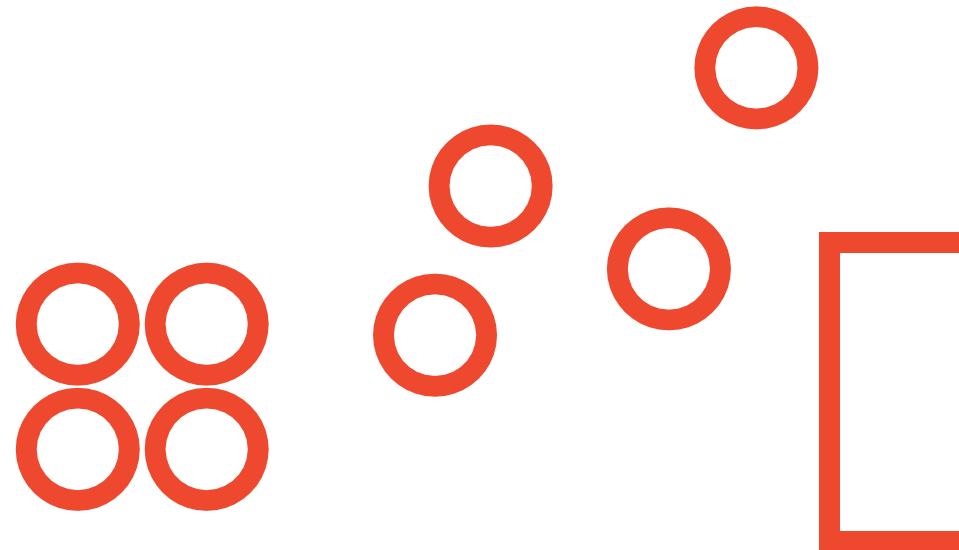
Exchange States

Description:

The **Flows/Stores Pattern** represents the dualistic form of **exchangeable resources**. It is one aspect of the more **foundational Pattern, Polarity**. **Flows/Stores** demonstrates the **relationship** and the **interplay** between moving **resources** in the **process** of **exchange** and accumulated reservoirs that may be liberated to augment **flows**. The amounts in stores must be **balanced** against the amount and reliability of **flows**. The **role** of **Flows/Stores** is to ensure the uninterrupted **capacity** for energetic and material **exchanges**.

Principle:

The **principle** of augmented **flows**: the **enduring** health of any **system** depends on the **appropriate balance** and **integration** of the amount of **resources** in **flow** with the amount of **resources** held in stocks, for a given context.



Order/Chaos

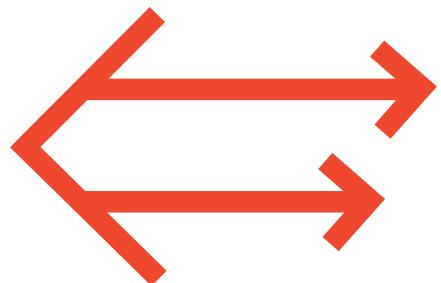
Creative Polarity

Description:

The **Order/Chaos Pattern** represents the **oppositional dynamics at work** in the **creative process**. It is one aspect of the more **foundational First Order Pattern, Polarity**. **Order/Chaos** demonstrates the **relationship** and **interplay** between states of **orderly** functionality and states of breakdown and **irregularity**. **Orderly** states must be **balanced** against periods of breakdown that allow the rearrangement of previously **fixed** elements into **new**, more **appropriate** forms. The **role** of **Order/Chaos** is to facilitate **adaptation** and **evolution**.

Principle:

The **principle** of **creative** breakdown: the **enduring** health of any **system** depends on the **appropriate balance** and **integration** of periods of **structured** function with periods of breakdown and **reorganisation**, for a given context.



Competition/Cooperation

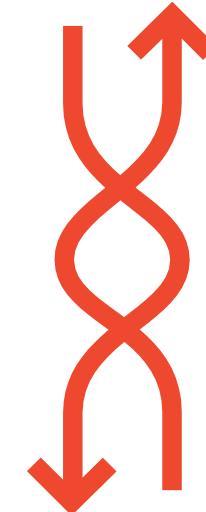
Dynamic Polarity

Description:

The Competition/Cooperation Pattern signifies a fundamental duality at the systems level. It is one aspect of the more foundational First Order Pattern, Polarity. Competition/Cooperation demonstrates the relationship and interplay between individual striving for supremacy and group collaboration for mutual assistance. The performance gains from competitive dynamics need to be balanced with the synergies of cooperative interactions. The role of Competition/Cooperation is to enhance functionality at the systems level.

Principle:

The principle of competitive cooperation: the enduring health of any system depends on the appropriate balance and integration of competitive striving and cooperative synergies, for a given context.



Masculine/Feminine

High Polarity

Description:

The Masculine/Feminine Pattern signifies the integrated duality of agentic, individual striving and communal, group collaboration. It is one aspect of the more foundational Pattern, Polarity. Masculine/Feminine demonstrates the relationship and interplay between agentic action and communicative inclusion. Initiative taking and timely action must be balanced with the communication and inclusiveness required for initiatives to be supported. The role of Masculine/Feminine is to free up energy through the free functioning integration of action and inclusiveness.

Principle:

The principle of inclusive action: the enduring health of any system depends on the appropriate balance and integration of the masculine orientated proclivity for action with the feminine orientated desire for communication, for a given context.

Structure



Field



Boundary



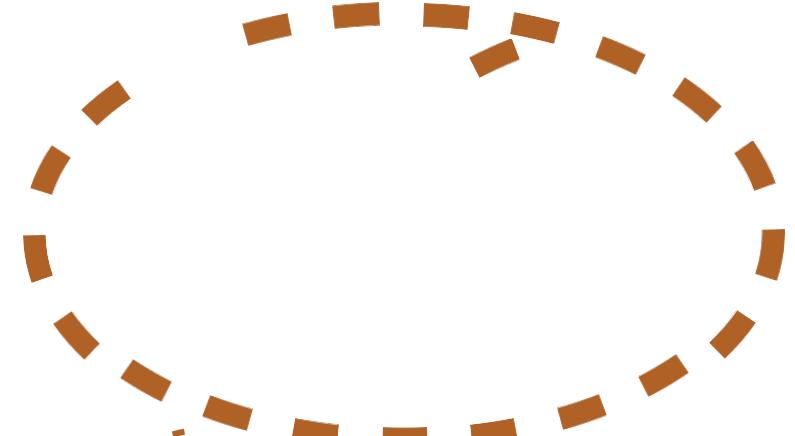
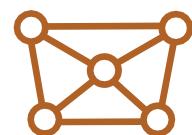
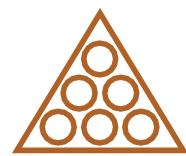
Holon



Hierarchy



Structure system through hierarchy



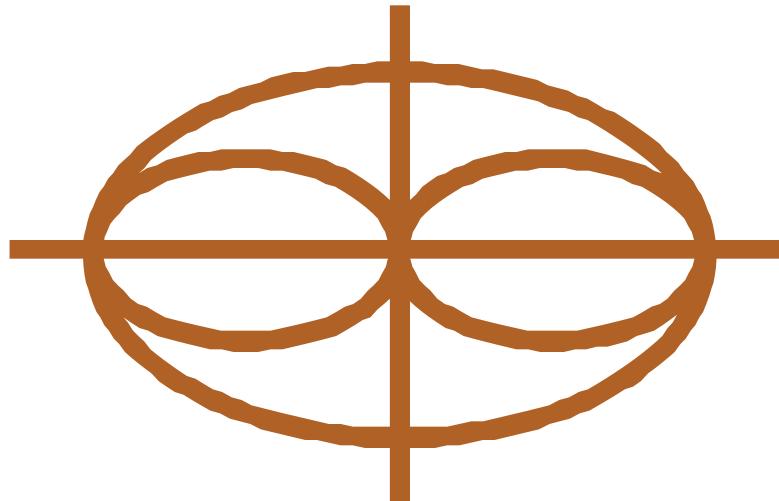
Boundary Edge Pattern

Description:

The **Boundary Pattern** represents the design of the limiting edge of a **system**. It is one aspect of the more **foundational Pattern, Structure**. **Boundary** demonstrates the perimeter frame or **border** that defines a **system** and determines what may come into and what may go out of a **system**. **Permeability**, which allows the movement of elements into and out of the **system**, must be **balanced** with **structural integrity**, which defines the **distinctions**.

Principle:

The **principle** of edge design: the **enduring health** of any **system** depends on the **balance** and **integration** of **structural definition** and well designed **permeability** of **edge structures**, for a given context.



Holon

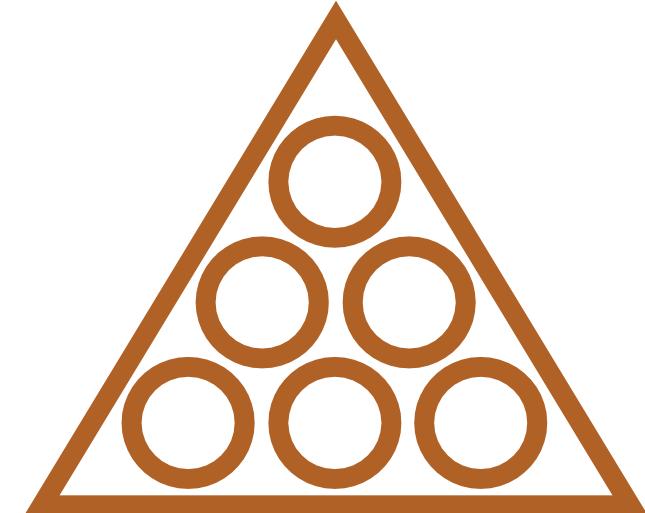
Part/Whole

Description:

The **Holon Pattern** signifies the **fundamental** and defining **structural duality** between parts and their assembly into **wholes**. It is one aspect of the more **foundational Pattern, Structure**. Holon demonstrates the **role** any **system** plays as a part of larger **systems** and the **role** it plays as a **whole system** composed of parts, which are in turn **systems** in their own right. A focus on partness must be **balanced** with a focus on the **wholeness** of any **system**. The **role of Holon** is to illustrate the defining **structural relationship** of **systems**.

Principle:

The **principle** of the part and the **whole**: the **enduring health** of any **system** depends on the **balance** and **integration** of a **system's role** as a part and its **identity** as a **whole**.



Hierarchy

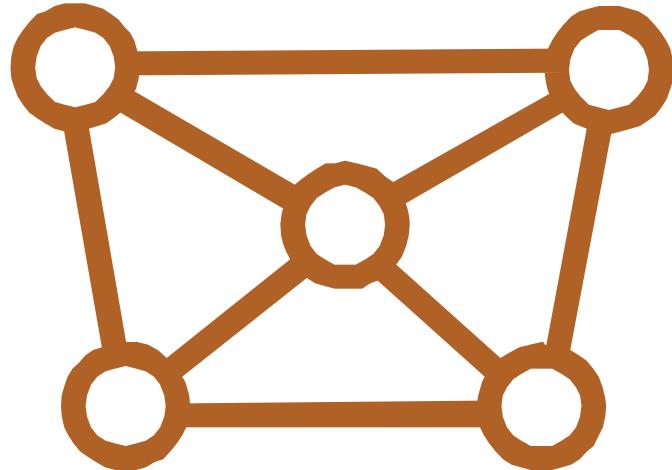
Essential Structure

Description:

The **Hierarchy Pattern** signifies an essential property of the design of any **system**. It is one aspect of the more **foundational Pattern, Structure**. **Hierarchy** illustrates the ranking of levels of a **system** based on the number of elements in each level. The concentration of **control** functions with the few at the top of the triangle must be **balanced** with the diffusion of influence in the many at the bottom. The **role of Hierarchy** is to generate a gain based on supporting a concentration of **control** at the peak and the peak in turn disseminating the gains based on **coordinated control** to the supporting base.

Principle:

The **principle of control** as service: the **enduring health** of any **system** depends on the **balance** and **integration** of the concentrated **control** at the peak and the more numerous, but more diffuse, supporting influence at the base of any **hierarchy**.



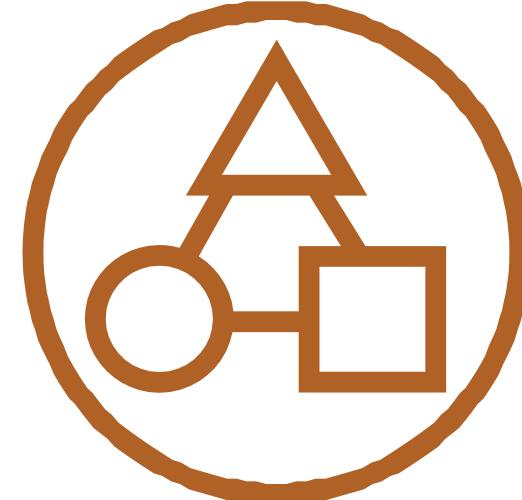
Network Relational Design

Description:

The Network Pattern signifies the inter-connective architecture of relationships between elements in a system. It is one aspect of the more foundational Pattern, Structure. Network demonstrates the node and pathway organisational pattern. The individuality and independence of nodes must be balanced with the strength of relationships between them. The role of Network is to provide organizational clarity through interconnected distinctions.

Principle:

The principle of nodes and pathways: the enduring health of any system depends on the balance and integration of the strength of relationships with the concentrated integrity of nodes, for a given context.



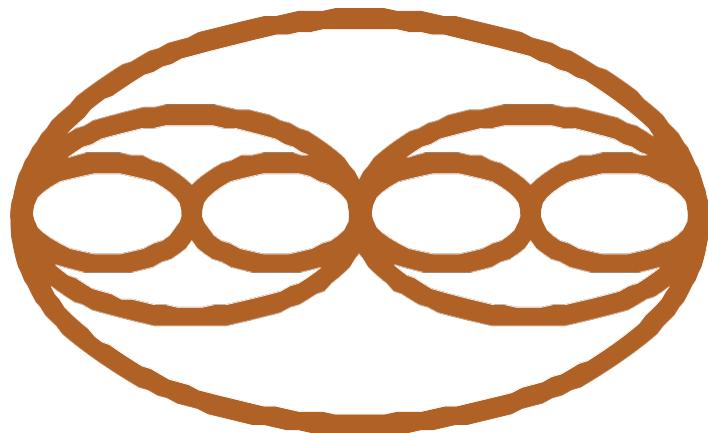
Complexity Order Creation

Description:

The Complexity Pattern represents the number of elements and the number of connections between them in a system. It is one aspect of the more foundational Pattern, Structure. Complexity illustrates the structuring of relationships between unique elements of a system. The capacity for numerous unique elements with large numbers of connections needs to be balanced with simpler, more manageable, less complicated arrangements. The role of Complexity is to creatively configure high degrees of order within systems.

Principle:

The principle of interrelationships: the enduring health of any system depends on the balance and integration of large numbers of unique elements in multiple relationships and lesser numbers of elements and relationships, for a given context.



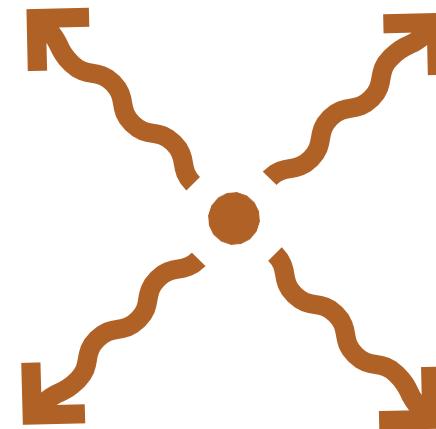
Hierarchy Structural Dynamics

Description:

The **Hierarchy Pattern** signifies the nested arrangement of **systems** within **systems** within **systems**, ad infinitum, that characterize the architecture of all **systems**. It is one aspect of the more **foundational Pattern, Structure**. **Hierarchy** illustrates the **systemic organisational pattern** where **systems** of **systems** group together to form ever greater more complex **systems**. The number of levels needs to be **balanced** with the number of **systems** at each level. The **role of Hierarchy** is to maintain **order** in the **dynamics growth** of **complexity**.

Principle:

The **principle** of nested levels: the **enduring health** of a **system** depends on the **balance** and **integration** of the number of levels and the number of **systems** at each level, for a given context.



Field Resonance Structure

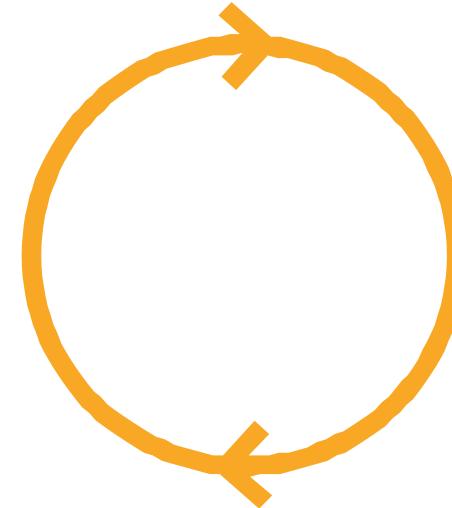
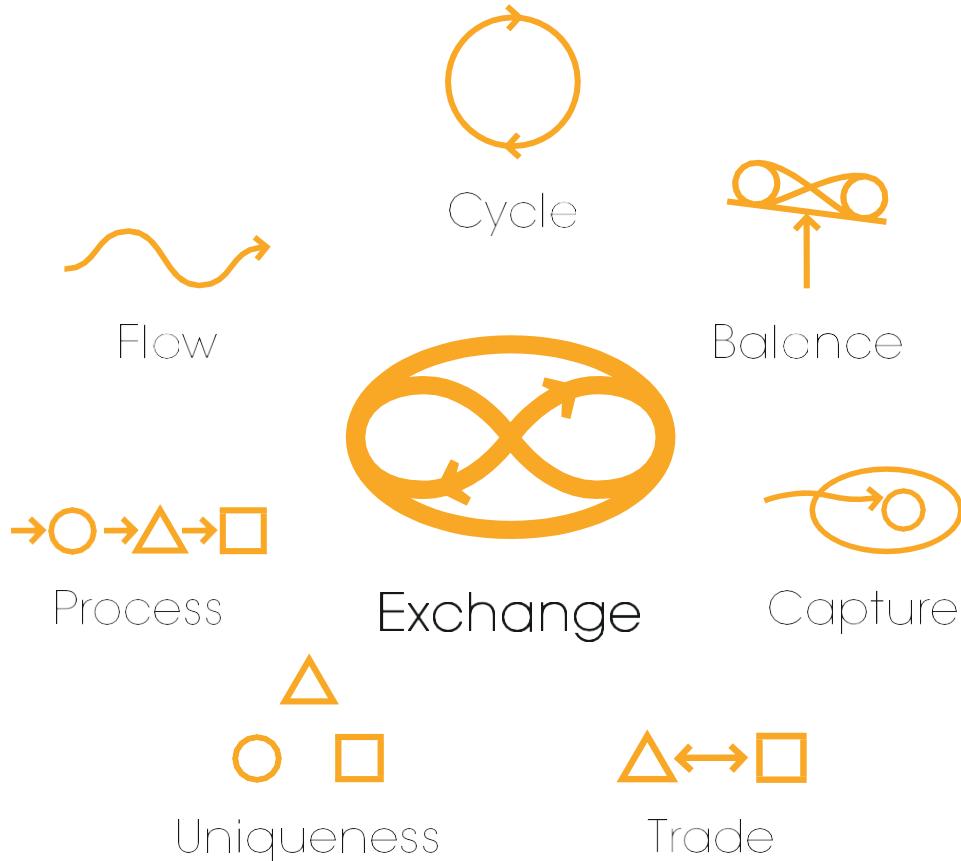
Description:

The **Field Pattern** represents **resonant** shaping forces, some of which may be difficult to explain given our current level of understanding. It is one aspect of the more **foundational Pattern, Structure**. **Field** illustrates subtle **resonant** influences that shape similarities in **order** between seemingly unrelated **structural forms**. Reliance on subtle influences needs to be **balanced** with the use of more concrete **structural elements** and forms. The **role of Field** is to provide the subtle **resonant patterns** that **order** parts into classes of recognisable **wholes**.

Principle:

The **principle** of subtle **structures**: the **enduring health** of any **system** depends on the **balance** and **integration** of the subtle **patterning of structures** with more concrete **structural elements** and forms, for a given context.

Exchange



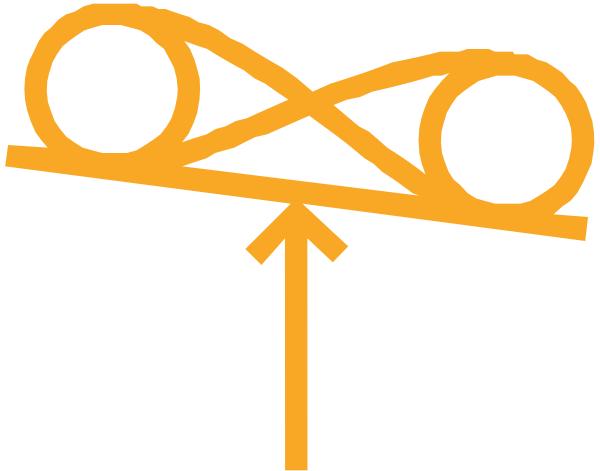
Cycle Exchange Phases

Description:

The **Cycle Pattern** represents the circuit of **phases** involved in the **interchange processes** that characterize the operation of a **system**. It is one aspect of the more **foundational Pattern, Exchange**. **Cycle** illustrates the **rhythmic**, repeated sequence of actions that form an iterative circuit in **trade flows**. The duration and activity level of the **phases** needs to be **balanced** to ensure free **flowing exchanges**. The **role of Cycle** is to provide a sequence of repeated **phases** in any **process**.

Principle:

The **principle of cyclic exchanges**: the **enduring health** of any **system** depends on the **balance** and **integration** of the **phases** in the iterative circuit of any **exchange process**, for a given context.



Balance

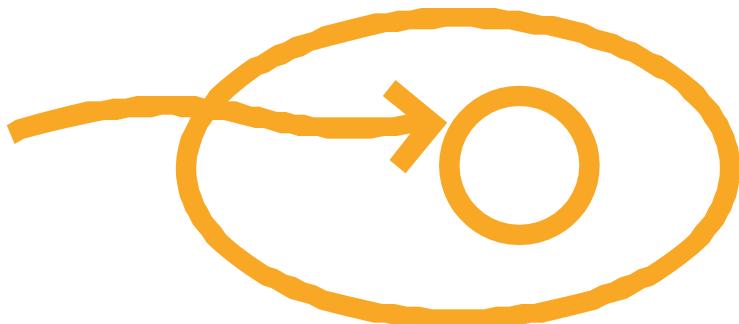
Relational Duality

Description:

The **Balance Pattern** signifies the **dynamic** equilibrium of **relational reciprocity**. It is one aspect of the more **foundational Pattern, Exchange**. **Balance** illustrates the **energy** generated through **reciprocal giving** and receiving in **trade** between elements of a **system**. Giving must be **dynamically balanced** with receiving. The **role of Balance** is to generate **systemic energy** through **exchanges**.

Principle:

The **principle** of equitable **exchange**: the **enduring health** of any **system** depends on the **dynamic** equilibrium between giving and receiving, for a given context.



Capture

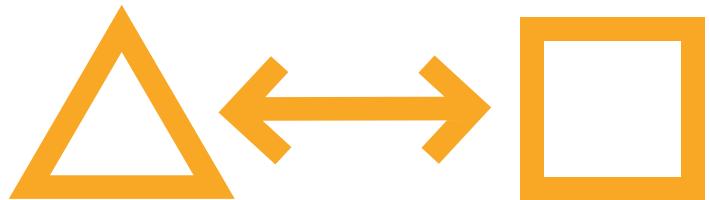
Flow Container

Description:

The **Capture Pattern** represents the **structure** required to obtain a **yield** from a **flow** outside the **system**. It is one aspect of the more **foundational Pattern, Exchange**. **Capture** illustrates the conversion of a **flow** that has entered the **system boundary** into a **structure or resource** of the **system itself**. The **capture of flows** needs to be **balanced** with the **structural capacity** of the **system** to convert **flows** into **resources**. The **role of Capture** is to acquire **resources** for the **system**.

Principle:

The **principle** of obtaining a **yield**: the **enduring health** of any **system** depends on the **balance** and **integration** of the **capture of flows** with the **structural capacity** to convert them, for a given context.



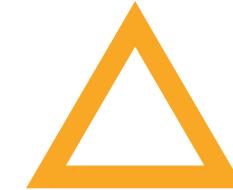
Trade Essence of Exchange

Description:

The **Trade Pattern** signifies simple **reciprocation**. It is one aspect of the more **foundational Pattern, Exchange**. **Trade** demonstrates the **reciprocal exchange** of the **unique resources** of one element with the **unique resources** of another element. The amount and value of **resource** moving in both directions must be **balanced** with each other. The **role of Trade** is to improve the **productivity** of all elements of a **system** by supporting **specialization**.

Principle:

The **principle** of reciprocity: the **enduring health** of any **system** depends on the **balance** and **integration** of the **exchange** of different **resources** between **unique** elements, for a given context.



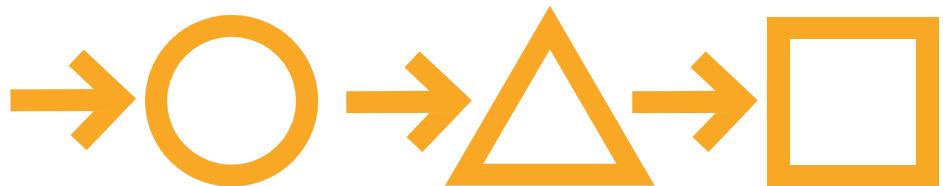
Uniqueness Exchange Creation

Description:

The **Uniqueness Pattern** signifies difference between elements. It is one aspect of the more **foundational Pattern, Exchange**. **Uniqueness** demonstrates the variations in form that **create** distinctness between the elements and **processes** of a **system**. The amount of variation and differentiation must be **balanced** with the **repetition** of similar forms and **processes**. The **role of uniqueness** is to provide differentiation in form and function.

Principle:

The **principle** of essential **distinctions**: the **enduring health** of any **systems** depends on the **balance** and **integration** of differentiation and similarity of form and function, for a given context.



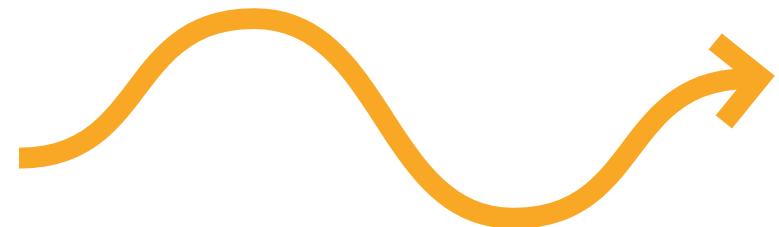
Process Operation Dynamics

Description:

The **Process Pattern** represents linear stage by stage **development** through a sequence of steps. It is one aspect of the more **foundational Pattern, Exchange**. **Process** illustrates the **development** of value through stages where an element is added to and transformed at each step. The amount of steps must be **balanced** with the amount of value being **created**. The **role** of **Process** is to **create** value through sequential **development**.

Principle:

The principle of **developmental process**: the **enduring health** and **evolution** of any **system** depends on the **appropriate balance** and **integration** of the number of steps in a **process** with the level of value **creation**, for a given context.



Flow Source Stream

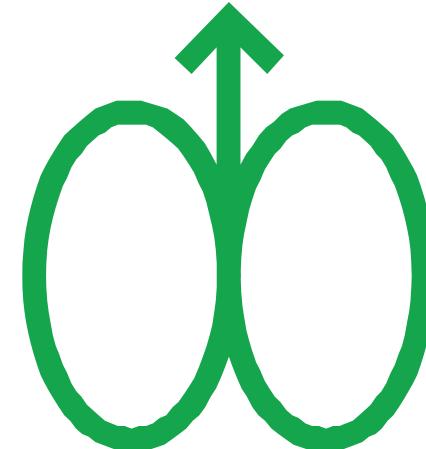
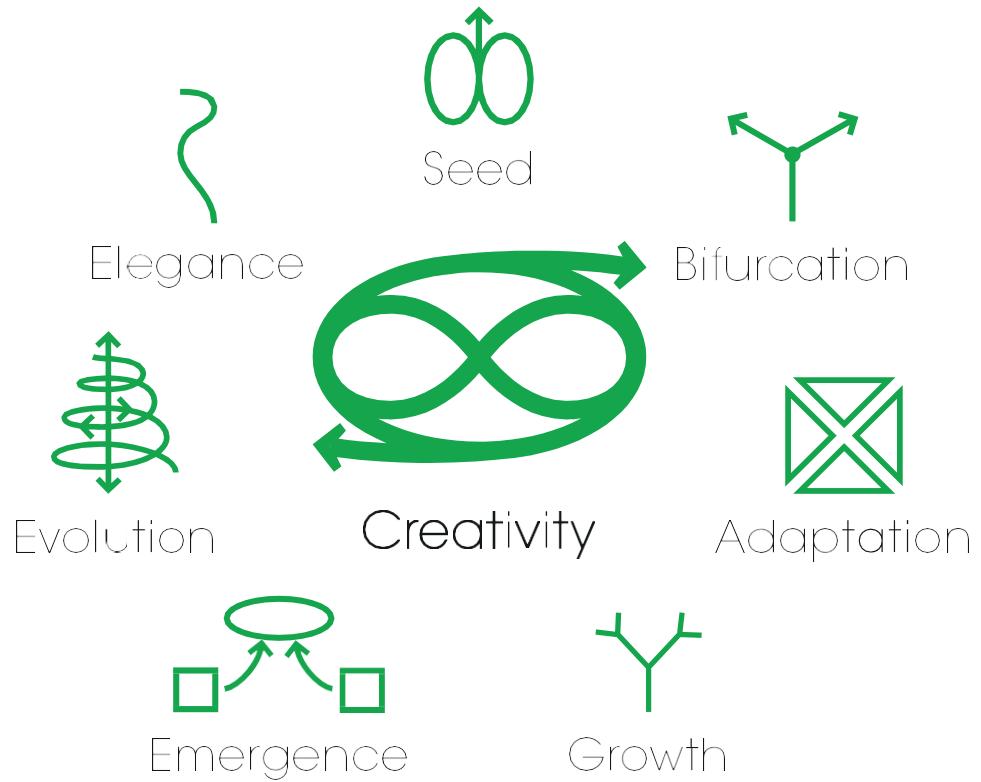
Description:

The **Flow Pattern** signifies the emanation of a **resource**. It is one aspect of the more **foundational Pattern, Exchange**. **Flow** illustrates a variable continuity of **energy** or **resource** from a generative **source**. The size and force of the **flow** must be **balanced** with its **reliability**. The **role** of **Flow** is to support the sustained **creation** of value.

Principle:

The **principle** of generative **sources**: the **enduring health** and **evolution** of any **system** depends on the **appropriate balance** and **integration** of the amount of **flow** with its **reliability**, for a given context.

Creativity



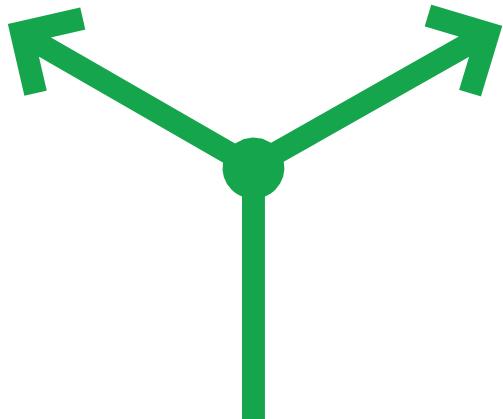
Seed Emergent Creation

Description:

The **Seed Pattern** signifies the repeated **emergence** of creative beginnings. It is one aspect of the more **foundational Pattern, Creativity**. **Seed** demonstrates the **rhythm** that perpetuates the **creative process** through new opportunities to grow, adapt, change and evolve. The frequency of the **creation of seeds** needs to be **balanced** with their **viability**. The **role** of **Seed** is to **emerge new opportunities**.

Principle:

The **principle** of viable germination: the **enduring health** and **evolution** of any **system** depends on the **appropriate balance** and **integration** of the number of **seeds** with their **viability**, for a given context.



Bifurcation

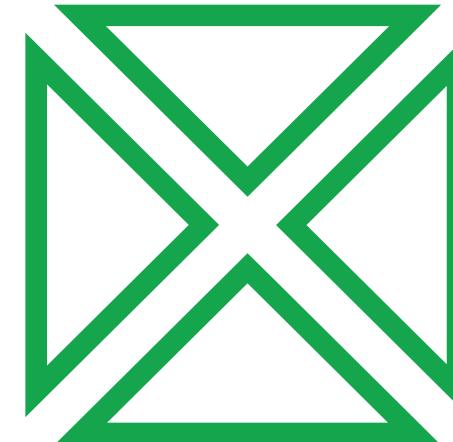
Liminal Creation

Description:

The Bifurcation Pattern signifies the point at which a state **change** takes place. It is one aspect of the more **foundational Pattern, Creativity**. Bifurcation demonstrates the limit at which the **order** and operation of a previous state of **organisation** breaks down, allowing **new ordered states** to emerge. The frequency and amount of chaotic breakdown leading to bifurcation needs to be **balanced** with the successful **emergence** of a **new state of order** from the many possibilities. The **role of bifurcation** is to generate **new forms of order** out of the breakdown at the limits of existing **systems** operation.

Principle:

The **principle of creative chaos**: the **enduring health and evolution** of any **system** depends on the **appropriate balance** and **integration** of the depth of **chaos** with the value of **new order**, for a given context.



Adaption

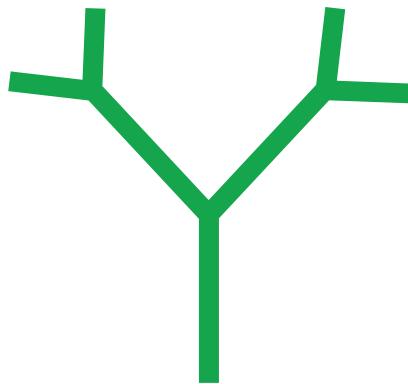
Structural Adjustments

Description:

The Adaptation Pattern signifies **structural** alterations within existing frameworks. It is one aspect of the more **foundational Pattern, Creativity**. Adaption demonstrates the modifications that can be incorporated within existing **structural** arrangements to fit better with **changing circumstances** and contexts. The extent of **adoptions** must be **balanced** with the maintenance of existing **frameworks**. The **role of Adaptation** is to adjust existing **structures**.

Principle:

The **principle of structural modifications**: the **enduring health and evolution** of any **system** depends on the **appropriate balance** and **integration** of **structural** modifications with the functional integrity of those **structures**, for a given context.



Growth

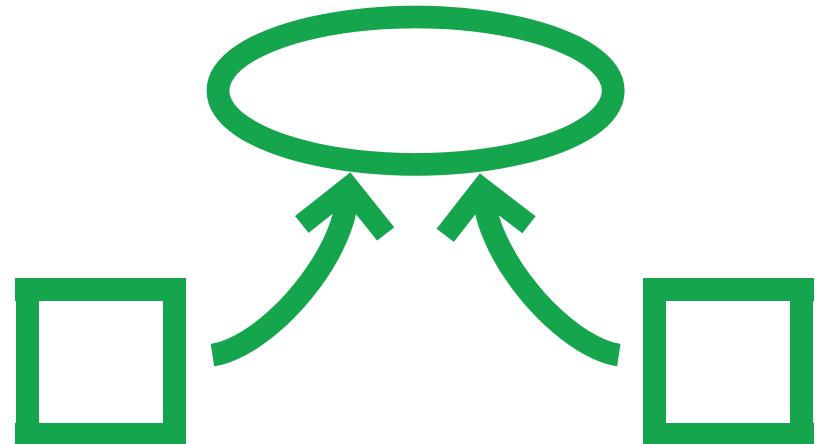
Creative Prosperity

Description:

The **Growth Pattern** represents **developmental** increase. It is one aspect of the more **foundational Pattern**, **Creativity**. **Growth** demonstrates compounding additions through **cycles of creative exchange** between **specialised** elements of a **system**. Compounding increases must be **balanced** with the **resources** available to meet exponential **growth**. The **role** of **growth** is to **create resources** for **system building**.

Principle:

The **principle** of compound prosperity: the **enduring** health and evolution of any **system** depends on the **appropriate balance** and **integration** of exponential increase with **resource availability**, for a given context.



Emergence

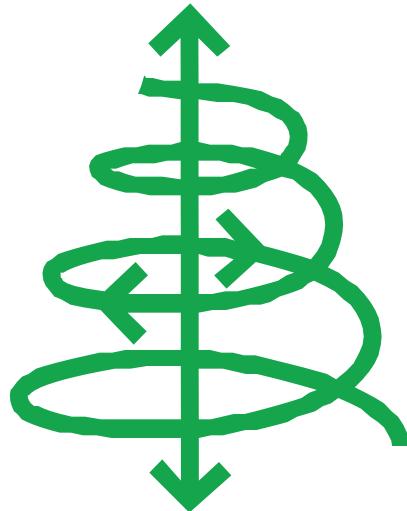
Innovative Arising

Description:

The **Emergence Pattern** represents the moment of **creative development**. It is one aspect of the more **foundational Pattern**, **Creativity**. **Emergence** illustrates the appearance of a **novel** form through the recombination and **creative fusion** of previous forms. The **emergence** of **novel** forms must be **balanced** with the **energy** available for recombination and fusion. The **role** of **Emergence** is to launch **new patterns** of **organisation**.

Principle:

The **principle** of innovative arising: the **enduring** health and **evolution** of any **system** depends on the **appropriate balance** and **integration** of the **emergence** of **novel** forms with the **energy** available for fusion and recombination, for a given context.



Evolution

Dynamic Creativity

Description:

The **Evolution Pattern** signifies the leap to a higher level of **complexity**. It is one aspect of the more **foundational Pattern**, **Creativity**. Evolution illustrates the discontinuity a **system** undergoes as it makes the **transformation** to a qualitatively higher level of **development**. The shift to higher vertical levels of **complexity** must be **balanced** with horizontal **adaptations** at existing levels. The **role of evolution** is to make **developmental** leaps.

Principle:

The **principle** of **creative** leaps: the **enduring** health and **evolution** of any **system** depends on the **appropriate balance** and **integration** of shifts to higher levels of **complexity** and **foundational adaptations** at existing levels, for a given context.



Elegance

Creative Grace

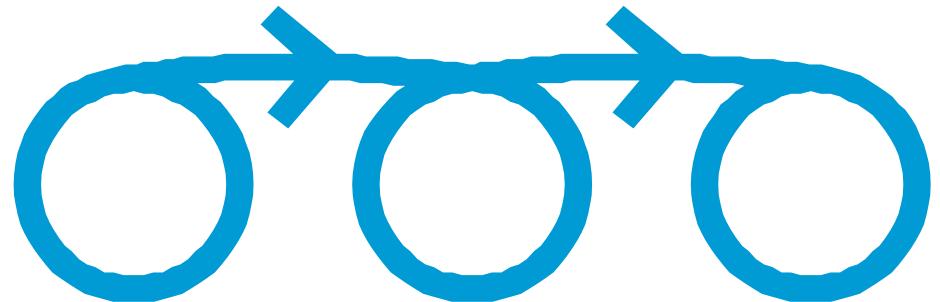
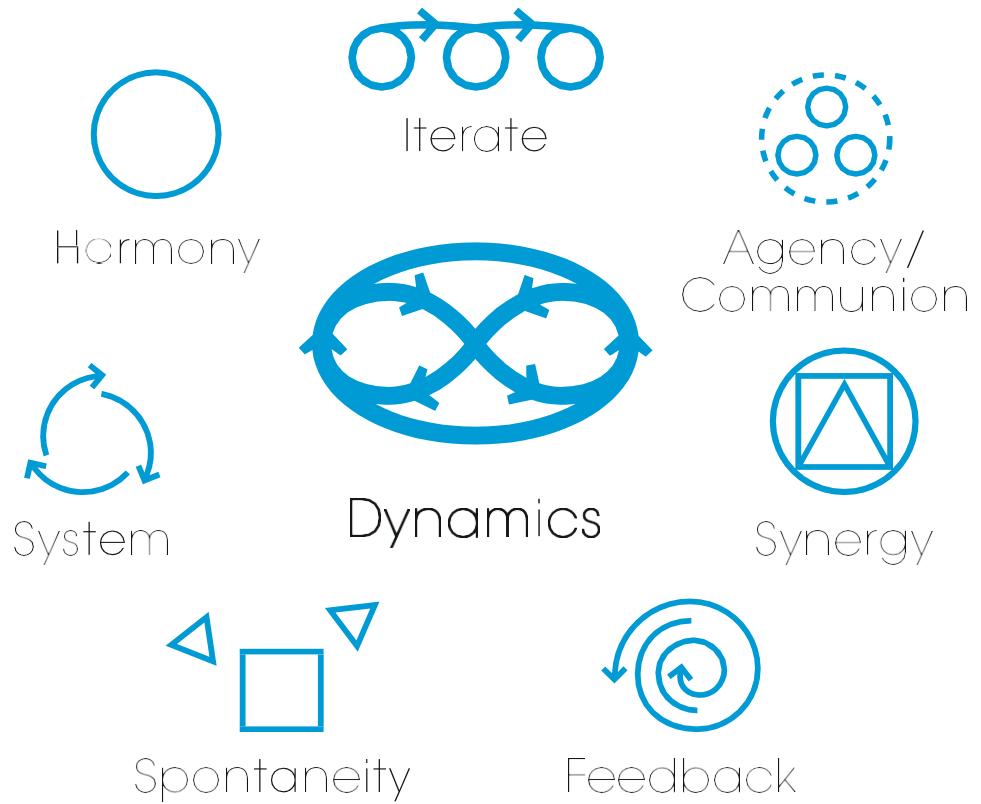
Description:

The **Elegance Pattern** signifies high sophistication in the **creative process**. It is one aspect of the more **foundational Pattern**, **Creativity**. Elegance illustrates a certain clarity, **refinement**, economy, and beauty in **creativity**. **Elegance** must be **balanced** with less sophisticated, but more practically orientated forms. The **role of elegance** is to provide beauty.

Principle:

The **principle** of beautiful forms: the **enduring** health and **evolution** of any **system** depends on the **appropriate balance** and **integration** of beauty and functionality, for a given context.

Dynamics



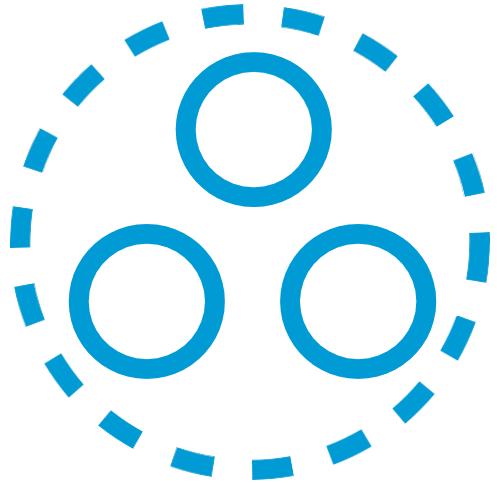
Iterate Dynamic Rhythm

Description:

The **Iterate Pattern** represents repeated **cycles**. It is one aspect of the more **foundational Pattern**, **Dynamics**. **Iterate** illustrates the **process** of **incremental change** and **adjustment** available to **systems** through **recurrent cycling**. The speed of **iterations** must be **balanced** with the rate of **change** required. The **role** of **iteration** is to support ongoing **incremental adaptations**.

Principle:

The **principle** of **cyclic adaptations**: the **enduring health** and **evolution** of any **system** is dependent on the **appropriate balance** and **integration** of **iterative speed** and **rate of change**, for a given context.



Agency/Communion

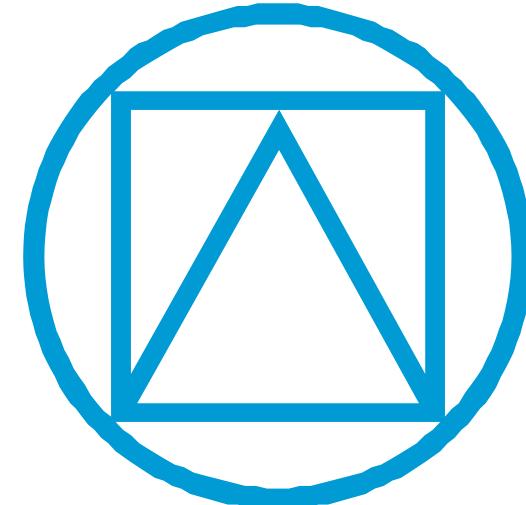
Part/Whole Polarity

Description:

The **Agency/Communion Pattern** signifies the **tension** between **integration** and **disintegration**. It is one aspect of the more **foundational Pattern**, **Dynamics**. **Agency/Communion** demonstrates the **interplay** between the **dynamic processes** of **boundary formation**, which **integrates** parts into **wholes**, and the dissolution of **boundaries** which **dis-integrate wholes** into constituent parts. The rate of **boundary** formation and dissolution needs to be **balanced** with the strength of the requirement to **work** individually as parts or communally as **wholes**. The **role** of **Agency/Communion** is the **creation** and dissolution of **systems**.

Principle:

The **principle** of formative **boundaries**: the **enduring** health and evolution of any **system** depends on the **appropriate balance** and **integration** of **boundary formation** and **boundary dissolution**, for a given context.



Synergy

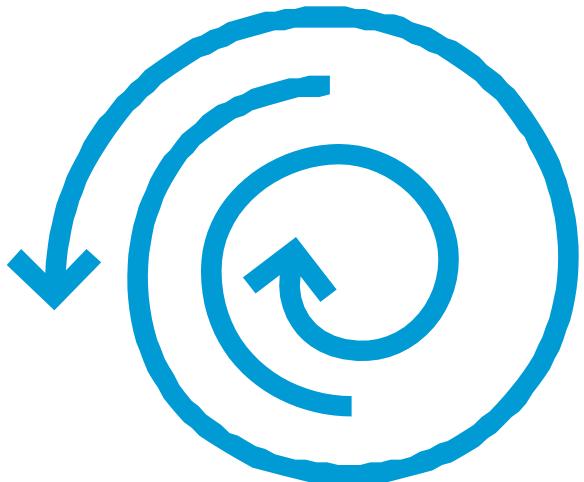
Dynamical Structures

Description:

The **Synergy Pattern** signifies a benefit through combination. It is one aspect of the more **foundational Pattern**, **Dynamics**. **Synergy** illustrates the **dynamic structural coupling** that leads to the **whole** being greater than the sum of its parts. Synergetic **integrations** must be **balanced** with the loss of functional diversity. The **role** of **Synergy** is to provide a functional multiplier.

Principle:

The **principle of structural integration**: the **enduring** health and **evolution** of any **system** depends on the **appropriate balance** and **integration** of the **synergies** of **dynamic structural integration** and the diversity of function, for a given context.



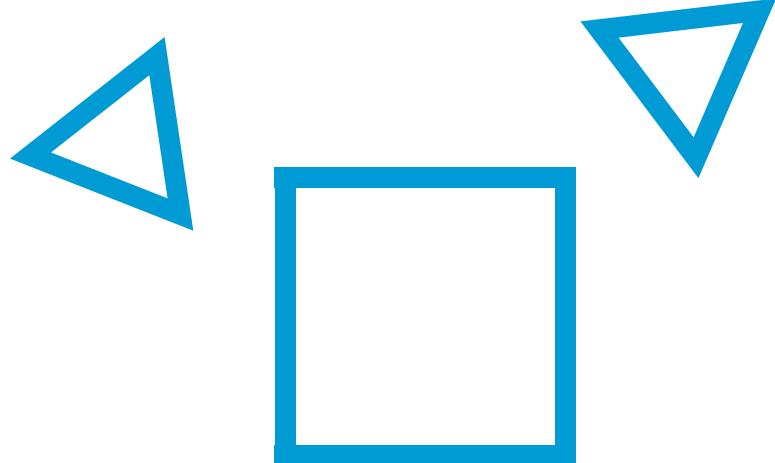
Feedback Adjustment Dynamics

Description:

The **Feedback Pattern** signifies **dynamic adjustments**. It is one aspect of the more **foundational Pattern, Dynamics**. **Feedback** illustrates any **process** that acts on **itself** to either increase or decrease an activity level through a causal loop. The rate and strength of **feedback** looping needs to be **balanced** with the level of **adjustment** required. The **role** of **Feedback** is to make **dynamic adjustments**.

Principle:

The **principle** of causal loops: the **enduring health** and **evolution** of any **system** depends on the **appropriate balance** and **integration** of the amount of **feedback** with the size of **adjustments**, for a given context.



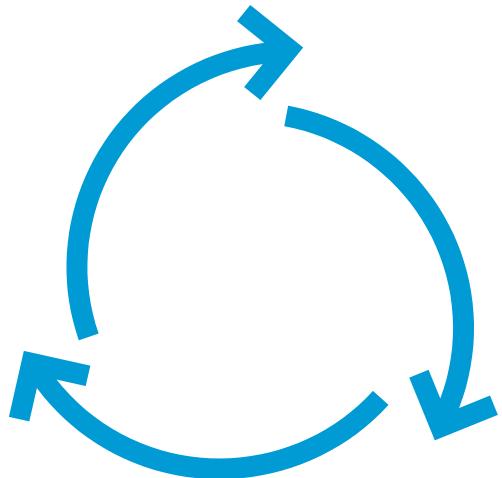
Spontaneity Dynamic Response

Description:

The **Spontaneity Pattern** signifies **coordinated impromptu reaction**. It is one aspect of the more **foundational Pattern, Dynamics**. **Spontaneity** demonstrates an instantaneous improvisation creating a **novel** movement or departure that meets a challenge. **Spontaneous creative** acts need to be **balanced** with the level of stimulus provoking them. The **role** of **Spontaneity** is seamless **dynamic adaptation**.

Principle:

The **principle** of impromptu **adaptations**: the **enduring health** and **evolution** of any **system** depends on the **appropriate balance** and **integration** of **spontaneous** reactions with the size and type **system** perturbations, for a given context.



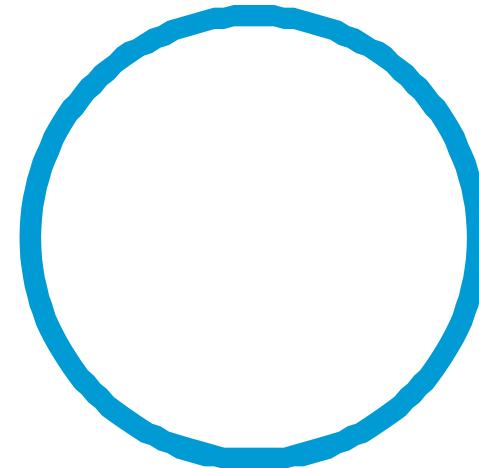
System Integrated Dynamics

Description:

The **System Pattern** signifies the ordered activity of a synergistic **whole**. It is one aspect of the more **foundational Pattern, Dynamics**. **System** illustrates the **cycles** of activity supported by **structures, polarities, rhythms, creative emergence**, and **relational exchanges** of any **integrated** group of parts forming a **dynamically ordered whole**. Repeated **integrated processes** need to be **balanced** with aspects of randomness. The **role** of **Systems** is to maintain complex **dynamic order**.

Principle:

The **principle of dynamic order**: the **enduring health and evolution** of any **system** depends on the **appropriate balance** and **integration** of complex **dynamic order** and instances of randomness, for a given context.



Harmony Unity Dynamics

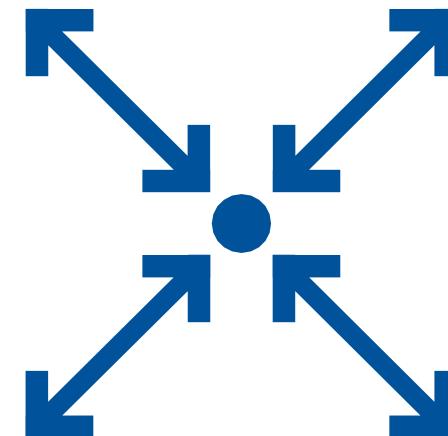
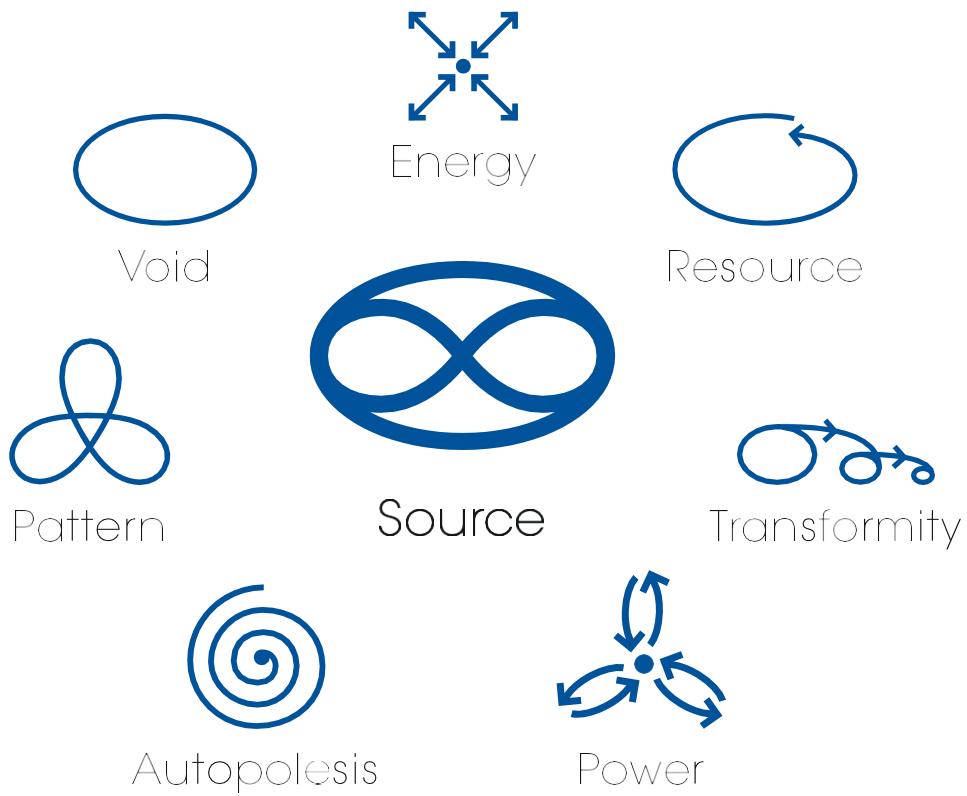
Description:

The **Harmony Pattern** signifies unified action. It is one aspect of the more **foundational Pattern, Dynamics**. **Harmony** demonstrates the complete **coordination** of the **processes** of a **system**. **Harmony** needs to be **balanced** with the breakdown of **order** that allows for the establishment of **new systems**. The **role** of **harmony** is to **coordinate systems** at the highest level.

Principle:

The **principle** of unified action: the **enduring health and evolution** of any **system** depends on the **appropriate balance** and **integration** of **dynamic unity** and the breakdown of **order**, for a given context.

Source



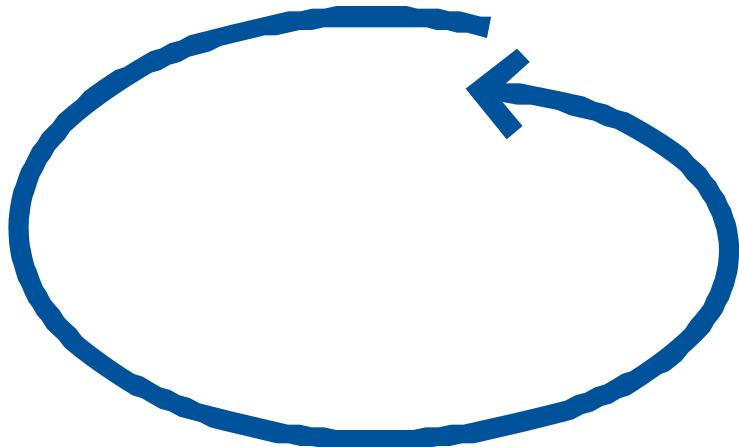
Energy Ground Transformations

Description:

The **Energy Pattern** represents the **fundamental** animating force of reality. It is a **Second Order** aspect of the central and most **foundational Pattern** in the **Patterndynamics™ system**, **Source**. **Energy** is a measure of the **foundational rhythmic** vibration exerting a force on entities in the space/time field and the subsequent qualitative **transformations** and **changes** it induces. **Energy** use must be **balanced** with its **availability**. The **role** of **Energy** is to drive **dynamic change** and **transformation processes** that enable complex **order** within **systems**.

Principle:

The principle of **dynamic transformation**: the **enduring health** and **evolution** of any **system** depends on the **appropriate balance** and **integration** of **energy** use in driving **changes** in **organisational complexity** and its **availability**, for a given context.



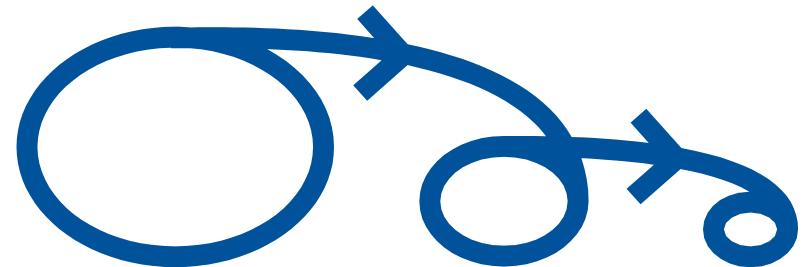
Resource Source Distinctions

Description:

The Resource Pattern signifies the process of transformation of matter/energy. It is a Second Order aspect of the central and most foundational Pattern in the Patterndynamics™ system, Source. Resource demonstrates the conservation of the quantity of energy as it transforms into different forms 're' the source. The number of transformations away from the origin or source must be balanced with the usefulness of the transformational form. The role of transformation is to provide different qualities of matter/energy for unique purposes.

Principle:

The principle of source transformations: the enduring health and evolution of any system depends on the appropriate balance and integration of the number of transformations and the usefulness of the new form, for a given context.



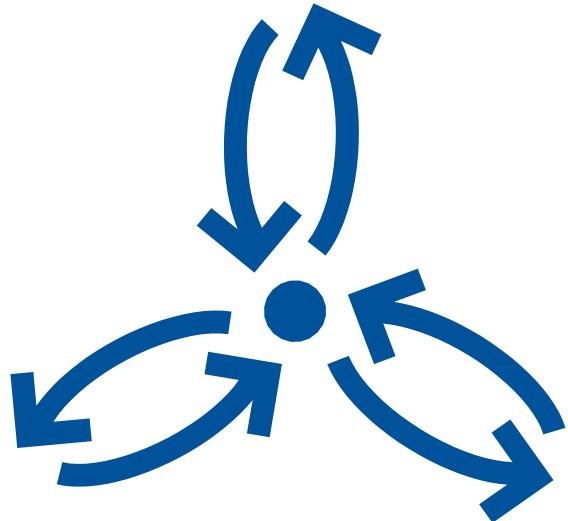
Transformity Order Accrual

Description:

The Transformity Pattern represents qualitative complexification. It is a Second Order aspect of the central and most foundational Pattern in the Patterndynamics™ system, Source. Transformity illustrates the process whereby matter/energy resources are transformed through systemic processes into lesser amounts of matter/energy but higher qualitative complexity within the system. Transformity to higher levels of qualitative complexity and therefore functionality must be balanced with resource availability. The role of Transformity is to bring the advantages of structural increases in order that in turn bring functional increases in performance.

Principle:

The principle of complexity creation: the enduring health and evolution of any system depends on the appropriate balance and integration of transformities to higher levels of complexity and available energy, for a given context.



Power

Work Rate

Description:

The Power Pattern signifies **productivity** per unit **time**. It is a Second Order aspect of the central and most foundational Pattern in the Patterndynamics™ system, Source. Power demonstrates the rate and **efficiency** of **systemic** functioning that determines if a **system** will hold its **resource flow** niche among competitors. **Work rate** must be **balanced** with the **flow rate** and **reliability** of the available **resource** stream. The **role** of Power is to provide **systemic productivity**.

Principle:

The principle of **productivity** rates: the enduring health and **evolution** of any **system** requires the appropriate **balance** and **integration** of **work rate** and **resource flow**, for a given context.



Autopoiesis

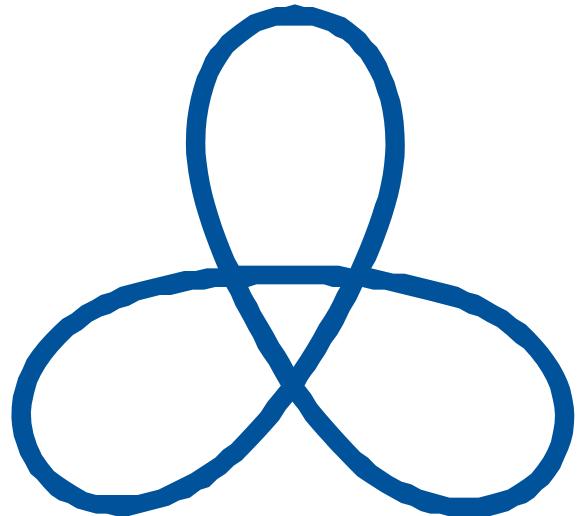
Self Creation

Description:

The Autopoiesis Pattern signifies ongoing **self-authoring**. It is a Second Order aspect of the central and most foundational Pattern in the Patterndynamics™ system, Source. Autopoiesis demonstrates the maintenance and **creative** unfolding of a **system's unique** form and function as it continues to develop. The rate of the **self-creating process** must be **balanced** with basic **self-maintenance**. The **role** of Autopoiesis is to maintain a **unique system** of **order** through **creative growth**.

Principle:

The principle of **creative** existence: the enduring health and **evolution** of any **system** requires the appropriate **balance** and **integration self-development** and **self maintenance**, for a given context.



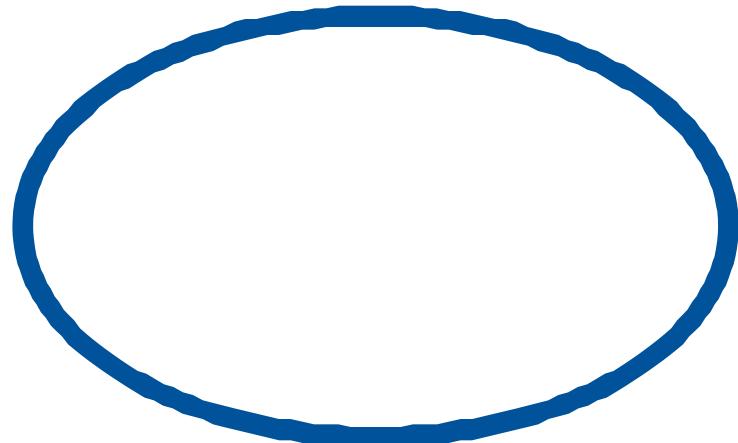
Pattern Dynamic Order

Description:

The **Pattern Pattern** signifies repeated types of **order**. It is a **Second Order** aspect of the central and most **foundational Pattern** in the **Patterndynamics™ system, Source**. **Pattern** illustrates **recurrent** design arrangements that **order** parts into particular styles of **dynamically** functioning forms. Restrictive **patterns** of **recurrent dynamically** unfolding **order** need to be **balanced** with **unordered** states with high potential for **new** arrangements. The **role** of **Pattern** is to provide successful templates of **systemic** design.

Principle:

The **principle** of potential and restrictiveness of form: the **enduring** health and **evolution** of any **system** requires the **appropriate balance** and **integration** of restrictive highly **patterned** forms and unrestricted states of low **order**, but high potential, for a given context.



Void Ground Source

Description:

The **Void Pattern** signifies the **foundational ground** of **universal matter/energy consciousness** from which complex **ordering** unfolds. It is a **Second Order** aspect of the central and most **foundational Pattern** in the **Patterndynamics™ system, Source**. **Void** illustrates the **field** of **sentient awareness** required as the non dual complement to **matter/energy** in the **creation** of complex **systems** of **order**. **Fields** of concentrated **awareness** experienced by entities with complex **patterning** must be **balanced** with more diffuse manifestations of **consciousness** available to less **ordered** entities. The **role** of **Void** is to signify the **consciousness** necessary for **order**.

Principle:

The **principle of conscious order**: the **enduring health and evolution** of any **systems** depends on the **appropriate balance** and **integration** of concentrated expressions of **consciousness** associated with complex **systems** architectures and diffuse expressions of **consciousness** associated with less complex forms of **order**, for a given context.

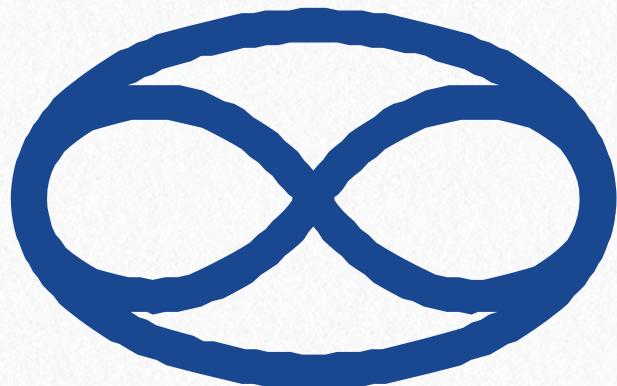


Use this exercise to get started with a simple, but powerful, systems thinking principle that will assist you with better decision making.

Source is related to your ultimate purpose as an organization. When it is co-created, widespread, clear, and present it forms a central organizing principle of that system. The Goal of this exercise is to help you reflect on three foundational dimensions of your organization's Source. Reflecting on them will help you think more deeply about the reasons behind your thinking. Thinking about your reasoning in this way helps identify some important systems principles that provide insights for better decision making.

Instructions: Choose a topic or issue that is important to you and record it on the line below. Read the descriptions of the three dimensions of Source listed on the next page. See if you can place an 'X' on each slider bar that indicates how you (or another) is thinking about this issue. Lastly, in the boxes below each description, write some reflections on why you placed the 'X's where you did on each bar.

Topic/Issue:





Part/Whole: All **systems** are composed of a series of parts that come together to form an **integrated whole**. Does your thinking (or another's) relate more strongly to outcomes for a part of your **organization** or more to results for the **organization** as a **whole**? See if you can draw an 'X' on the Part/Whole slider bar above that represents where your thinking sits between these two **polarities**.

Enter **Reflections** Here:

Short Term/Long Term: To function optimally all **systems** must **balance** achieving short term outcomes with long term **goals**. Does your thinking (or another's) relate more strongly to achieving short term outcomes or more to **working** towards long term aims and objectives? See if you can draw an 'X' on the Short Term/Long Term slider bar above that represents where your thinking sits between these two **polarities**.

Enter **Reflections** Here:

Tangible/Intangible: All **systems** require the **creation** and maintenance of both tangible value that can be objectively measured (like financial outcomes) and more intangible value that tends to be evaluated subjectively (like the quality of **relationships** or the level of trust). Does your thinking on this issue (or another's) relate more strongly to creating tangible value for the **organization** or relate more to creating intangible value? See if you can draw an 'X' on the Tangible/Intangible slider bar above that represents where your thinking sits between these two **polarities**.

Enter **Reflections** Here:

Use the Source Course Anytime as Part of Your Community or Professional Toolkit.

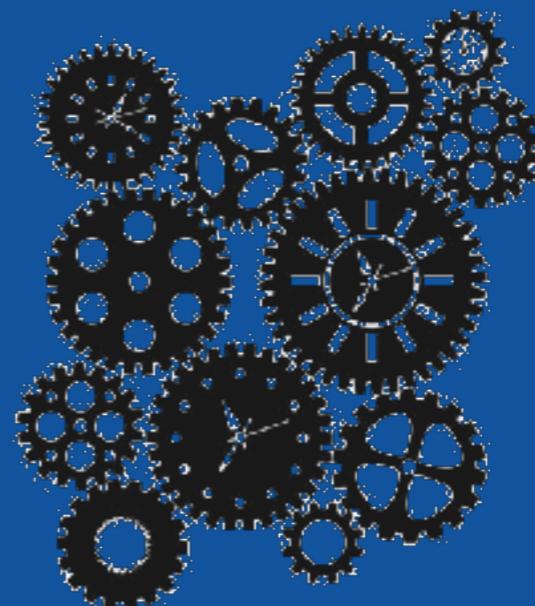
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PatternDynamics™
thrive in complexity

Flocks not Clocks

How Mass Self-Organisation Changes Everything



The PatternDynamics™ Operating System Workbook

Using a living **systems** view to help you **create** more open, **adaptive**, **innovative** **self-organising** groups.

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I.

Quick Start Guide

How Mass **Self-Organisation** Changes Everything

Self-organisation depends, more than anything else, on developing the quality and richness of our relationships.

It's as simple as starting there. The great misunderstanding and the great flaw in our currently dominant, mechanistic world-view is that we should focus on 'the system'—out there. Too often that's a distraction from what really matters and what's harder to contemplate, but ultimately more rewarding—**changing** what's inside of us so that we are able to **change** what is *between* us. Learning to **create** better **relationships** is the most reliable, and some would say *the only*, way to really **change** our **systems** for the better.

Facilitating more widely distributed **self-organising capacity** must be one of the central strategies for managing the challenges of an increasingly complex world. At **PatternDynamics™** we can help you develop skills for doing that. You can get started with this **Workbook**. But, **self-organisation skills** are not primarily tools for 'managing' groups or **organisations** (although they can help), they are, first and foremost, an **opportunity** to **grow** by spreading the artistry and science of creating deeper connections.

That is the real reason mass **self-organisation changes everything.**



The Living Systems View

Living **systems** work like flocks of birds. They are self-organising: the coordination of the whole emerges, bottom-up, from the combined interactions of all members of the group. In a living systems model, individuals make autonomous decisions based on sharing a set of organising principles. In the case of a flock of birds, they are principles like know the goal, turn when your neighbour turns, maintain a certain distance to the birds nearby, and follow the bird in front of you. The parts that make up all living **systems**, from organisms to whole ecosystems, form relationships and self-organise in this way.

In contrast to the living **systems** model, many **organisations** are based on a mechanistic view. In mechanistic models, decision making comes from the top down. Individuals are expected to carry out decisions in a highly structured fashion, like the cogs or springs in a clock. Research indicates that as **organisational** challenges become more complex, mechanistic operating models do not allow sufficient collective input for effective decision making and problem solving.¹

Our goal in this **workbook** is to provide you with a *model* that helps you learn **principles**, **practices**, and **skills** for demonstrating the benefits of increased self-organisation based on a living **system** view. By demonstrating these benefits you can attract others to this form of **organisational** practice and help lead the **change** to more generative cultures.

I.) For example, see: Jaques, E. (1976).A general theory of bureaucracy. London: Heinemann Educational.; Habermas, J. (1975). Legitimation crisis (T. McCarthy,Trans.). Boston: Beacon Press. Kegan, R. (1994). In over our heads:The mental demands of modern life. Cambridge, MA: Harvard University Press. Bell, D. (1973).The coming of post-industrial society. New York: Basic Books



The 7 Principles of Self-Organisation

You can get started very simply. Remember how birds use **principles** to decide what to do next? You can do the same thing. Just use the 7 **Principles of Self-Organisation** below to **reflect** on your decision making as challenges arise. Notice that in applying each **principle** there is an **opportunity** to develop your **relationships**. In the following sections of this **Workbook**, you will have the **opportunity** to learn about the **principles** in more depth and to apply them as more detailed practices. For now, just imagine that, like a flock of birds, deciding on **adjustments** based on these living **systems principles** will contribute to **emergent** solutions.

1) Feel Into Your Rhythms:	Do your important rhythms and routines feel right? Is there anything that could be more regular , or less?
2) Locate Important Perspectives:	Have you found all the important sources of information? Who do you need to talk to to locate relevant points of view?
3) Outline Organisational Structures:	Are key organisational structures represented as simple graphics? How could you update your organisational charts ?
4) Coordinate Diverse Perspectives:	How could you learn more by exchanging perspectives ? What priorities may need to be adjusted?
5) Design Creative Solutions:	What are some ways you could connect previously unrelated ideas? What novel solutions look like the best ones to test?
6) Reflect on Governance:	Are any current goals or milestones outdated? What agreements need to be updated to make them more relevant?
7) Sense Changes In Your Purpose:	Do you sense any changes to your purpose ? If so, what adjustments could be made in relation to the principles above?



Ok, But How Does This Actually Work?

You may have noticed that you do many of these things already—**intuitively**, without really giving it much thought—and that so do the **people** around you. **Self-Organisation**, in the way it is described here, happens all the **time**. In any group, everyone makes dozens or even hundreds of different decisions, big and small, every day that are essential in **order** for groups to function well. However, conventional management practices are founded in a mechanistic view, where individuals are passive elements in the use of top-down **control**. The reality is that **people** are active participants in a living **system** and that bottom-up influence is, at least, equally important.

*This is the essence of the democratic **principle**—that participation from the base of a **hierarchy** matters. **PatternDynamics** **works** by **empowering** effective democratic, bottom-up participation in groups, communities, and **organisations**.*

It does this in a number of key ways that it is useful to think about as you use the **7 Principles**:

- Increases **awareness** of bottom-up **processes** by promoting a living **systems** view.
- Provides a language to identify and communicate about **self-organisation** clearly.
- Prescribes a simple set of **principles** to **work** by and to share.
- Improves collaboration by providing a consistent **framework**.
- Encourages a set of practical, embeddable practices that build **self-organisation skills**.
- Designed for getting started quickly and sharing easily.
- Allows individuals to use their own initiative to demonstrate improved **self-organisation**.
- Promotes a low-risk **transformation strategy** that's designed to spread organically.



2.

Assess Your Capability

You'd like to gain **skills** to help your **organisation** or **community** shift to a more open, **adaptive**, **innovative** **self**-organising operating model. You understand that the world is becoming more complex, and that this is one of the most effective ways to meet the **complexity** challenge.

Before we move on to the the **PatternDynamics™ Operating System** (PD OS) **itself**, we'll start with some **reflection** on the nature of living **systems**.The questions in the section that follows will help you: 1) understand the living **systems** context, 2) evaluate your existing **capability**, and 3) determine your **purpose**.

If you are **working** on this with a team or a group, feel free to bring them into this **process**.

The Living **Systems** Context

On the next page, we'll go through some **reflective** questions. As well as helping you understand more about your group or **organisation**, this assessment will also help you get a sense of some of the important general characteristics of living **systems**. The characteristics we will focus on are: **adaptability**, **innovation**, **openness**, **self**-organising **capacity**, and **generativity**.

Don't worry if some of the terms or questions are unfamiliar to you. At **PatternDynamics**, [we have developed a range of resources](#) to help **people** improve their understanding of how living **systems work**. How well you understand them at this point will give you a sense of the strength of your existing level of 'systems thinking' ability.



Adaptability: How well does your **organisation** or **community** mimic a living **system's capability** for solving problems *at the level best suited to meet a particular challenge?* Contrast this with the habit of (and/or requirement for) deferring decisions to those higher up the chain of command.

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Innovation: Describe the degree to which your **organisation** or **community** is willing to **experiment** with **creative** solutions. Contrast this with the degree to which existing **processes** and **structures** are relied on to solve **emergent** challenges.

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Now choose a group or team that you **work** with directly. Assess the group's general **performance** in **relation** to the living **systems** traits below. Then sit down with a colleague and discuss their views on these topics.

- Openness: How open and inclusive is your group to dissenting, marginal, or outside voices?

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- Self-organisation: How well does this team **spontaneously coordinate** its activities?

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- Generativity: How often do **people create self-reinforcing cycles** that build healthier, more functional environments that in turn support the perpetuation of this **cycle**?

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How closely did your colleague's thoughts match your own? What did you learn about your group's, and your own, living **systems capacity**?



Determining Your Purpose

Why do you want to help your team, organisation, or community shift to a more self-organising operating model? What is your ultimate purpose in facilitating groups that coordinate themselves using living systems principles?

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Reflect for a moment on the impact you could have by adopting more elements of a living systems operating system. What things could you do regularly, even at a small scale, to demonstrate the benefits of more open, adaptive, and innovative processes? What opportunities become available when challenges are met simply and effectively using a more self-organising approach?

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Evaluating Your Current State

Now we're going to have a look at how *you* currently perform in your group or **organisation**. Grade below, as best you can, quickly and **intuitively**, how you currently behave in **relation** to the **7 Principles**. Be honest. Higher scores indicate better **self-organisation skills**. You can also use this as a '360' type assessment by asking your colleagues to assess your **performances**.

Principle	Description/Inquiry	Score (1–10)
Feel Rhythms :	How in touch are you with the important rhythms in your organisation and when they might need to be adjusted?	
Locate Perspectives :	How thoroughly do you identify relevant stakeholders <i>and inquire of</i> them their point of view?	
Outline Structures :	How clearly do you represent graphically the structure of roles , accountabilities , and authorities?	
Coordinate Perspectives :	How skilfully do you inquire <i>in order</i> to identify the principles that help prioritise diverse perspectives ?	
Design Solutions :	How effective are you at making and explaining the creative connections that lead to better solutions?	
Reflect on Governance :	How committed are you to setting clear goals and milestones, recording clear agreements, and using these to monitor progress?	
Sense Purpose (Source) :	How sensitive are you to emerging challenges <i>and</i> to how they may require shifts in your original purpose or source inspiration?	
	Total	



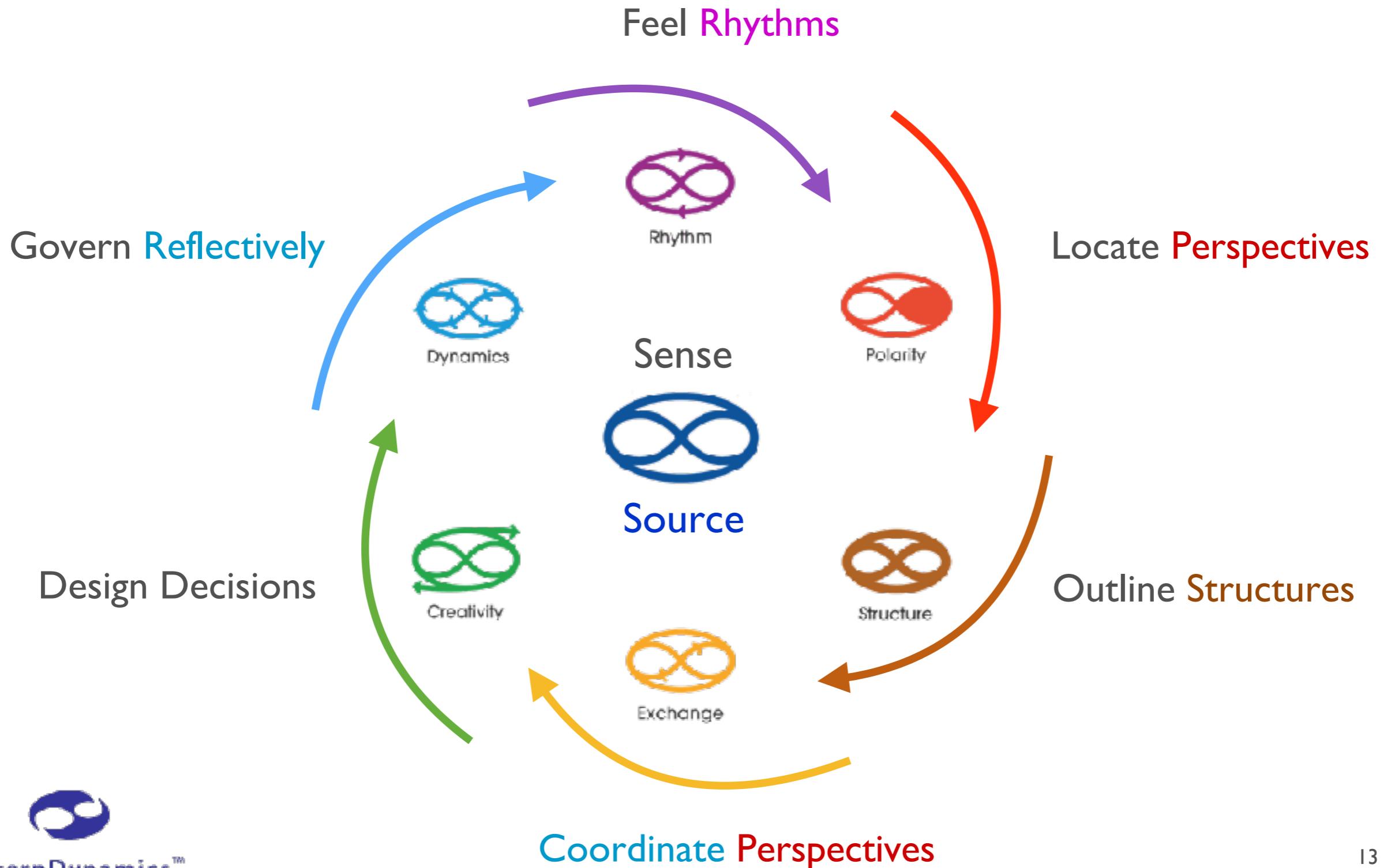
Your Focus

Given your results, which of the 7 **Principles** would you like to focus on first to improve your **self-organisation skills**? Choose more than one if you like. You should still **work** through the exercises for each of the 7 **Principles** in the next section, but deciding what to prioritise will help you focus your **time** initially on what's most relevant for you.



3.

Using the Operating System



Principles, Patterns and Practices

In order to start using the Operating **System** (PD OS) itself, you will need to learn more about the 7 **Principles** by connecting them to their source, the **PatternDynamics™ Systems Thinking Framework**.

The **framework** is a set of diagrams or symbols called ‘**Patterns**’. Each **Pattern** represents a comprehensive description of a living **systems principle**. It’s these **principles**, based on observations of natural **systems** and insights from the **systems sciences**, that are the **origin** of the 7 **Principles of Self-Organisation**. The **Patterns** will help you learn more about each of the **Principles**, when to apply them, and how. Deepening your recognition and communication of how living **systems** are organised is one of the keys to mastery in facilitating **self-organisation**.

In the Operating **System** graphic on the previous page, you can see that there is one **Pattern** associated with each **Principle**. In the pages that follow, click on a **Pattern** to view its full description. If you have a printed copy of this **Workbook** you can go to www.patterndynamics.net/patterns to look them up.

To begin using the PD OS you will also need to develop the **Principles** into a set of Practices—specific actions you can take to build your **skills** when faced with decision making and problem solving challenges.

Below is one page for developing each of the 7 Practices. On each page you will find an Overview, 3 Elements of each Practice, its associated **Pattern**, and an Exercise. Learn, undertake, and **reflect** on these **regularly**. You should get benefits as you are practicing each one, but it is when you learn to **integrate** them into an ongoing **adaptive process** that you will get the best results.



Feel Rhythms

Get in touch with **timing**. Having effective **routines** and **cycles** is required for optimising the **organisation** of any group. However, **regularity** should not be seen as **fixed**, or an end in itself—**rhythms** should be adjusted for both **regularity** and flexibility as required. The practice of Feeling **Rhythms** has three elements:

Practice Elements:

- Sense **Cycles**: develop an awareness of **repetitions**, **pulses**, **swings**, and other **regularities** over **time**.
- Introduce **Routines**: introduce **regularity** into activities when required.
- Adjust **Rhythms**: find the optimum **balance** between **regularity** and flexibility as circumstances **change**.

Pattern:



Rhythm is the **PatternDynamics™ systems** thinking **principle** associated with the practice of Feeling **Rhythms**. It reminds us that balancing **regularity** with flexibility within a **system** is important for building **self-organising capacity**.

Exercise:

Feeling **Rhythms** is an **embodied skill** that requires the **ability** to sense **tensions** in **relation** to **timing**. Try this exercise a few **times** in the coming weeks: Notice when you are feeling either **emotionally frustrated** or **excited** about the **timing** of a group **process**. Where does this **emotion** show up in your body? Write down what you think needs to be adjusted and **why**. How could you increase your sensitivity to both challenges and opportunities in **relation** to synchronising events better in **time**?



Locate Perspectives

Engage all relevant points of view. Identifying the important stakeholders is essential for accessing all the information required to meet challenges effectively. Importantly, you must seek to verify any assumptions made about the information they hold. Locating **Perspectives** has three elements:

Practice Elements:

- Identify Stakeholders: confirm all important stakeholders and **sources** of information.
- Take **Perspectives**: prioritise **sources** and imagine the information they possess.
- Seek **Perspectives**: engage directly with **sources** to verify available information.

Pattern:



Polarity is the **PatternDynamics™ systems thinking principle** associated with the practice of Locating **Perspectives**. It reminds us that identifying all the important **distinctions** (relevant elements) that stand out from the general background is important for building **self-organising capacity**.

Exercise:

Locating **Perspectives** is a **perspectival skill** that requires the **ability** to locate distinct points of view, to imagine what they could tell us, and to verify what they actually do tell us. Try this exercise 3 **times**. Think about a challenge you are facing and list three important stakeholders. Try to choose **people** who have a wide range of **roles** in **relation** to this situation. Imagine what each of them thinks. What happens when you seek to verify what they think? Did you guess accurately? If so, how accurately? If not, how different were your guesses?



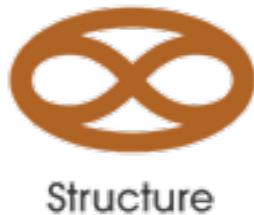
Outline Structures

Draw **organisational structures**. Graphically representing your **organisational** architecture brings clarity to **roles**, **accountabilities**, **relationships**, and **structures**. However, it is important to also document where agreed-on authority lies. Outlining **Structures** has three elements:

Practice Elements:

- List **Roles** and **Accountabilities**: record and clarify required **roles** and their responsibilities.
- Clarify **Authorities**: verify the nature and scope of the agreed-on authority assigned to each **role**.
- Draw **Structures**: create simple, graphic representations of **relationships**, **roles** and authorities.

Pattern:



Structure is the **PatternDynamics™ systems thinking principle** associated with Outlining **Structures**. It reminds us that a clear understanding of a **system's structure** is important for building **self-organising capacity**.

Exercise:

Outlining **Structures** is a **graphic skill** that requires the **ability** to represent **organisational** architectures, primarily with non-verbal symbols. Try this exercise for three **organisations** or communities: Use small circles to represent individuals. Use different sized circles to represent different sized groups. Nest circles to show where they are parts of a bigger group. Show **relationships** by locating circles together or by using connecting lines. Label with words to describe **roles** and authorities. How is the information contained in your diagrams different from purely written descriptions of the same **structures**?



Coordinate Perspectives

Use **systems thinking** to collaborate. **Coordinating** views, through inquiring to identify **principles** that locate common **ground**, minimises conflict and optimises **cooperation**. This **process** requires the **ability** to think well and communicate effectively about the wider **system**. **Coordinating Perspectives** has three elements:

Practice Elements:

- Collaborate through Inquiry: use inquiring conversations to build trust and **exchange** information.
- Use **Systems Thinking**: think about the wider context and identify **principles** that unify **perspectives**.
- **Coordinate Perspectives**: seek agreement regarding important **principles** and priorities.

Pattern:



Exchange is the **PatternDynamics™ systems thinking principle** associated with **Coordinating Perspectives**. It reminds us that **exchanging** information and identifying common **principles** is required for building **self-organising capacity**.

Exercise:

Coordinating Perspectives is a **relational skill** that requires the **ability** to communicate effectively, build trust, identify common themes, and facilitate agreement. Try this exercise three **times**: Identify a challenge. Ask three **people** their views on meeting this challenge. Listen only and record. Review your records and try to identify common themes and **principles**. Hint: The **ultimate purpose** of a group should always be one such theme. How does searching for the common **ground** **change** the way you perceive a situation?



Design Decisions

Make **creative** connections for design solutions. More effective problem solving requires the **creative** association and **organisation** of previously unconnected ideas. However, proposed solutions can only be optimised if you are able to explain the reasoning behind your choices. Designing Decisions has three elements:

Practice Elements:

- Connect Ideas: link your most important ideas to **create novel** solution prototypes.
- Design Solutions: **integrate** ideas from prototypes to **create** and decide on a solution to test.
- Explain Rationale: explain the reasons behind your decision making **process**.

Pattern:



Creativity is the **PatternDynamics™ systems** thinking **principle** associated with Designing Decisions. It reminds us that making **creative** connections is important for building **self-organising capacity**.

Exercise:

Designing Decisions is a *design skill*. It requires the **ability** to select important elements and themes related to a challenge, connect them in **new** ways, **create** well-designed solutions, and explain your thinking. Try this exercise. Seek multiple **perspectives** to identify important elements of a challenge. Group like elements into themes. See how many **creative** connections you can make between elements and themes. List three **new** ideas that **emerge** from this **process**. Has this **changed** how you think about making decisions? If so, how?



Govern Reflectively

Review agreements to govern. Self-organising governance is facilitated by collaborating to establish **goals** and milestones and recording them in transparent agreements. However, governance is optimised only if all parties **reflect** on these agreements **regularly** and modify them as required. **Reflective** Governing has three elements:

Practice Elements:

- Set Milestones: co-**create** agreed on **goals** and milestones.
- Record Agreements: record **roles**, **accountabilities**, tasks and authorities in transparent agreements.
- Review Progress: **reflect regularly** on progress and modifying agreements as required.

Pattern:



Dynamics is the **PatternDynamics™ systems** thinking **principle** associated with Governing **Reflectively**. It reminds us that practicing **dynamic steering** through **reflective leadership** is important for building **self-organising capacity**.

Exercise:

Governing **Reflectively** is a **leadership skill** that requires the **ability** to encourage ongoing, collaborative **co-creation** and **reflection** in **relation** to **goals**, milestones, and agreements. Do this exercise in **relation** to three agreements you currently have in place, whether they are explicitly recorded or not. **Reflect** on what has **changed** since progress started toward the latest milestones. Have these **changes** affected your **goal**? Does your agreement need to be modified to get the best outcome?



Source Sensing

Maintain awareness of evolving purpose. Having a clear shared purpose is a powerful source of self-organising capacity. However, your purpose will shift and evolve as different challenges help to identify new goals and directions. Source Sensing has three elements:

Practice Elements:

- Connect to Source: maintain an awareness of the origin and evolution of your purpose and goals.
- Sense Tensions: develop the capacity to sense information pointing to opportunities for change.
- Adjust the System: becoming skilled at sensing when and how to make adjustments.

Pattern:



Source is the PatternDynamics™ systems thinking principle associated with Source Sensing. It reminds us that being sensitive to emergent challenges and opportunities for change is important for building self-organising capacity.

Exercise:

Source Sensing is an intuitive skill that requires present awareness of sensations, perceptions, emotions, ideas, and narratives. Do this exercise during group discussions. Focus on being relaxed, present, and aware. Make your breathing deep, regular, and slow. What are the subtler kinds of stimuli that you are aware of? Try and connect them to tensions in the group that might signal a need for change?



Run the Operating System

Ok, you've got a sense of the living **systems** view, learned some **Principles**, been introduced to a set of **Patterns**, and started to develop some deeper Practices. Now it's **time** to take your **skill** building to the next level and **integrate** everything you've learned.

We're going to start with a step by step **process**, but as you become more practiced, you'll be able to use the PD OS more **intuitively**. As you head toward mastery, it will serve more as a set of touchstones, enabling your own more **spontaneous** and fluid interpretations. Even at this stage, though, its a **good** idea to keep the OS handy as a reference.

Pick a group challenge and work your way through the Health Check Card on page 26. Use the PD Operating Model on a Page, below, as a reference guide and follow the **cycle**. The **performance** indicators are:

- Low **Performance**: where the practice is virtually non existent, poorly understood, and not getting results.
- Medium **Performance**: where it's sometimes used, only partially understood, and getting only limited results.
- High **Performance**: where it's fully integrated, understood by everyone, and getting optimal results.

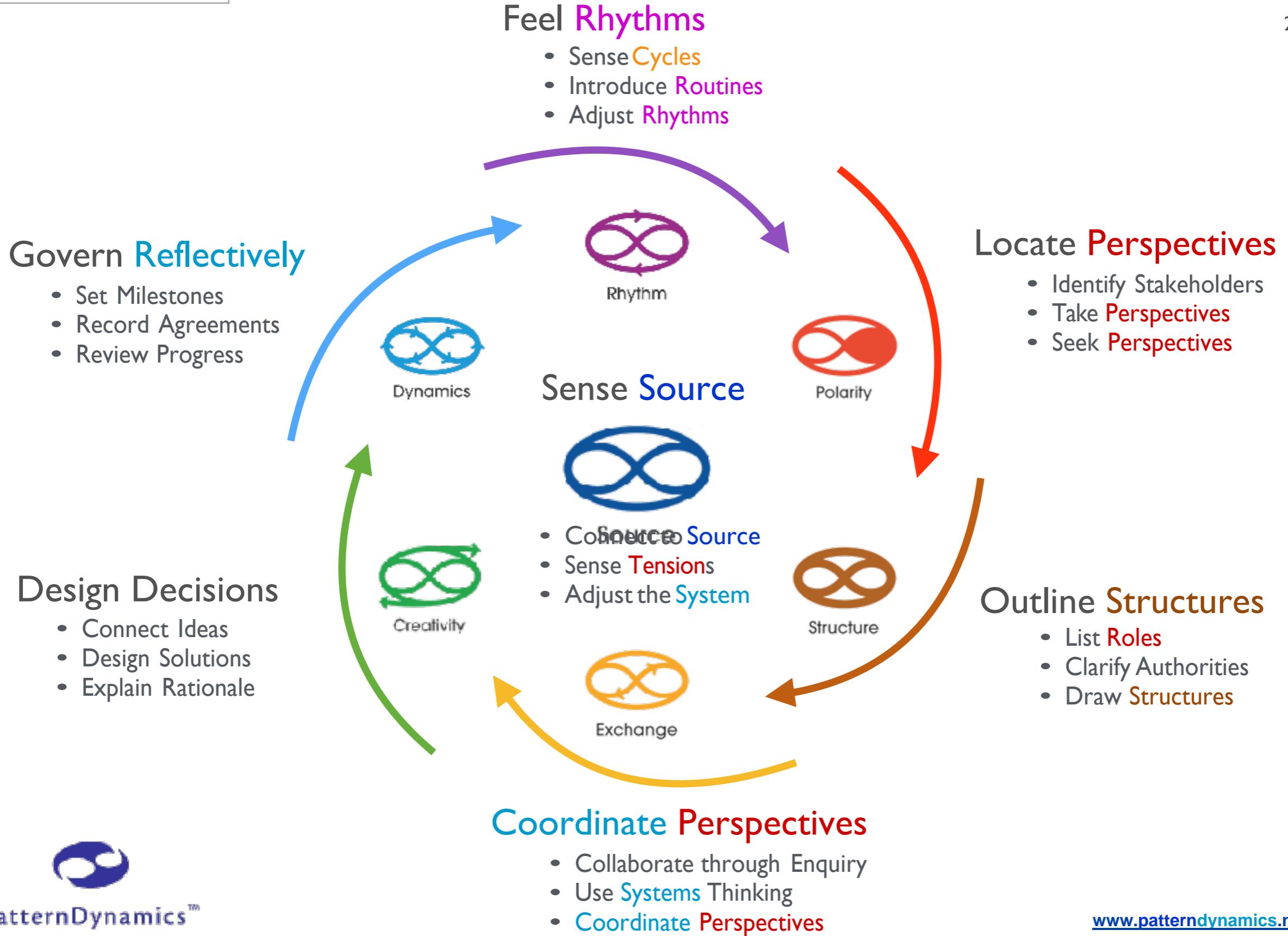
Continue with repeated **cycles** of the OS. **Work** towards high **performance** (3 points) in each box. Using the Health Check Chart and following the steps in the OS **cycle** are a great way to get started, but they're a bit like training wheels—when you're ready, you'll want to move beyond them to enjoy a more free **flowing** experience.

The difference between the PD OS and other more distributed or networked **organisational** operating **systems** is that its **not** primarily a **system**—it's a **practice**. Your colleagues won't necessarily know about your practice, and if they do, or if others are practicing with you, no one will have to face the disruptions of **conforming** to a **new system**. They should just enjoy the benefits as your practice builds better **relationships** and enhances the group's natural **capacity** for **self-organisation**.



PD Operating System on a Page

23



PD OS Health Check Chart

Performance Indicators	Low	Medium	High
	1	2	3

Practices		Status	Notes
Feel Rhythms	<ul style="list-style-type: none"> • Sense Cycles • Introduce Routines • Adjust Rhythms 		
Locate Perspectives	<ul style="list-style-type: none"> • Identify Stakeholders • Take Perspectives • Seek Perspectives 		
Outline Structure	<ul style="list-style-type: none"> • List Roles and Accountabilities • Clarify Authorities • Draw Structures 		
Coordinate Perspectives	<ul style="list-style-type: none"> • Collaborate Through Enquiry • Use Systems Thinking • Coordinate Perspectives 		
Design Decisions	<ul style="list-style-type: none"> • Connect Ideas • Design Solutions • Explain Rationale 		
Govern Reflectively	<ul style="list-style-type: none"> • Set Milestones • Record Agreements • Review Progress 		
Sense Source	<ul style="list-style-type: none"> • Connect to Source • Sense Tensions • Adjust the System 		



The Source Course

The **Source** Course is a simple exercise that will help you, and others, learn to deepen your understanding of this **foundational Principle of Self-Organisation**. It will also demonstrate how to think about finding the optimal **balance** for any **principle** you are **working** with, in any context.

Source represents a shared primary ethic of fostering generative health.

Its **power** lies in the fact that generating health—living **systems**' unrelenting **drive** to **create** the conditions that will support healthier, more **enduring** living **systems**—is the deepest inclination of a **self**-organising universe.

Not only is **Source** the central organising **principle** of **PatternDynamics** **itself**, it can act as a guiding star for **self**-organising activity within any group, community, or **organisation**.

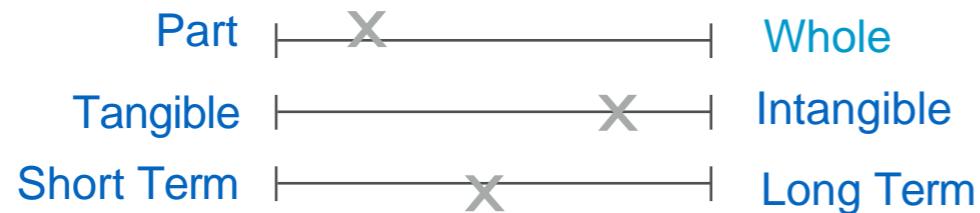
As you will see, to **work** with **Source** we need to **balance** three primary **principles** of **systems** health:

- the **balance** between *parts* (individuals) and the **whole** (the collective)
- the **balance** between *tangible* results and *intangible* value
- the **balance** between *short term outcomes* and **long term viability**

Follow the instructions on the next page. You can also print and distribute the **Source** Course pages and do this as a group exercise.



Instructions



1. Print out the Source Course page below and give everyone in your team a copy and/or draw the Source symbol and slider bars on a whiteboard or flip chart.
2. Explain that the purpose of this exercise is to practice discovering broader principles that will help you locate the common ground across your diverse points of view.
3. Write a short, agreed on, statement of the ultimate purpose of your **work** together. Establish the relevance of meeting this particular challenge to fulfilling your purpose.
4. Consider each person's views, on how best to decide how to meet this challenge, in **relation** to the three principles on the right.
5. Map each team member's **perspective** by marking a coloured 'X' onto each of the 3 slider bars. Use a different coloured 'X' for each person.
6. Determine where to place each person's Xes using a group discussion to determine if:
 - the view prioritises a part of the organisation, the whole organisation, or somewhere in between.
 - use the same **process in relation** to the other two principles.
7. **So What?** How could reflecting on the different views this way help you to agree on what to prioritise at this **time**, and what might need to be prioritised at another **time**?

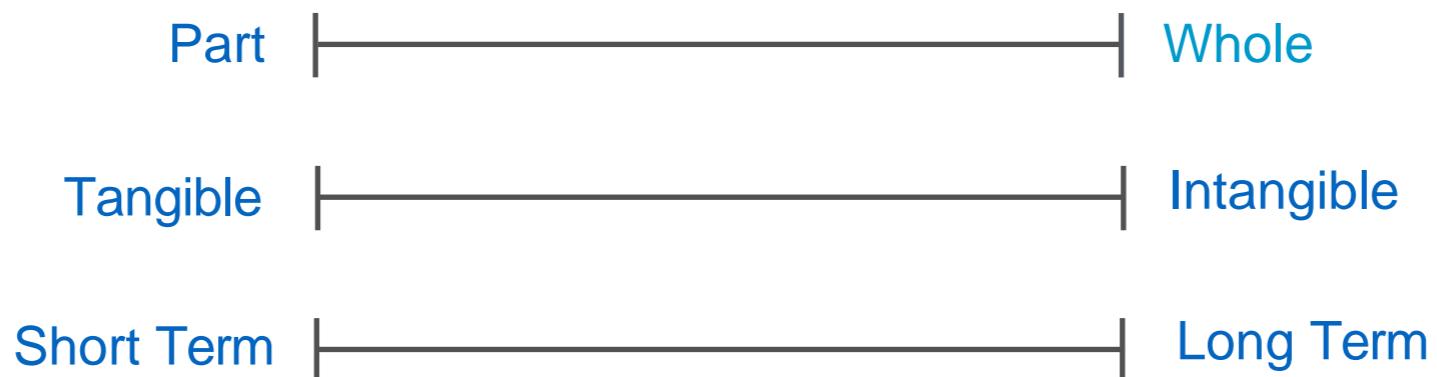


The Source Pattern above signifies the universal organising power of sharing deep collective purpose. The diagram itself represents 3 related foundational *living systems principles*:

1. The **relationship** between parts and **wholes**.
 - The two inner shapes represent parts of a system (e.g. an individual), the outer oval the **whole** (e.g. the organisation).
2. The **relationship** between tangible results and intangible capital.
 - The blue lines represent the more tangible aspects of systems (e.g. \$) and the white space that defines them, the less tangible value (e.g. trust building).
3. The **relationship** between short term outcomes and longer term viability.
 - the infinity symbol in the middle represents long term horizons (e.g. sustainability of the organisation) and the oval on the outside a shorter single cycle (e.g. immediate results).



Source



4.

Reflect and Deepen

What Did You Notice?

What emerged as new, interesting, or important?

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Given your reflections above, what do you think is the single most highly leveraged change you can make to improve your self-organisation skills? What commitments can you make to ensure that you work on making this improvement? Who could help keep you accountable?

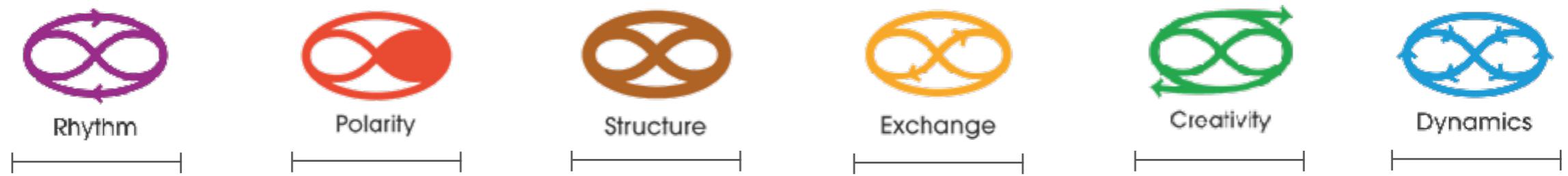
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Finding the Balance

In the **Source** Course, you practiced **reflecting** on the **balance** of each of **Source's** three **principles**. Learning to recognise the **balance** represented by a point of view, in **relation** to a range of different **principles of organisation**, is a key to attaining mastery in applying the living **systems** view.

To continue to develop your practice, see if you can identify how different **perspectives** are **balanced** in **relation** to the **Principles** represented by the other **Patterns** in the PD **Framework**. Click on the ones below for descriptions. Place marks on the sliders until you can sense the **balance** **intuitively**, without this supporting activity.



Next Steps:

You may have noticed that the OS acts as a virtuous **cycle** of practice. The more cycling you do, the more you gain the benefits of an increasingly **adaptive**, open and **innovative** operating model, which encourages more practice—and on it goes. To get support with your virtuous cycling, and to learn more **Patterns** and **Principles** [click here](#) and join the PD forum training community:

Join:



PatternDynamics Forum Training Community



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thrive in complexity

SEMPER and SCORE

Enhancing enterprise effectiveness

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Please note that, to preserve commercial and personal confidentiality, the stories and examples have been adapted, combined and in part fictionalised from experiences in a variety of contexts, and do not and are not intended to represent any specific person or organisation.

INTRODUCTION

Enhancing enterprise effectiveness

All **organisations** strive for high **performance**, in the short-term at least. Yet the real ‘holy grail’ is **sustainable excellence** – even in **fast-changing times**.

The usual recommendation for this is an almost obsessive focus on **efficiency** above everything else. True, an emphasis on **efficiency** will help in some ways; but the only way to sustain excellence in the long term is through focusing on **effectiveness** – of which **efficiency** is only one part. Effectiveness in turn depends on **integration**, on understanding and **working** with the enterprise as a **whole**. How to do so is what this book describes.

As explained in previous books in this series – such as *Real Enterprise Architecture: beyond IT to the whole enterprise* (or ‘Real EA’) – **developing** and maintaining a clear picture of the **whole** is a key task for the enterprise-architect. Yet this book will also be useful for anyone whose **work** addresses or encompasses the **whole** enterprise – senior strategists and analysts, executives and senior management, Programme Management Office and similar **roles**. And the **concepts** and techniques described here can be used in any kind of enterprise, at every **scale**, from a single-person project to a large multi-national corporation or even an entire country.

Themes we’ll address here include:

- what is enterprise effectiveness?
- what impact does effectiveness have on enterprise **performance**?
- what impact does **strategy** have on enterprise effectiveness?
- how can we measure and monitor effectiveness?
- how can we use those metrics to enhance overall effectiveness?

In other words, a bit of theory to set the context, but the remainder is very much a practical ‘how-to’ – a cook-book that’s seasoned with real-world examples. But first, a simple question with a not-so-simple answer:

What is effectiveness?

What *is* ‘effectiveness’, in an enterprise sense? The usual management texts seem to imply either that effectiveness is the same as **efficiency**, or else assert that we need to be “**efficient** and **effective**” without actually describing what is meant by ‘effective’ or how it differs from **efficiency**. In other words, ‘effective’ is, well, **effective** an’ all that, y’know? Which isn’t much help... To enhance enterprise effectiveness, we need something that’s a lot more concrete than that kind of vague, woolly non-definition.

So let’s be explicit: effectiveness consists of, or arises from, four distinct dimensions, plus another sort-of dimension that ties the others together:

efficient – makes the best use of available **resources**

reliable – can be relied on to deliver the required results

elegant - supports the human factors in the context

appropriate – supports and sustains the overall **purpose**

integrated - linked to and supports **integration** of the **whole as whole**

Enterprise **performance** depends on how well we **optimise** across these dimensions, and the set of related dimensions that, between them, express the enterprise’s ‘**ability** to do **work**’. More detail on that in the next chapter; the point here is that **efficiency** is neither the same as effectiveness, nor separate from it, but a **subset** of what’s needed for overall effectiveness.

The danger, then, is that a focus on **efficiency** alone will almost always cause more harm than **good**, because we cannot **optimise appropriately** against the other dimensions of effectiveness. Yet many, perhaps most, of the standard management texts still promote the assumption that **efficiency** is the be-all-and-end-all of business: what’s going on? The short answer is that they’re using the wrong metaphor to describe the enterprise – which at first might sound somewhat abstract, but the impacts on enterprise **capability** and **performance** are all too real. To understand **why** it’s such a problem, and what to do about it, it’s worthwhile taking a brief detour to look at this matter of metaphor.

A matter of metaphor

For more than a century, the most common metaphor to describe the enterprise is to think of it as a *machine* – more specifically, in the commercial context, as ‘a machine for making money’ on behalf of the shareholders. This is the core **concept** behind ‘scientific management’, of ‘business **process** re-engineering’ and so many other theories and models of the enterprise. In my main **field** of enterprise-architecture, for example, it’s the basis for John Zachman’s oft-repeated assertion that the **role** of architecture is ‘engineering the enterprise’. And so on, and so on.

It’s been around so long, and been dominant for so long, that it doesn’t seem like a metaphor at all: it’s *the* description of how things really *are*. But despite that sense of certainty, of ‘naturalness’, in reality it’s just one of many possible metaphors, and by no means the best – in fact, for most present-day enterprises, it’s dangerously misleading. For practical **purposes**, it’s far better to think of the enterprise as a *living organism*. The contrast between these two metaphors is striking:

<i>Machine</i>	<i>Living organism</i>
Purpose provided from outside (has no inherent purpose)	Purposive, self-motivating
Requires outside agency to adapt for change or repair	Self-adapting, self-repairing
Rule-based: cannot cope with complexity	Can handle full spectrum of rules, guidelines, heuristics, principles
Sum of its parts	May be more (or less) than sum of its parts
Can be taken apart and rebuilt	Likely to fail ('die') if taken apart

Metaphors: machine versus living organism

If we view the enterprise as a machine, then our only concerns are **efficiency** and **reliability** – hence ‘scientific management’, and its obsession with **control**. From this **perspective**, it’s ‘obvious’ that **people** are ‘human **resources**’, interchangeable components to be linked into the functions of the machine via standardised job-descriptions. It’s equally ‘obvious’ that, wherever practicable, **people** should be replaced by software, because (in theory at least) machines are more **predictable** than **people** – hence the delusory allure of theories such as business **process** re-engineering...

Business **process** re-engineering has been described as “the last gasp of Taylorism” – the final act of hubris that highlighted all the **fundamental** flaws in ‘scientific management’. I’ve yet to hear of **any** BPR project that delivered all its promised benefits: instead, most cases came close to destroying the entire enterprise.

Some years after the initial exuberant hype, and when the true **scale** of the debacle had become too much to ignore, one of BPR’s most ardent proponents ruefully admitted that “we failed to take enough **account** of the human factors”. Hmm... methinks ‘failed to take **any account** of the human factors’ might have been more accurate...

For all its appeal, its apparent simplicity, the machine metaphor has some lethal limitations. For example, it assumes a strict separation between ‘brawn’ and ‘brain’ – the classic **distinction** between ‘blue-collar’ versus ‘white-collar’. And the real thinking for how to reconfigure and **restructure** the machine must always come from outside – hence lucrative employment for armies of **self**-styled ‘management consultants’. Yet the catch in doing so is that the ‘brain’ is distanced from the action, hence keeping track of what’s going is always **uncertain**; communication takes too much **time**; decisions are always too late; and key details are often lost or misinterpreted, causing decisions to be flawed at best. When the wrong information and other **resources** arrive in the wrong place, with the wrong person, at the wrong **time** or in the wrong sequence, life can be hell out there on the factory floor...

So whilst the machine metaphor is **efficient** in theory, it’s often appallingly ineffective in practice. (In fact it fails **because** the focus is theory, not practice – though more on that later.) The only business-contexts for which it **does work** well are those with stable, **slow-changing** markets and simple, highly standardised products or services – which applies to very few enterprises in the present-day. The machine metaphor simply cannot cope with the current **global** trends, such as **growing** diversity and **division**; the need for differentiation in a **globalised**, commodified market; increasing **value** of information; outsourcing and other ‘extended enterprise’ **relationships**; **emerging networks**, ‘**value webs**’, and other **dynamic** consortia; 24 / 7 ‘follow-the-sun’ business-**processes**, and the ever-increasing pace and **complexity** of **change**.

No doubt, of course, that every enterprise will still need continuous improvements in **efficiency**, to cope with the relentless pressure to do more with less; and every business **system** and business

process will still need **reliability**, wherever we can find it. Yet most real-world enterprises *also* need a model that allows for **uncertainty** and **unpredictability**, for **complexity** and rapid **change**. Which is where the metaphor of the ‘living enterprise’ comes into the picture.

In a living organism, the ‘brain’ isn’t separate from the ‘brawn’: each is part of and dependent on the other. A large enterprise, just like a large organism, is a complex web of interdependent **specialised** services woven into a single ‘viable **system**’; and as **systems**-theory pioneer Stafford Beer put it, the real ‘brain of the firm’ does not reside solely with the managers, but is distributed throughout the enterprise. The same is true of the enterprise’s **knowledge** of **itself** and its environment – the key concerns of enterprise-architecture; these arise from the ‘human factors’, from personal **skills**, personal **knowledge**, **relationships**, **purpose**, commitment, **drive**. Such things have no meaning to a machine – but they matter a great deal to a living enterprise.

Without access to that ‘distributed brain’, the enterprise is likely to be in deep trouble in today’s complex environment; but when that **knowledge** and **awareness** and **creativity** are available, and shared – as Deming proved in his **work** on quality in post-Second World War Japan – the enterprise becomes **self-correcting**, **self-adapting**, **self-motivated**, able to respond with agility to any **changes** in needs and context. And **thrives** as a result.

Science **itself** has **changed**, too: the science underlying Taylorist ‘scientific management’ has long since gone out of date. A present-day ‘scientific management’ would have to extend beyond the crude **concepts** of **control** and cause-and-effect, to include **new** factors such as **recursion**, **complexity** and **emergent systems**. And in most business contexts, it’s not just that those ‘human factors’ do matter: they **determine** enterprise effectiveness – and the difference between failure and success.

So whilst the machine metaphor leads us naturally towards a focus on **efficiency**, it leads us *away* from effectiveness – and it’s the latter that we really need. Yet however outdated, old metaphors are hard to drop: thinking in terms of the ‘living enterprise’ may well seem, well, *unnatural*, for a while at least. But it’s well worth the effort of persisting with that shift in mindset, because there’s a real pay-off in terms of a better understanding of effectiveness, and how to achieve it in practice in the enterprise.

Principles of intervention design

Practice is the real concern here. Metaphors may be interesting, but they're of no use unless we *can* put them to use. Where 'the rubber meets the road' for effectiveness in practice is in the design of diagnostics and interventions that support *appropriate change* in the enterprise – helping it to become '*efficient on purpose*'.

I'll perhaps risk repeating *myself* too often here, but it's essential to remember that with the machine metaphor it's all too easy to be '*efficient without purpose*' – which in real terms is neither *efficient* nor effective.

It's relatively simple to maximise the *efficiency* of any one part of 'the machine' on its own, as long as we don't care about the impact anywhere else in the enterprise. It's *not* simple to *balance* the effectiveness-*tradeoffs* across the entire enterprise, and keep the *whole* thing on track towards an intended *purpose*.

The machine-metaphor beguiles us with that so-desirable delusion that our interventions can provide *control* over the enterprise – but unfortunately it *is* a delusion. By contrast, the living-enterprise metaphor illustrates the real *complexity* of what we're dealing with. In designing interventions for a real enterprise, in a real context, with real *people*, the pHase 'herding cats' comes to mind... but at least it *is* real, which 'the machine' is not.

To the machine-metaphor, the enterprise is simply a *scaled-up* machine: more and more complicated as it *scales* in size, but still a machine. So for intervention-design the focus is on 'fail-safe', on certainty, on taking *control* of causes and effects to *create* the required, predefined outcomes. Or trying to do so, because it's never really *worked*...

Instead, the living-enterprise metaphor accepts that *complexity* is *qualitatively* different. In complex *systems*, such as in any real-world enterprise, there *is* no certainty; everything is both 'cause' *and* 'effect', so there is no such thing as *control*. There are definite outcomes, and desirable outcomes at that, but nothing that could be determined for certain in advance. So the emphasis in intervention design is not on 'fail-safe', but '*safe-fail*'.

'Safe-fail' is about deliberate design to 'test the *waters*', and pull back to a known-safe position if the outcome is not what we want. There is no 'failure' as such, because every intervention is an *experiment*. And because every intervention is also a diagnostic, this means that, as Dave Snowden of Cognitive Edge puts it, the *experiments* "allow us to test the *evolutionary* possibilities of the

system", extending our **knowledge** of what **works** and what doesn't, within that specific context.

A simple example here, from quality-**systems development**.

In conventional **control**-based models, the emphasis is on 'best-practice' – on replicating exactly what **worked** well elsewhere. As long as the context *is* the same as elsewhere, that approach does seem to **work** – mostly, anyway.

But in environments where there are many 'one-offs' and the context inherently **uncertain**, a better approach is '**worst**-practice'. For example, maintenance-engineers swap stories of what **didn't work**, and the **experiments** they went through to reach an **appropriate** solution.

'Best practice' is always a **good** idea, wherever we can apply it, but it risks failure as soon as the context moves away from what we and it had expected. And in the real world, ultimately **everything** is a 'market of one': there's always **something** that's a little bit different, in everything we do... Both approaches are valid: the trick – the **skill** – is in knowing which one to use, where, when and **why**.

So throughout this book, whenever we talk about intervention-design, it's not about some kind of attempt to 'take **control**' of this wayward beast we call 'the enterprise'. Rather, it's about **working with** the **complexity**, often running multiple and **sometimes** contradictory pilot-projects in parallel, to sense out the **responses** in the respective business context. Our aim is always to **create** or extend the enterprise's capabilities – its '**ability** to do **work**', in many different senses – so as to enable an agile **response** to any **changes** in conditions, any **new** opportunities. And by monitoring everything as we go – such as with the SEMPER metric described later – we can amplify whatever **works**, and quietly dampen what doesn't.

But it *is* a different way of **working** with the enterprise, a different way of thinking, especially about the **role** of interventions and actions. It does take a while to get used to it, and to get others used to it, too. There are plenty of practical tools in this book, yet do note that most of them can only **work** well when combined with this different approach to enterprise effectiveness – please do bear that in mind as you read on!

DIMENSIONS OF EFFECTIVENESS

The dimensions of the enterprise

In the previous chapter we briefly touched on the dimensions of effectiveness; at this point we need to look at them in more depth, to provide a firm **foundation** for the techniques that follow.

The dimensions of effectiveness mentioned earlier – **efficient**, reliable, **elegant**, **appropriate**, **integrated** – are linked in turn what are, in effect, another related set of dimensions. In essence, these represent the categories of assets in the enterprise: physical, **conceptual**, **relational** and **aspirational**.

Yes, I know: yet another bunch of abstract terms. But don't worry about it: the names and details don't matter that much, it's the underlying notion of distinct **dimensions** that matters here.

To illustrate this, imagine the enterprise as a participant in an old-fashioned street-market or bazaar. Within that market, we can see four discrete yet interwoven dimensions:

there are **transactions** about *physical* products and services – the most visible and evident aspect of the activity in the marketplace;

there's an **exchange** of *conceptual* ideas and information – to quote the *Cluetrain Manifesto*, “markets are **conversations**”; the transactions and conversations help to **create** and maintain *relational* links between the market's players – and without those interpersonal **relationships**, the market could not operate or exist;

markets are about **identity** and **purpose** – the *aspirations* of individuals, and the shared **purpose** of the market as a **whole**.

The market is all of these things, all blended together in a kind of bubbling brew of **integration**, distinctive in its own right, which we might call the ‘soul’ of the market. Hence, in turn, the ‘soul’ of an enterprise.

Another way to understand these dimensions is in terms of the four classic ways to differentiate an enterprise from its peers and competitors:

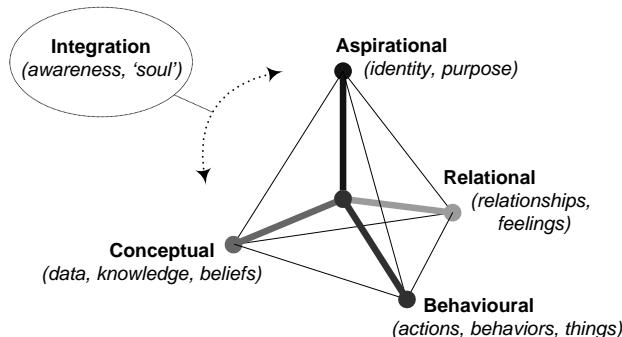
- through *products and services* - physical / behavioural
- through *knowledge and innovation* - mental / conceptual
- through *relationships and 'feel'* - emotional / relational
- through *vision and purpose* - spiritual / aspirational

'Spiritual' can seem a somewhat risky word in a business context – it tends to bring up the wrong kind of associations with religion and such. Yet though it's obviously relevant to many non-profit organisations such as charities and pressure-groups, it's actually essential for *every* enterprise. The core themes of the *aspirational* dimension – *vision, values, identity*, belonging, a sense of meaning and *purpose* – form the backbone to branding and much of *marketing*, to internal *morale*, to commitment and quality, and ultimately to the perceived social 'licence to operate'. None of this can make any sense whilst we cling to the machine metaphor – after all, a machine has no soul (or no *apparent* soul, at any rate!). But it does make perfect sense once we think in terms of the 'living enterprise' – it's the *source* of the *organisation's drive* and *creativity*. An explicit description of such things becomes a core business asset, so we'll see this often in successful large *organisations*: Hewlett-Packard's 'HP Way' and Johnson & Johnson's 'Credo' are two well-known examples.

And there's another angle on these same dimensions, through the lens of *organisational culture*:

- "the way we do things round here" – physical
- "what we know, how we think" – conceptual
- "how we relate with each other, and with others" – relational
- "who we are and what we stand for" – aspirational

It's crucial to understand here that these are *dimensions*, not layers – each is essential to the successful operation of the enterprise, and none of them has any inherent priority over any of the others. Because of this, perhaps the safest way to model the dimensions is as a *tetradian*, the four internal axes of a tetrahedron. Each axis or dimension is held stable by the other three; and by rotating our attention between them, every aspect of the enterprise can come into view. In effect, the tetradian describes the '*innerstructure*' or internal skeleton of the enterprise.



Tetradian model

From this, it's also clear that there are six link-themes that bridge between each pair of dimensions, providing the **tension** that holds this inner**structure** together. We can loosely categorise the forms of these link-themes as follows:

- vision and values* – linking spiritual / aspirational and emotional / relational
- skills and leadership* – linking emotional / relational and physical / behavioural
- active learning* – linking physical / behavioural and mental / conceptual
- narrative and dialogue* – linking mental / conceptual and emotional / relational
- sense-making and foresight* – linking mental / conceptual and spiritual / aspirational
- responsibility and empowerment* – linking spiritual / aspirational and physical / behavioural

If any domain is poorly supported in any part of the **organisation**, the effectiveness of the overall enterprise is weakened; and if any link-theme is absent altogether, the entire **structure** will collapse – taking the enterprise down with it. And even if the **specialist** needs of each domain are adequately represented, the **whole** still won't **work** well if there's no generalist **integration process** to link everything together. Once this is understood, it becomes obvious that **appropriate** management of inner**structure** is essential not just for enterprise effectiveness, but for sustainability and survival.

However, don't expect these domains – the dimensions and link-themes, and the **process** of **integration** that links them all together – to map directly to any specific department in an **organisation**.

Some domains will be more visible in certain departments and business-functions: for example, the **HR**, **sales** and **marketing** departments will emphasise the **relational** dimension, **production** and warehousing emphasises the physical, whilst the **strategy** unit would be more concerned with sense-making and foresight, and perhaps with **vision** and **values**. Other domains are more evident at the **boundaries** between departments: who's responsible for leadership **development**? for **innovation** and active learning? for the tacit **knowledge** embedded in narrative and dialogue? The reality is that the **innerstructure** underpins **everything**. Like **infrastructure**, only deeper, all the domains necessarily recur in every department and every business-function – and each domain needs **appropriate** action and support in every context.

Effectiveness acronyms – REAL and LEARN

Given this **innerstructure**, we can evaluate effectiveness in each domain through four keywords:

Reliable - whether the activity can be relied upon to deliver the required results (maps to the *physical* dimension)

Efficient - whether the activity makes the best use of available resources (maps to the *conceptual* dimension)

Appropriate - whether the activity supports and sustains the overall **purpose** of the enterprise (maps to the *aspirational* dimension)

Elegant - whether the activity supports the human factors in the context; also '**elegance**' in the scientific sense, in that clarity and the like will support **structural** simplicity and re-use (maps to the **relational** dimension)

The highlighted letters give us the acronym **REAL** for the direct dimensions of effectiveness. As we'll see later when we look at the **SEMPER** metric, we can assess these both in their own right, and cross-mapped to the respective dimension of the **innerstructure**.

It's also advisable to assess how well each domain, and each activity within each domain, is **integrated** with the **whole** – how well it supports the other domains, and is supported by the other domains. This means that we also need to keep track of a kind of 'meta-dimension' that links the other dimensions together:

Integrated - whether the activity is linked to and supports the **integration** of the **whole**

If we add the highlighted letter to the previous set and give the result a minor tweak, we have the acronym LEARN as a keyword for the effective enterprise – the ‘learning organisation’.

It can be relatively easy to assess efficiency and reliability in some domains, using the standard organisational toolkit of techniques built up over the past century. But in practice any overall assessment must inevitably be subjective, at least in part, because so much of the innerstructure is intangible.

Even so, given a consistent methodology and clear guidelines, it’s possible to use REAL or LEARN to build a meaningful picture of effectiveness throughout the whole organisation – especially if assessments of different areas, at different times and by different people can be compared, contrasted and consolidated to provide a variety of perspectives on the whole. This is the basis of the SEMPER metric, which we’ll explore in detail later – see SEMPER (p.50).

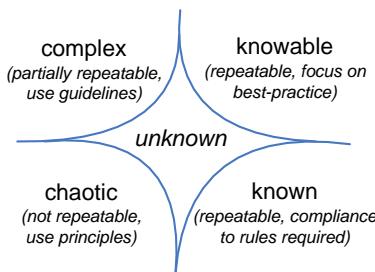
Effectiveness in complex systems

The machine-metaphor works well in simple contexts and simple systems. It also works quite well as a way to understand a small sub-component of a large system, as long as the context can be reduced to something reasonably predictable and doesn’t have to deal with change. It’s convenient, yet it’s too simplistic: and as soon as we have to move outside of those artificial constraints, everything starts to fall apart. We find ourselves with intractable problems that keep coming back, sometimes in different forms, no matter how much we try to control them. So to deal with the real complexities of the real world, we need something that really does know about complexity.

This is where systems-theory and complexity-science come into the picture – hence the ‘living enterprise’ metaphor, because it’s easiest to understand living organisms when we describe them in terms of complex systems. Unfortunately, most systems-theory is almost impenetrable at first for ordinary people in everyday business: it’s often too mathematical, too abstract to make immediate practical sense. Which, since we need it in order to understand how to enhance effectiveness, can be something of a problem.

But there is one framework that arose in the business space – out of the knowledge-management domain, in fact – and which is easy (or easier) to apply in a business context. Known as Cynefin

– apparently a Welsh word loosely translated as ‘place’ – it was originally developed by Dave Snowden and others at IBM, and was later spun-off to a separate company, Cognitive Edge. It provides us with a visual summary of the different approaches we need to deal with different contexts in real-world complexity:



Cynefin model of context complexity

When we first start to look at a context, everything is in that central region of the ‘unknown’. We then have four distinct modes or domains for sense-making: recognise it as known; find some way to make it knowable in an ordered way; accept its inherent complexity; or accept it as an unique ‘market of one’.

In the **known domain** everything is assumed to comply with simple, explicit, clearly-identifiable rules – the kind of ordered world that legislation and regulation would expect. There’s no need to stop and think: all we have to do here is sense the context, categorise, and respond in accordance with the respective rule.

This is usually the preferred approach in a production environment, if only because there’s often no *time* to stop and think. The catch is that it’ll fall apart if it meets up with anything that can’t fit the rules.

On one of our assignments we worked with a large security organisation which – true to type – was almost obsessive about strict compliance with rules. “But what happens if there’s an event that doesn’t fit the rules?”, we asked.

“Easy – we make up another rule!”

“Yes, but *when* do you make up the *new* rule?”

“After the event, I suppose.”

“So how do you handle the event *itself*, since you don’t have a rule for it at the *time*? ”

An *interesting* silence...

In the ***knowable domain***, an **ordered** world of cause-and-effect is still assumed, but it's accepted that simple rules aren't enough – it's ***complicated***. This is the preferred domain of the **specialist**, the analyst, the management consultant – the white-collar **workers**, the outsider 'brain' in the Taylorist machine-metaphor. The key tactic here is 'sense, analyse, respond', so there needs to be **time** to think – though we have to be careful to **avoid** 'analysis paralysis'.

At some point we hit 'complication overload', and move into the ***complex domain***. Here we accept that no matter how much we'd like the world to conform to our predefined rules and analyses, reality is that much of the **time** it doesn't. So the tactic here is 'probe, sense, respond', guided by **skill**, experience, heuristics, the occasional 'rule of thumb'. Here we'd run multiple **experiments** in parallel, in a 'safe-fail' context, and pick out the most successful – most '**elegant**' – solutions from their results. Although we look for a kind of truth here – and will often switch back and forth between this and the 'knowable' domain, to analyse our results – the emphasis is not on '**the truth**' but '**a truth**', a **self-adapting pattern** that we can re-use with agility in many different ways.

A **good** example here is weather forecasting. For a long while it was hoped that we would be able to identify '**the rules**', **the science** – however complicated – by which the weather **really worked**. Unfortunately, the realities of **chaos**-mathematics and the 'butterfly effect' put an end to that delightful deterministic dream ... oh well...

But we still have accurate weather forecasts – and they're improving every year. What's happened is that they still use the same massively complicated equations: but instead of looking for '**the one true forecast**', forecasters run multiple, parallel computations, with small differences in their setup parameters, each leading to '**a possibly-true forecast**'. When several simulations converge on the same overall **pattern**, that's the most probable weather outcome. It's complex – but it **works**, where analysis alone did not.

At the point of contact there's always ***something*** that's somewhat different, that doesn't fit any rule at all: ultimately everything is in some way a **unique** 'market of one'. This is the ***chaotic domain***, and the key tactic here is one of 'act, sense, respond'. In the knowable domain we have **time** for analysis, and in the complex domain we still have **time** to try out our **experiments**, but here, as in the known domain, we no longer have that luxury: we have to act now, and fast! But where the known domain assumes every-

thing is the same, and must be made to fit the rules, here we know that the rules won't **work**, or at least won't make sense: often here our **principles** and **aspirations** become the only reliable guide.

As a guideline – though it's not part of the Cynefin model as such – the domains do map approximately to the dimensions of effectiveness as follows:

- known-domain (rules): physical dimension; reliable
- knowable-domain (analyses): conceptual dimension; efficient
- complex-domain (heuristics): relational dimension; elegant
- chaotic-domain (**principles**): aspirational dimension; appropriate

In the real world of everyday business, effectiveness will depend greatly on choosing the **appropriate** Cynefin domain and the respective tactics to guide decision-making. For example, trying to apply **rigid** rules and regulations to a complex- or chaotic-domain context is never going to **work** well. Instead, we need to identify which parts of the context *can* be governed by rules, and which parts require heuristic- or **principle-driven** flexibility.

Cynefin domains also indicate the required level of **skill** in each context. For a rule-bound context – in other words, the known-domain – **routine** training should usually suffice; but analytical **skill** would be needed in the knowable-domain, whilst extensive experience is essential to **work** well in the complex-domain, and an even higher level of **skill** in the chaotic-domain.

Another useful business-oriented **source** on **systems** thinking is the books by Peter Sengé and his colleagues on the **concept** and practice of the 'learning **organisation**' – *The Fifth Discipline*, *The Fifth Discipline Fieldbook* and *The Dance of Change*. Although the first book is perhaps a bit too heavy on theory for many **people**'s taste, the others are more like practical 'cookbooks', filled with concrete practical examples of the 'learning **organisation**' – a key attribute of enterprise effectiveness.

Reviewing relevance

The tetradian provides a view of the **innerstructure** of a given context, and the **REAL** and **LEARN** keywords provide a means to assess it. To enhance effectiveness, though, it's also necessary to understand the relevance of each part in the overall context, and how issues in one context can be **leveraged**, **balanced** and **traded**.

off with other contexts in **order** to **optimise** the **workings** of the **whole**.

This is where we put **systems**-theory into practice. The main techniques to do this are embodied in a set of **principles** adapted from **complexity**-science, denoted by the acronym **R⁵**:

Rotation – look at the context from diverse **perspectives**

Recursion – look for ways in which similar issues recur at different **scales**

Reciprocation – look for **balance** or **imbalance** in transactions

Resonance – look for the ‘snowball effect’ through which results tend to increase (**positive-feedback**) or decrease (**damping**) automatically over **time**

Reflexion – look for ways in which the **whole** can be seen even in the smallest part

The R⁵ **principles** are used both in assessment and in intervention design.

Rotation is fairly straightforward: the aim is to gain a better understanding of the context than would be available from a single **perspective**. However, this often involves dealing with contradiction and conflict, as the views may well be different but are equally ‘true’ from their own **perspective**. The tetradian **itself** is an example of a **rotation**, providing different views of the **organisation**’s **innerstructure** from the **perspective** of each domain. Other examples include looking at the **organisation** from the viewpoint of each department, or from different operational levels, or from the **perspectives** of other stakeholders such as suppliers, customers, investors, government and the wider **community**.

Recursion is helpful because it can highlight options to simplify **processes** and remove costly and ineffective ‘special cases’. It can also simplify training: **recursion creates systems** and **structures** that are much the same at many different levels and in different contexts, making it much easier to move **people** around as needed with only minimal context-specific training. The simplest business example of **recursion** is the reporting-**hierarchy** of the infamous ‘org-chart’: each person reports upward and has their own reports downward in the **hierarchy-tree**. A more sophisticated example is Stafford Beer’s Viable **Systems** Model, which was applied to the public service of an entire country – Allende’s Chile – and proved to be remarkably **adaptable** and **resilient** even under **wartime** conditions. **Recursion** is important in assessment, too, to review how

issues affect one another at different **scales**, from the individual level, through **work**-group and business-unit, to the **whole** enterprise, the wider **community** and other interactions right up to the **global scale**.

Reciprocation addresses two subtly different types of **balance**. At the tangible level, the standard models of classical physics apply: everything has to **balance** out. The catch, as general **systems** theory demonstrates, is that the **balance** - or re-balancing of any asymmetry - may be complex and difficult to decipher, often involving delays that span days or decades, or **transformations** from one type of **energy** to another. For most intangible assets, though, the **balance** is not a simple 'win / lose', but something closer to a choice between 'win / win' or 'lose / lose': either everyone wins, or everyone loses. Making sense of this type of symmetry depends on a radically different **concept** of **power** and responsibility, derived from the physics definition that '**power** is the **ability** to do **work**', rather than the common social definitions which seem more to imply that **power** is the **ability** to *avoid work*. (For more detail on the **power**-model used in SEMPER, refer to the glossary entries for '**power**' and '**responsibility**', and the related terms such as '**power-with**' and '**power-against**' – see *Appendix A: Glossary*, p.133.) To assess this form of **reciprocation**, the focus is less on the surface appearances and appurtenances of '**power**', or on who is purported to have it or not have it, but more on the type of **work** to be done, and the **availability** of the various types of energies and **resources** – physical, **conceptual**, **relational**, **aspirational** – which the **work** requires.

Resonance is the exception to that **reciprocal balance** – the **feedback** loops which can be found in all complex real-world **systems**. In **systems**-theory this can occur through 'positive **feedback**' or feedforward – both of which increase the 'snowball effect' towards **self-propagation** – or as 'negative **feedback**', or damping, which reduces the effect. See Peter Sengé's *The Fifth Discipline* for more on this, for example.

Reflexion is more complex – literally so, as it's one of the most important yet counter-**intuitive** concepts from **complexity** science. This is the holographic sense that every part, every place, every action in the enterprise somehow also contains within **itself** every other part of the enterprise. Identifying **reflexion** takes experience and an eye for detail, but it can save enormous amounts of **time** and effort in assessment and intervention design: as the eminent

consultant Gerry Weinberg put it, “I always get the answer in the first five minutes – though it may take me hours or days or weeks to recognise what it was that I saw in those first five minutes!” One example is the way that the real **values** – not just the espoused **values** – of an enterprise and its culture are revealed in every conversation, every transaction, every **work**place, every department, even though the surface similarities in each case may be small.

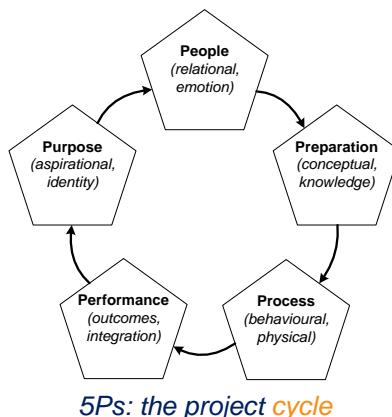
Together, these elements – dimensions, domains, **complexity** and relevance – comprise an overall **framework** to enhance enterprise effectiveness. From here we can start to put it into practice. First, though, we need to simplify it one more step. We do so by **re-structuring** our key four elements to five – as described in the next chapter.

FIVE ELEMENTS

Time, workflow and process

The tetradian in its standard tetrahedral form is a **powerful** tool for analysts and consultants, as we'll see later, for example, with the full SEMPER diagnostic. We can rotate the tetradian in any direction, to give us different views on the **whole** enterprise. Yet at the concrete level of day-to-day business, it can at first seem too abstract for immediate use. To apply it at 'the coalface', we'll often need to link it more closely to **time**, **workflow** and **business process**.

One way to do this arises from the fact that the **conceptual** dimension has two different **emphases**: looking forward to the near future – plans and **preparations** – and looking back at the past, at what has been done. This allows us to flatten out the tetradian into a single business-oriented **cycle** of five elements or **5Ps**: [Purpose](#), [People](#), [Preparation](#), [Process](#), [Performance](#).



This is essentially the same as Bruce Tuckman's 'Group Dynamics' sequence: [Forming](#), [Storming](#), [Norming](#), [Performing](#), [Adjourning](#). Proven in practice for more than fifty years, this well-known description of the project life-**cycle** can be found in any entry-level management text-book. The sequence explains not only the 'natural' steps of the life-**cycle**, but what happens if we try to miss out any of the steps – such as the **chaos** that ensues if we

try to jump straight from idea to practice without dealing with the people-issues ('**Storming**') or a proper plan ('**Norming**').

The difference here is that the 5Ps have the added dimensions of effectiveness and relevance – in effect, merging Group **Dynamics** with **systems-theory**. Where Group **Dynamics** describes a life-sequence for a single project, the 5Ps form a true **cycle** where the end of each project is also the start of another. And it's recursive, reflexive, **reciprocal** and the rest: project-**cycles** contain and are contained within other project-**cycles**, all the way up to the enterprise as a **whole**.

Interestingly, this also maps exactly to another, much older framework: the classic Chinese 'Five Elements' of **Wood**, **Fire**, **Earth**, **Metal**, **Water**. The elements have complex **relationships** that can be supportive or destructive: for example, **Wood** feeds **Fire**, breaks up **Earth**, fractures **Metal**, dams **Water**. Of all the possible combinations of **relationships**, the sequence **Wood** → **Fire** → **Earth** → **Metal** → **Water** is the only one in which each element naturally supports the next – and it's an exact metaphor of the sequence in Group **Dynamics**.

As consultants, that **mapping** has provided us with many valuable insights into what would otherwise have been intractable business issues. For an example, see the section later about *Five Elements in business analysis* (p.32).

We can summarise the 5Ps from a business **perspective** as follows:

Purpose ('Forming'; '**Wood**')

Role perspective: "why?" – **vision**, **values**, purpose, identity; core **principles** for decision-making

Time focus: mid- to far-future

Business-context examples: policy & strategy, R&D, product development

People ('**Storming**'; '**Fire**')

Role perspective: "who?" – **roles**, **skills**, experience, quality of internal **relationships** and trust

Time focus: mixed (past ↔ future)

Business-context examples: HR, marketing

Preparation ('**Norming**'; '**Earth**')

Role perspective: "which to do? what to do? when to do? where to do? how to do?" – **knowledge**, planning, mindsets, beliefs

Time focus: near future

Business-context examples: planning, scheduling and logistics, purchasing, supplies

Process ('Performing'; 'Metal')

Role perspective: "is!" (no **time** for questions!) – **resources**, actions, environments

Time focus: immediate – "now!"

Business-context examples: production, sales

Performance ('Adjourning'; 'Water')

Role perspective: "which was done? what was done? when was it done? where was it done? how was it done?" - bringing it all together, **completions**, lessons-learned, 'calling to **account**'

Time focus: past

Business-context examples: **accounts**, quality assurance, despatch

Although the **mapping** is not as exact as with Group **Dynamics** or the Chinese five elements, there's another useful cross-reference to the Total Quality Management (TQM) **cycle** Plan → Do → Check → Act. TQM's 'Plan' **phase** is much the same as 5Ps '**Preparation**', and 'Do' is obviously similar to '**Process**'. TQM's 'Check' straddles across both '**Performance**' and the transition to the **new cycle** at '**Purpose**', whilst the **mapping** for TQM's 'Act' is rather more blurred, from '**Purpose**' to aspects of '**People**', and even to '**Preparation**' again at the strategic rather than tactical level. Because 5Ps is linked so strongly to **systems**-theory, this gives us a means to link existing quality-management efforts to a more recursive and reflexive view of the enterprise as a **whole** – a valuable tool in enterprise architecture.

But where the 5Ps model really scores is that it provides a means to understand and resolve internal conflict within the enterprise. It does so by showing how the **perspective** on **time** will **change** during the project life-**cycle** which impacts not only on **workflow** and **process**, but on what should otherwise be supportive **relationships** between the different departments that are responsible for the different **phases** of the overall **workflow**. To understand those conflicts – and what to do to resolve them – we need to **develop** an **experiential** understanding of those five **perspectives**.

Five perspectives – an exercise on conflict

One of the most visible factors impacting on enterprise effectiveness is interpersonal conflicts – especially all those arguments, or feuds even, that rage between the different departments of the enterprise. Reducing those conflicts would make everyone's life a lot easier, and go a long way towards getting a lot more done...

The key insight here is that although some conflict does arise from personality-clashes, much if not most arises from differences in **role-perspectives** and **role-timeframes** – it's not that others are being 'awkward' or whatever, but that *the differences arise from the natural flow of work through the project lifecycle*. The conflicts are inevitable, inherent in the **work itself**, so there's no way we can prevent them as such; but what we *can* do is take the heat of them.

So here's an exercise using the 5Ps – **purpose**, **people**, **preparation**, **pocess** and **performance** – as a **framework** to assess and resolve **role-based** conflict. The overall aim is to show – and **experience** – how to improve overall effectiveness of the enterprise by accepting and **working** with the natural conflicts and natural **flows** in **work**. For the **workshop itself**, you'll need the usual whiteboard and a meeting-space that permits clustering of participants into five groups.

Part 1: Effectiveness and conflict

Our objectives in this part are to identify criteria for personal, group and collective success, and to identify differences between individual and group definitions of success.

The key **concepts** we introduce here are the notion of effectiveness as '**efficient**' and on **purpose**'; and the layering of definitions of 'success' – personal, group (department), collective (**organisation**) and so on.

Step 1: Introduce self and participants

This should be the usual quick thirty-seconds-per-person introduction of participants – who they are, their **backgrounds**, **roles**, expectations and the like.

Step 2: Situation, complication, question, answer

Introduce the topics for the workshop, using the classic frame of 'situation, complication, question, answer'. Allow perhaps fifteen minutes overall for this.

The situation: every organisation wants to be effective – to achieve and sustain high performance – in whatever way performance may be measured.

How would you know when you're effective, when you've succeeded? How do you define success? (layers of success: organisational, departmental, personal)

Elicit opinions, anecdotes and experiences on this; cluster some of these on the whiteboard.

Hint towards links between *definition* of success (*Purpose*) and *measurement* of success (*Performance*).

The complication: to a greater or lesser extent, the effectiveness of the enterprise is constrained and limited by fragmentation and by interpersonal and inter-departmental conflicts.

What are some of these constraints and conflicts?

As before, elicit opinions, anecdotes and experiences on this, clustering as appropriate on the whiteboard

The question: Is this happening just because people are awkward? Are they deliberately sabotaging success? Or what?

Once more, elicit opinions, anecdotes and experiences on this, creating clusters on the whiteboard.

Summarise, then lead to:

An answer: No, it's mostly because they each look at the world from different perspectives and with different time-frames – and don't realise that the view isn't the same for everyone else. Most of the conflicts are natural, arising from the nature of the work itself.

Part 2: The structure of conflict

The objective for this part is to distinguish between direct interpersonal conflict, and contextual conflict that arises from roles and timeframes.

This is where we introduce the key concepts for the exercise itself: that although some conflict arises from personality-clashes (which we're not dealing with here), most conflict in organisations arises

from **role-perspectives** and **role-timeframes**; and that we can use the 5Ps **framework** to assess and resolve this **role-based conflict**.

Step 1: The structure of organisations

Allow about ten minutes overall for this step. A typical introductory script would be as follows:

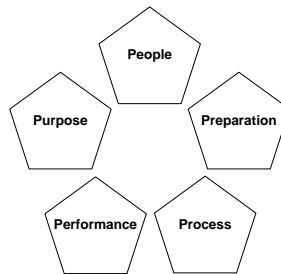
We'd like to show you a simple **framework** and set of techniques to address the conflicts that arise from different **perspectives**. These will:

give you a direct *experience* of **integration**, of **working** within a **whole**

give you a better grasp of where your and others' **work** fits within the **whole**

help to reduce conflicts

improve overall effectiveness.



Business labels for Five Elements

Describe the **structure** and functions of your enterprise in terms of these five categories:

Purpose: beginnings, ideas, future

People: energy, expression, the 'interpersonal stuff'

Preparation: settling down, getting ready, getting everything in its place

Process: doing it, often with lots of noise!

Performance: completions, wrapping up, tidying up all the loose ends

Elicit descriptions of these labels as departments or business-units within the **organisation**, so that they can claim the 5Ps labels as something of their own. Write these descriptions against the label-names on the whiteboard.

Create business-oriented 5P labels for each table or table-cluster.

Place the label on the respective table or cluster as each label is described.

Step 2: Same and different at every level

In this brief five-minute step we would introduce the scaling issue of **recursion**: each of these domains – as per the labels from the previous step – also includes all of the other 5Ps domains within **itself**. For example, a **production** environment would – or should – also include within **itself** its own **purpose**, **people**, **preparation** and **performance** sub-domains, and so on, almost ad infinitum.

Step 3: One view of the world

Here we start to build not just the idea but the **feeling** of contextual view. To do this, we get each group to describe their view of themselves and others, in terms of the **work**-context.

We don't want to pre-empt the shift of **feeling** that happens in the next step, so warn **people** that if they're sitting at a table or cluster that's labelled with their usual **work-role**, this would be a **good time** to move somewhere else!

Going round the clusters, ask participants to describe:

the priorities, concerns and constraints from within 'their' cluster
their view of each of the other clusters – being as happily rude as they like!

Laughter is important here. It should be safe to use – in fact encourage – pejorative terms, because no-one's sitting in their 'usual' **role**, but do be careful to dissuade any direct **personal** attacks and to use laughter to diffuse any **tension**. Emphasise the stereotype-labels for each grouping of 'others' – 'the **people-people**', 'the bean-counters' and so on – to reduce the risk of attacks on individuals.

Elicit comments about relative **time**-frames, but don't make this explicit as yet.

Put selected statements up on the whiteboard, showing the vectors to each cluster.

At the end, the summary from the whiteboard should show that:

everyone has a clear view of their own **work** – of what the enterprise needs, from the **perspective** of that 5Ps label from each **perspective**, everyone is certain that they are right everyone else is wrong!

Step 4: All move round one

Having been happily rude to everyone else, it's now **time** to explore how it **feels** to be on the receiving-end.

Before we do this, we need everyone to move around to a different space, either literally or metaphorically. Either move the participants round one to the next table, or allow them to move at random, but in any case to a different cluster; or else move the labels round one. (The latter usually doesn't **work** so well – if only because getting **people** to move around also usefully lifts the group-**energy** – but practical constraints such as seating in a lecture theatre may make it necessary in some environments.)

Read back the *incoming* views of each cluster – those 'happily rude' descriptions from the previous step. Ask how it **feels** to be described by others in that way.

We're looking for pHRases like "they're being unfair", or "they don't understand what we do". Emphasise these as they come up, particularly where the same **feeling** is expressed by different groups.

Summarise as follows:

the sense of **feeling** misunderstood and the like by others is *universal*.

the 'unfairness' comes not from those other **people** as such, but from the *natural* view from that the **role** – especially when the **perspective** is thought of as 'the only right view'

This shows us that many of the conflicts we deal with at **work** are the *natural* result of different **perspectives**:

a 'de Bono-ism': "everyone is always right [from their own **perspective**] but no-one's ever right" [because no one **perspective** can see the **whole**]

When we remember to look at 'the world' from other **perspectives**, we immediately reduce the **tension** in the conflicts – and immediately *increase* the overall effectiveness.

Part 3: Conflicting **timeframes**

The objectives in this part are to become aware of differences in **timeframes**, and to distinguish between the **local** validity of each **timeframes** versus the dangers of the **universal** application of a single **timeframe**.

The key **concepts** we introduce here are that each **role-perspective** also has its own specific **timeframe**, and that conflicts can arise from unrecognised differences in **timeframes**.

Step 1: *Timeframes*

What we'll explore here is that the clashes arise not just from different **perspectives**, but also different **timeframes**.

Allow ten minutes or so to go round each cluster, eliciting descriptions and comments.

Place summaries from each cluster on the respective section of the whiteboard. The aim should be to end up with something like the following list:

Purpose: mid- to far-future

People: random, 'all over the place'

Preparation: near future

Process: "now!"

Performance: past

Referencing these descriptions, go round each cluster again, asking what would happen if they try to do the respective activity from the wrong **timeframe**.

Essentially what we're after is a sense that if we do this, there'd be total **chaos** and ineffectiveness.

Indicate that this is what happens when one **perspective** dominates – when there's only 'one right view' in the enterprise.

Step 2: *Only one view*

Go round each cluster, eliciting comments from the **whole** group about what would happen (or **does** happen) if one **perspective** were to dominate the enterprise. Allow ten minutes or so to do this. Take care to ensure that comments are aimed to the **role**, and to deflect comments away from the participants currently sitting 'in' that **role**. For example, stand at each place, and encourage comments to be aimed at **self** rather than at the cluster.

What we're after are examples such as the following (in element order):

Purpose: "dreamers and 'idea-hamsters' run the place": nothing gets started, let alone finished.

People: "people-issues run the place": a lot of activity but nothing much actually happens; instead, there are endless discussions about who might do what, or who might get what – or, worse, the place is dominated by interpersonal politics and jockeying for position.

Preparation: "planners run the place": the place gets stuck in 'analysis paralysis'.

Process: "production managers run the place": everything is *now!*, urgent, no forward or (often) even backward view.

Performance: "accountants run the place": everything is focussed on *performance* indicators and the backward view.

Notice also that the dominant element tends to be different for different types of enterprise:

Purpose: academics and think-tanks

People, Preparation: government *organisations* and non-profits

Process, Performance: commercial *organisations*

Separate into small groups (not necessarily on cluster *boundaries*) to identify which elements dominate in their own enterprise, how this affects their own *work* and their *personal* commitment to the *work*, and how they do or can resolve the clashes. Allow perhaps fifteen minutes for this discussion

Either during or at the end of the discussion-period, invite participants to provide summaries, comments and suggestions to put up on the whiteboard. Cluster the comments around each of the five elements on the board such that there is a visible gap remaining in the centre.

The aim here is that the participants should themselves notice the gap – for example, at one of our *workshops*, a senior executive suddenly blurted out, "Hang on, who's in the centre?" If this doesn't happen, allude to it during the wrap-up for this step.

Summarise by showing that a single view tends to dominate when the *work* of the enterprise *itself* tends to emphasise that view – giving the illusion that that one view is 'the right one', or at least should always have the final say. This also occurs where there is poor communication between *perspectives*, as in the classic 'silos' scenario.

But if – as the participants themselves have just demonstrated – real problems arise if one view is allowed to dominate, this leads naturally to an important question:

Step 3: Who's minding the store?

Who's holding the centre? Who is responsible for ensuring that the baton is passed cleanly between each of the *perspectives*, in a mutually-supportive *workflow*? Who's responsible for ensuring that one *perspective* *doesn't* ride roughshod over all the others? Who's

responsible for resolving the **perspective**-conflicts that we've explored in the **workshop**?

The short answer, in far too many **organisations**, is *no-one* – which is precisely **why** there's a problem... There's an essential **role** here for a generalist, a communicator, someone who has enough grasp of *all* of the **perspectives** so as to be able to translate between them. Or several **roles**, rather, since the same need will recur all the way from the top – where ideally, if rarely, the CEO is exactly this kind of generalist – right down to the 'coal-face'.

The catch is that, especially at the more delivery-oriented levels, personal **performance** is usually measured in **specialist** terms – in terms of one **perspective**. So the more these generalists do their 'communicator' **role**, the less they appear to do, from the point of view of that single **perspective** – "they do nothing but talk all day! distracting us from **real work**! we don't have **time** for this stuff!" – and hence may well be penalised for *improving* the effectiveness of the overall enterprise. To do *their* 'real **work**', generalists will often need protection and support all the way from the top – and their **performance** measured in terms of the **whole**, rather than any one part.

Split the participants into small discussion groups to explore these issues:

- who are the generalists and 'translators' in the enterprise?
- what official labels – if any – are assigned to their 'communicator' or 'translator' **roles**? to whom do they report, and how and **why**?
- what support – if any – do they have in those **roles**? is the support covert, or officially sanctioned – a typical tacit "do what you can and we'll cover up for you", or a formally authorised **role** with its own **performance**-metrics? what can be done to move the support from the former to the latter?
- what else could be done in the enterprise to support this need to 'hold the centre'?

As before, allow perhaps fifteen minutes for this discussion.

Add to the whiteboard the summaries, comments and suggestions from the groups, showing also how some **roles** and activities act as 'ambassadors' between specific **perspectives** and the centre, or between **perspectives**.

To wrap up, show that what's been built up on the whiteboard is a summary of the **whole** 'living enterprise', with a clear sense of its

future, acting in the now, and aware of its past – and accepting **people as people**, too. If there are **imbalances** visible there – which is usually the case – it now should be clear what needs to be done to resolve them.

Part 4: Working with conflict

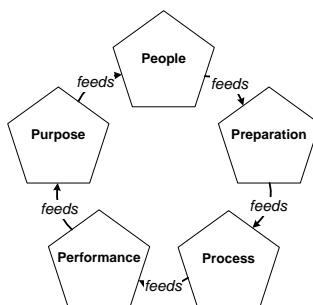
This section isn't part of the **workshop** as such, but is a practical way to show how to **work with** this natural conflict rather than trying to suppress it.

The objectives here are to show other practical applications for the Five Elements (5Ps) **framework**, and to **develop** the **ability** to switch between **perspectives** and **timeframes** as **appropriate**.

The key **concepts** we emphasise here are that there is a natural **flow** between the 5Ps, and that the 'communicators' in the enterprise need to be able to **work with** and translate between each of the **perspectives** and **timeframes**.

Steps: *Working with the conflict*

We've seen that many of the conflicts in **organisations** arise as a **natural** consequence of the **perspectives** and **timeframes**. We've also seen the problems that arise if any one **perspective** tends to dominate, or if the **roles** in the transitions between elements are missed.



Direct supportive flow around the elements

So what follows is a way to use the Five Elements to keep track of the **whole**. It's especially useful as a meeting-management **framework** – somewhat like de Bono's 'Six Hats' – but it also **works** well as a quick summary and checklist in any context.

Go through each of the elements **in sequence**. In a meeting, the **whole group** **works** with one element at a **time** (much like 'Six

Hats'). Within your group, select a current business-issue, and assess it in terms of these elements:

Purpose: What's the **purpose** here? What are we aiming to do?
What is the **perspective** in the **timeframe** of mid- to far-future?
(Use the question of **identity** – Who is 'We' here? – to move towards **People**.)

People: Who do we have? What are their **skills** and experience, interests, concerns, **availability**? What alliances do we need? What are the interpersonal issues? What **changes** in **perspective** occur as the **timeframe** **swings** around here, from far-past to far-future and back again? (Return to **skills** and **availability**, and **integrate** with the **Purpose**-issues, to move towards **Preparation**.)

Preparation: What's the plan? What **resources**, **skills**, experience, alliances do we have available? What's the **perspective** from the **time-frame** of the near-future? (Return to the plan, and **integrate** with the **Purpose**-issues and **People**-issues, to move towards **Process**.)

Process: What are we doing – right **now**? How does what we do in each moment affect the other **timeframes** of future and past? How do we minimise distractions from other **timeframes**, other **perspectives**? (Focus on how to keep track of what's happening, of what's been done and not done, as **work** progresses, to **integrate** with the previous issues of **Purpose**, **People** and **Preparation**, and move towards **Performance**.)

Performance: What have we done? How do we measure success, in terms of each of the elements? What lessons can we learn from what's been done? (Use the focus on 'lessons learned' to **integrate** back with **Purpose**, **People**, **Preparation** and **Process**, and move on to a **new cycle** at **Purpose**.)

Some other questions to consider:

What are the elements (or 5Ps) here? What capabilities and needs do we have in each domain? Who is responsible for each domain?

What are the **flows**, in **time** and space, between each domain?
How do we manage the inherent differences of **perspective** between the domains?

What support do we provide for leading transitions between elements?

What support do we provide for ‘holding the centre’? Who is responsible for ‘holding the centre’?

Ask for comments, suggestions and insights. Place these up on the whiteboard in five-element format.

On completion, work with the group to derive decisions as appropriate from the summaries on the whiteboard.

Wrap up the meeting with a ‘lessons learned’ section – in other words the Performance phase, or Group Dynamics’ ‘Adjourning’ – to summarise not only the outcome of the meeting, but also any insights from the process itself.

(See the *Real Enterprise Architecture* book for examples of how to use the same principles on a much larger scale, at the level of the whole enterprise.)

Five Elements in business analysis

Another use for Five Elements is in workflow analysis. Every path through a business-process is also a kind of mini-project in its own right, with its own 5Ps sequence of Purpose, People, Preparation, Process and Performance. If we move the view upward, it then becomes possible to see the entire enterprise as a web of interconnected services – the ‘service-oriented enterprise’. Different workgroups provide each other with the respective 5Ps services.

What happens, though, when the enterprise focus is on one of the 5Ps, and it tries to merge with a group that has a different focus? That’s what occurred with a client of ours – leading to a simmering conflict that at first seemed bizarre and inexplicable. But when we used a Five Elements approach to describe the situation, it not only became immediately obvious what was going on, but also what to do to make the merger work.

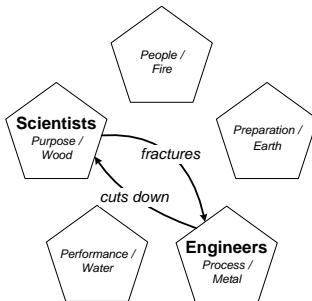
The enterprise was a large government research facility with an enviable international reputation in its field. The government of the day was doing one of its periodic purges, shedding full-time employees and pushing the work out to commercial service-providers. Although the facility itself wasn’t much affected by this, there was a risk of losing essential experience from the field – so a few key groups of field-engineers were ‘protected’ from privatisation by moving them under the aegis of the laboratory.

It had seemed a good idea at the time, such an obvious solution to the problem: “they’re all technical types, they’ll get on like a house

on **fire!**”, one of the senior executives had said to us. But the arguments started within days, and grew more and more acrimonious as the weeks went by...

Yes, true, they were all ‘technical types’: but no-one had thought about the subtle differences – especially **time-perspectives**. “We get a job out in three days”, snapped one of the engineers; “that lot over there can barely get a report out in three **years!**” From their side, the scientists complained that the engineers were inflexible, sticking **rigidly** to the rule-book even when it didn’t make sense, and tending to act first and think later - “if at all”, muttered one disgruntled researcher. It was not a happy **time**...

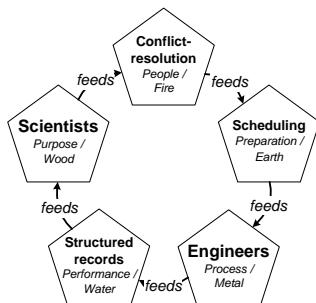
Once we applied a Five Elements approach, though, it was clear straight away what was happening. By their nature, scientists are all about **Purpose**, the future, the **uncertainty** of **new** ideas and **new** beginnings. And the engineers, by **their** nature, are all about certainty, hard fact, concrete action, the immediacy of ‘**Now!**’. In the classic Chinese terms, one is **Wood**, the other is **Metal**: not a **good** combination, to say the least.



Research-establishment merger: elements out of balance

Even worse, there’s an inherent asymmetry in the **relationship**: **Wood** eventually fractures **Metal**, but **Metal** quickly chops down **Wood**. By the very nature of their **work** and **time-perspective**, the engineers would have a disproportionate impact on the entire establishment. Yet no-one would **acknowledge** that there was a problem: which meant that – again in Chinese terms – the **Fire** of interpersonal conflicts went further and further out of **control**.

The solution was not to try to stop the conflict as such, but to ‘fill in the gaps’ – in other words, emphasise the rest of the Five Elements, in their ‘supportive **flow**’ sequence:



Research-establishment merger: elements in balance

For the **Fire** or ‘**People**’ element, we set up a formal procedure (the engineers *liked* formal procedures!) for conflict-resolution between the two groups. This was nothing special: a couple of written procedures to outline **roles** and responsibilities; a **regular** meeting to review the overall **work-relationship** between the two groups; and an escalation **process** to handle day-to-day issues. The key point here was to acknowledge that the conflicts were a natural and necessary consequence of the **work**: the scientists *needed* flexibility, the engineers *needed* structure, so there would always be conflicts there. So no-one was ‘**wrong**’ for being in conflict with others in that sense, it was just something to be respected and addressed as a **routine** aspect of the **work**. Simple, yet it **worked** really well: it took the heat out of the overall conflict in a matter of days.

Next, for **Earth**, or the ‘**Preparation**’ element, we **adapted** the engineers’ **scheduling system** to a shared tool for communication between the two groups. Again, we could implement this at very low cost: we converted their existing spreadsheet to a database, and added an off-the-shelf intranet front-end with a wiki-type hook-up that allowed both groups to add and **exchange** comments about project-schedules. This also made it possible for researchers to slot small **experiments** into the engineers’ **workload** in a **predictable** way, without disrupting their **routine work** – removing what had previously been a major **source** of contention.

The final missing element was **Water**, or ‘**Performance**’ – in this case, the ‘lessons-learned’ records via which the engineers’ **work** could support that of the researchers. This was more difficult, because all **work**-results had to be recorded and stored in a **structured** way which emphasised not just the final report – all that was required by the engineers’ usual end-clients – but also inputs

and outputs of all the intermediate **process**-steps – which was what the researchers needed, to feed into their own analyses. But here we were able to **leverage** off some previous **work** for a **workflow** / **database system** for another major project elsewhere in the laboratory, which defined all the **data-structures** and **workflow meta-structures** that we needed. The **structured framework** also made it easier to **develop process**-documentation for formal accreditation of the engineers' quality-**system**.

With this support for the missing elements in place, **relationships** between the two groups shifted from mutual conflict to mutual support – a happy outcome all round, and one that definitely enhanced the overall effectiveness of the enterprise.

SCORE FOR STRATEGY

SCORE for strategic assessment

Strategy is where the enterprise identifies its first moves towards a desired future. This isn't solely an issue for a separate '**strategy** team' for senior executives: as we've seen, the 'brain of the firm' is distributed throughout the enterprise. So to enhance effectiveness, the tetradian's **Aspirational** dimension (or the Five Elements' '**Purpose**' domain) needs **appropriate** support in **every** activity, at **every** level. **Strategy** occurs **everywhere**.

The classic checklist for quick strategic assessments is SWOT: Strengths, Weaknesses, Opportunities, THReats. (If you're not familiar with this, you can look it up in almost any management textbook.) It's a useful tool, but it does have some real limitations, especially around the impact of **strategy** on overall effectiveness. Rethinking SWOT as SCORE gives us a versatile alternative with a stronger emphasis on effectiveness, and gives us a chance to test out in practice some of the **principles** we've seen so far.

So it's useful to explore in brief the constraints of SWOT, and how SCORE resolves those limitations. Here we'll look at how to use SCORE in practice, and end with a real-world SCORE example, about data-architecture **strategy** in the utilities industry.

Like SWOT, SCORE is an acronym for a **strategy** checklist:

- Strengths**
- Challenges**
- Options**
- Responses**
- Effectiveness**

We focus in turn on our Strengths; our Challenges; our Options and opportunities; the probable **Responses** and returns of the **strategy**; and the impact on overall Effectiveness.

Another difference is that we're also looking for anything we can measure, either qualitative or quantitative – hence "What's the SCORE?". And we do the same assessment before *and* after we apply the **strategy** – which tells us whether or not the **strategy** actually **worked**.

Critique of SWOT

[Why](#) rethink SWOT? After all, it's been around for decades, and it's easy to understand and use. It has the same kind of two-axis matrix beloved by consultants everywhere – in this case, assets versus concerns, and ‘internal’ versus ‘external’ relative to the enterprise. And its methodology is about as simple as it gets: tick the boxes, and you’re just about done. “Strengths? Weaknesses? Opportunities? THReats? Everything look okay? Right, let’s do it!”

	asset	concern
internal	strength	weakness
external	opportunity	threat

SWOT – a classic two-axis matrix

SWOT is great for a quick check. But its subtle yet serious limitations do [create](#) real problems in [developing](#) [strategy](#), and in [devolving](#) that [strategy](#) into tactics.

One is that some of its language can be pejorative and misleading, and introduces a spurious sense of danger – literally, of weakness, or of tHReat. ‘Weakness’ also implies inadequacy, ‘not [good](#) enough’ and so on – which can be awkward when we’re assessing [people](#)-issues.

It also [creates](#) an arbitrary [boundary](#) between ‘inside’ and ‘outside’. This isn’t helpful when the [boundary](#) between ‘us and them’ is blurred – as it must be, for example, in [value](#)-webs or end-to-end [networks](#) where our customers may also be our suppliers, or in consortia where our nominal competitors are also our partners.

And SWOT doesn’t really have the breadth of scope to cope with [whole-of-system](#) context, or continuity over [time](#). Issues tend to be viewed in isolation, as [strategy](#) for *this* single issue, ignoring its broader [background](#). The [process](#) tends to be used ‘once-off’, then forgotten: in some cases it may be repeated, but there’s no explicit requirement to [create](#) links between [repetitions](#).

So to make SWOT more useful in today's more complex world, we need to make the language more real – not 'weaknesses' or 'tHReats'. We need to **adapt** it for use in broader, more complex contexts, in which **boundaries** between 'inside' and 'outside' may be blurred by multi-**organisation** partnerships and **value**-webs. We also need to **adapt** it for a more holistic view, how each asset or concern interacts with others – in other words, assess impact on *overall* effectiveness. And we need to enhance the methodology, using iterative reviews with qualitative / quantitative scores, and 'before and after' comparison of reviews and scores.

The revision as SCORE addresses all of these concerns.

SCORE process

SCORE addresses those requirements with a SWOT-like checklist as a **framework** for **strategy**:

Strengths / services / support: what we already have – existing capabilities and **resources**, potential for **synergies**

Challenges / capabilities needed: what we know we need, or need to address – 'weaknesses' indicate needed capabilities and **resources**

Options / opportunities and risks: look at the outside world for options and opportunities – **opportunity** is also risk, risk is also **opportunity**

Responses / returns / rewards: probable **responses** of the outside world to the chosen **strategy** – probable or **emergent** consequences of action or inaction

Effectiveness: probable impacts of the **strategy** on overall effectiveness – **efficient**, reliable, **elegant**, **appropriate**, **integrated**

Where this differs from SWOT is that we do this iteratively and recursively, comparing each dimension against the others; and we look for and record anything that can be measured, so we can assess the success of the **strategy** in future.

The questions for the **Strengths** dimension are much the same as for SWOT, except that we need to look both inside *and* outside our own **organisation** for shared strengths and support:

Strengths: What would we regard as our strengths in this?

Services: What services and capabilities do we have? What services can we call on from others?

Support: What support-**resources** do we have available to us?

What support do we have, from others?

The **work** of projects is carried out through services and capabilities, so these questions also help to identify the existing components of a ‘service-oriented architecture’ for the enterprise.

The subsidiary questions about support are essential. Without explicit support from senior management, the project can only be run as a concealed ‘skunk-**works**’ project – which would mean a lot more **work** overall, for everyone.

From here we gain both an inventory of strengths and services, and a list of probable partners in the project – in other words, what we have available to respond to opportunities, and to support the **change**-roadmap.

The questions for the **Challenges** dimension are again similar to SWOT. But we **avoid** SWOT’s pejorative term ‘weakness’ here, instead concentrating much more on gap-analysis – on identifying what would be needed in **order** to achieve the key success criteria for the project:

Challenges: What are the issues we need to address, within the **organisation**, and in **relationships** with partners, suppliers, other stakeholders?

Capabilities needed: What **new** capabilities and services would we need? What **skills** would be required? What would be needed to **develop** these **skills** and services?

The end-result of this direction of questioning is a list of internal project-risks, and also of needed capabilities – and hence core content for a roadmap for **change**.

Opportunities give rise to **Options**, which in turn provide the formal basis for a ‘roadmap’ for **change**:

Opportunities: What opportunities present themselves? What risks arise from with those opportunities? What opportunities arise from apparent risks?

Options: What are our options in **relation** to those opportunities and risks? How can we act on those options? How should we prioritise those options and actions?

As with SWOT, we should be looking mostly outward here, at the ‘outside’ world – potential customers, partners, providers and the like.

But unlike SWOT, we always assess opportunities and risks *together*, because each is the flipside of the other: opportunities bring concomitant risks, and risks (SWOT's 'tHReats') also always present opportunities.

What we're looking at here – and looking *for* – are the **drivers** for business **change**: the opportunities and risks, and our options to respond to each. This identifies the **reasons** for the **changes** that we need to make, the priorities for the **change**-roadmap, and external project-risks arising directly from those opportunities.

Where 'Opportunities' is about how we look at the outside world, the **Responses** questions are more about how the outside world impinges on us:

Responses: What **responses** would we expect from other stakeholders? from customers? competitors? providers? partners?

Regulations: What regulations might arise in **response** to our **strategy**? What would be the impacts of **new** or upcoming legislation?

Returns / rewards: What is the business **value** of each opportunity and risk?

Even a brief focus on regulation and legislation also helps to **expand** our **awareness** of longer-term impacts – legislation may move at a much slower pace than business **cycles**, for example, but its impacts cannot be **avoided** forever!

At least some of these expected **responses** should be measurable, identifying the overall returns or rewards – in other words, the business case (if any) for the **strategy**, and the external risks impinging indirectly on the opportunities.

The **Effectiveness** questions are the key difference from conventional SWOT analysis:

Efficient: Does it **optimise** use of **resources**, minimise wastage of **resources**?

Reliable: Is it **predictable**, consistent, **self**-correcting?

Elegant: Does it have clarity, simplicity, consistency? Is it **self**-adjusting for human factors?

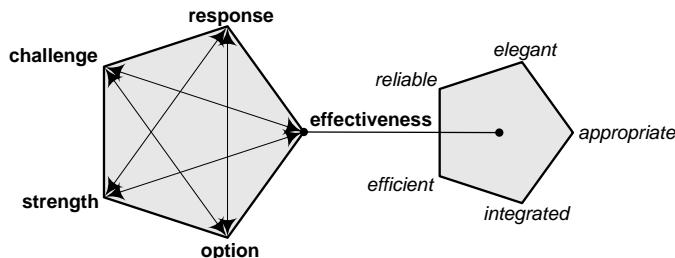
Appropriate: Does it support and maximise support for business **purpose**?

Integrated: Does it **create**, support and maximise **synergy** across all **systems**?

This identifies how well the ‘as-is’ and ‘to-be’ **systems** fit in with everything else. The aim here is to resolve a classic business dilemma: how to ensure that improvements in **efficiency** in one area do not cause greater inefficiencies elsewhere – a common result of traditional analysis techniques.

Working with the above questions, the steps of the SCORE methodology are as follows:

1. Select an issue
2. Start the SCORE checklist anywhere, on any dimension (often start with Strengths, or Options, but it's not required)
3. **Work** through all dimensions in the list (repeat and **iterate** in any **order**)
4. Assess impact of each item on effectiveness
5. Identify and record any measurable items such as **new** capabilities, and compare against previous SCORE assessments



Visual representation of the SCORE methodology

Once we select an issue to assess, we can start from any dimension. We then **work** through all of the SCORE dimensions, using the viewpoint of each dimension as a **perspective** on each of the other dimensions.

And for everything that we identify, we always look at its impact on overall effectiveness, using the effectiveness-checklist: **efficient**, **reliable**, **elegant**, **appropriate**, **integrated**.

We also keep an eye open for anything that can be measured, whether as a numeric **value** or qualitatively – for example, a **new capability** that didn't exist at the **time** of a previous SCORE assessment. The reason for this is simple: it's a lot easier to manage things that can be measured.

At the end of the SCORE assessment, these are the kinds of documents we would expect to have to hand, to guide subsequent change:

'Strengths' dimension: capabilities / services inventory, support / partner-map

'Challenges' dimension: prioritised requirements and roadmap for change, risks / issues register

'Options' dimension: strategy scenarios, opportunity / risk trade-off register

'Responses' dimension: business case(s), risk-management scenarios

'Effectiveness' dimension: project impact / integration assessments

To summarise, SCORE extends SWOT analysis with a new emphasis on overall effectiveness.. Where SWOT is a single pass through the checklist, SCORE is iterative: we repeat the process as required, to address all issues and side-themes. At the end of the process, the documents produced should provide us with a clear roadmap for business change.

SCORE in practice – a real-world example

This real example of SCORE analysis was on data-architecture strategy for a major utilities company. I've used a fictitious name for the company ('Energy'), and changed a few other identifying details, but otherwise the information here is the same as in the slides prepared for the company's enterprise-architecture group.

As you'll see, the main difference from SWOT is that the end-result is not just a go / no-go decision, but a detailed roadmap of the required changes.

Strengths...

These were Energy's existing strengths in data-architecture:

Business support for enterprise architecture

higher-than-usual awareness of value of architecture

evidence of high-level commitment

integrated view of the business

Higher-level maturity of conceptual frames

awareness that enterprise architecture is more than IT

Some essential **work** already done
Architecture **Principles**, Blueprint, BIM, **Evolution** SOA
Commitment and **energy!**

Challenges...

These were the challenges that needed to be addressed:

- Support exists, but still under-resourced
- No adequate commercial toolsets available for business-information
 - most tools are for logical ↔ physical **mapping** only – e.g. ERwin, Visio UML
- System Architect** probably the best of breed, but still has severe limitations – e.g. fragility of Choices list, ‘user-hostile’ interface etc
- Need to break free of IT-centric view
 - ‘business’ is too easily viewed as ‘anything not-IT’

Opportunities / risks / trade-offs...

These were the opportunities, risks and **trade-offs** – where data-architecture fitted within the broader picture of company **strategy**:

- Opportunity** for improved communication
- synergies** where business and IT are ‘on the same page’
- Risks of market / regulatory **change**
 - data-architecture supports agility to external **change**
- Trade-off** between modelling everything versus getting things done
 - improved **self-knowledge** and reduced long-term costs, versus project delays and loss of business credibility
 - “doing it at all takes priority over doing it right...”
 - complexity** of modelling a **dynamic** world
 - the world is not **static**, there is no final ‘future **state**’

Returns / rewards...

This was a brief summary of the kind of returns and **responses** from implementing (or *not* implementing) a disciplined data architecture:

- Leverage** available from **synergies**
 - across **systems**

across products and product-lines
across organisational units and groups
across 'value-webs' with partners, suppliers etc
Agility from Energy's increased 'self-knowledge'
improved ability to service new markets
improved ability to respond to regulatory change
improved ability to manoeuvre in competitive market
Also need for increased business / technical awareness of costs of *not* doing this well...

...and effectiveness

And an overview of the impact on overall effectiveness of the current state of data-architecture in the company:

Efficient?

fragmented legacy systems, too much exception-handling

Reliable?

fragile data-flows, especially round-trip overwrites

inconsistent naming etc creates misunderstanding / rework

Elegant?

market-specific models, high dependence on human processes

Appropriate?

poor integration of legacy systems limits business agility

inadequate support for e.g. customer-centric view of data

Integrated?

lack of integration identified as a key business issue

Evolution Initiative role is to improve overall integration

Where are the gaps?

The previous questions pointed either directly or indirectly to several strategic gaps:

Further work needed on governance framework

audit-trails, owners, asset-management

Lack of common language / translations

Information Model addresses this at higher level only

need to promote data-naming standards in business context as well as IT

need for common repository / ‘translation’ facilities

example: ‘Jargon Buster’ intranet section

Limited awareness of *long-term knowledge* management

“How much does it cost an *organisation* to forget what key employees know, to be unable to answer customer questions quickly or at all, or to make poor decisions based on faulty *knowledge*? ”

(Tom Davenport, director, Information Management Program, University of Texas at Austin)

Limited awareness of non-IT data

integration occurs in haphazard fashion in *processes*

no *systematic processes* to ensure maintenance of non-IT

data (e.g. narrative-*knowledge* techniques)

capabilities do exist through *organisational* culture

The capabilities we need (roadmap)

The gaps pointed in turn to this list of the capabilities required to fill those gaps:

Strategic approach to data management

Consistent governance of data and information

Consistent handling of names and translations

Long-term *knowledge*-management

everything *changes* over *time*: what must be preserved?

accuracy, relevance, security, migration, refresh, re-use

Extend Service Oriented Architecture beyond IT

process as service: full *integration* with business *process*

Integrate support for human *knowledge*

human *knowledge* provides *use* and *meaning* of information

Capabilities #1: strategic approach to data management

The remaining slides in the *original* presentation described the required capabilities in a little more detail, starting with data as a strategic asset:

Extend *concept* of information / data as asset

Architecture *Principles* already established

Architecture Charter already established

Establish means for costing data as asset

e.g. equivalents of capitalisation, depreciation etc

Capabilities #2: consistent governance of data and information

The next item was the need for consistent governance:

Identify information / data owners at each level

Business Strategy

Business Summary

Logical

Technical

Transaction

Establish cross-level review forums for all subject-areas

Establish systematic exit-interviews for all staff and contractors in information / data-owner roles

capture tacit-knowledge on information / data and its use

Capabilities #3: consistent handling of names and translations

Next was the need to develop and maintain a common language, to support communication across the whole enterprise:

Establish naming standards

existing standards include Information Model, Service

Naming, Data Naming

extend these standards towards business usage

Resolve nomenclature clashes, such as:

Customer vs Consumer vs Account

Supply Point vs Market ID

Location vs Supply Point Address vs Mailing Address

Establish ‘Jargon Buster’ tool

reduces ‘acronym blur’, leverages / shares local knowledge,
aids inter-group translation

place on intranet (e.g. below ‘find a colleague’) with simple
search-box

‘anyone can post new entry’ – reduces effort, increases staff
engagement

manage as per moderated forum – moderator filters /
reviews suggested entries

Capabilities #4: long-term knowledge-management

Next was a focus on management of data, information and **knowledge** in the *long-term* rather than only in the short-term:

- Integrated** approach to **whole**-of-life management of data
 - Content**: establish clear **distinctions** and **roles** for raw data, metadata and connections between data-items
 - Accuracy**: establish governance for cleanse, de-duplication etc - **regular** continuous **processes**, not a 'once-off project'!
 - Data safety**: identify and protect the 'single **source** of truth' for each data-item
 - Sharing**: establish governance of 'need to know, need to use' security
 - Review**: establish governance for **regular** reviews of data relevance ("who uses this data? in what reports? for what **purpose**? who **uses** those reports?")
 - Re-use**: establish reviews / governance for **re-purpose** and re-use of data
 - Lifetime**: establish real data-lifetimes, including **processes** for planned migration / maintenance where these exceed **system lifetimes** (which they often will)
- Explore how all of these issues **change** over medium- to long-term
 - over **time**, **everything changes**: plan for this!

Capabilities #5: extend Service Oriented Architecture beyond IT

Next was a need to break free from an IT-centric mindset, by promoting a broader understanding of 'service oriented architecture' across the **whole** enterprise:

- Service-oriented approach to **process** modelling
 - clarifies potential for **process** re-engineering
 - identifies potential **process** / **resource** re-use
 - increases resilience of **response** in event of **IT-system** failure
- Establish symmetric **process** / data modelling
 - data as service to **process**, **process** as service to data
 - example: data / **resource** 'services' in BPMN (Business **Process** Modelling Notation) and BPEL (Business **Process** Execution Language) **process**-models

this type of cross-domain **integration** helps to improve business take-up of enterprise-architecture **concepts**

Capabilities #6: integrate support for human knowledge

And finally a reminder that the meaning of business information comes from **people**, not machines – so we need to provide support for **people** to derive and share that meaning:

Establish stronger **awareness** that IT-stored data is only one subset of overall **organisational knowledge**

Provide active support for **capture** and sharing of **people-based tacit knowledge**

wikis and other online forums

already in use in some **Energy development**-groups

'who knows what' **knowledge**-bases

see *Learning to Fly*, Collison & Parcell

communities of practice

see *Cultivating Communities of Practice*, Wenger et al.

sense-making and narrative-**knowledge**

see Cognitive Edge (www.cognitive-edge.com)

and Anecdote Pty Ltd (www.anecdote.com.au)

Using SWOT and SCORE

Ideally, we should replace SWOT entirely with SCORE: it's more versatile, and has a much stronger emphasis on effectiveness. But it does take more **time** than a SWOT, and in many cases requires a better grasp of the enterprise as a **whole** – a broader **awareness** which may not be available, whether we need it or not.

So it is also possible to use SWOT and SCORE together: accept SWOT's limitations, and use it where **appropriate** – but **only** where **appropriate**. For example, use SWOT if:

speed and simplicity have a high priority

the context of the strategic issue has only narrow scope and a relatively short **time-frame**

in a complex context, the chosen solution will be applied within known 'safe-fail' bounds

Use SCORE in place of SWOT if:

the impact of the issue will cross **boundaries** between domains and 'silos'

the issue has a longer **time**-frame – especially if measured in months or years

overall effectiveness has a high priority

in a complex context, there is no clear ‘safe-fail’

In short, SCORE is a valuable tool, but it's not a panacea – it's just one method amongst many in the management toolkit. Used well, though, and used **appropriately**, you're likely to find it one of the most versatile techniques for enhancing enterprise effectiveness.

SEMPER

Overview

There's an old saying in business that "if you can't measure it, you can't manage it". Whilst that's not entirely true, there's no doubt that having *some* kind of metric usually makes management much easier. The catch is that most conventional metrics such as financial *performance*, return on investment, *productivity*, error rates and customer-satisfaction indices are all *lag-indicators*, or measurements of *past performance*. Using those metrics alone is like trying to *drive* the enterprise by looking in the rear-view mirror.

Instead, what we need most for management are *lead-indicators*, describing the *structural* elements that *drive future performance*. The SEMPER metric combines the themes of the previous chapters – the dimensions of effectiveness and relevance, and how they interact with each other – as a simple method to measure the available '*ability* to do *work*' in the enterprise. In effect, SEMPER measures *integration* and *performance* at the *innerstructure* level, describing the *productive capability* of the entire enterprise. This provides us with a real-time 'dashboard' that tells us where the enterprise is going – not just where it's been.

This in turn points to interventions which, although they usually apply to specific and *localised* issues, still always act on the enterprise *as a whole*. So whilst the conventional metrics will always be important, and useful in their own ways in the right context, the picture provided by a SEMPER assessment may well be the only one that really matters.

Principles

The core idea in SEMPER is that a measure of '*ability* to do *work*' is the key lead-indicator for enterprise *capability*, and hence for future *performance* as measured by conventional lag-indicators such as profit and the like. We measure that '*ability* to do *work*' in different dimensions of the enterprise, and also measure how well

these different dimensions support each other, as an indicator of enterprise effectiveness.

The term SEMPER acronym **itself** comes from the six core themes that need to be addressed in **working** with an **organisation's** inner-structure:

Spiritual or **aspirational** assets – issues such as **morale**, culture, **identity** and **purpose**

Emotional or **relational** assets – issues such as reputation, **values**, **relationships** and brands

Mental or **conceptual** assets – issues such as enterprise **knowledge**, intellectual property and **innovation**

Physical or behavioural assets – issues such as **skills**, **resources** and **work**-environment

Effectiveness – issues such as **efficiency**, **reliability**, focus and direction

Relevance – issues such as **scale**, **perspective**, scope and **balance**

If the term '**spiritual**' seems uncomfortable in a business context (see p.9), use the alternative reverse-acronym for SEMPER:

System Effectiveness Map for **Process** Evaluation and Review.

'Semper' is also the Latin word for 'always' – a reminder that these themes underpin everything that the enterprise is and does.

In the simpler SEMPER-5 variant of the diagnostic – see **SEMPER-5** (p.71) - we use the five domains of the 5Ps framework – see **Five Elements** (p.19). In the full SEMPER-11 version – see **SEMPER-11** (p.100) – we derive the dimensions from the four axes and six link-themes of the tetradian, with an extra domain to measure **integration** across the **whole** – see **The dimensions of the enterprise** (p8).

We cross-reference each of these domains, recursively, with the dimensions of effectiveness – see **Effectiveness acronyms – REAL and LEARN** (p.11). This gives us a set of twenty-five subdomains in SEMPER-5, or fifty-five in SEMPER-11, within which we could assess '**ability** to do **work**'.

And in both SEMPER variants, but in SEMPER-11 especially, we use the R⁵ principles from **systems**-theory – see **Reviewing relevance** (p.15) – to assess how each facet of the enterprise links in with the **whole**.

After assessment we look at intervention-design. In both SEMPER variants, each domain and subdomain is mapped to known techniques or models that address the respective issues – see ‘Assessment and interventions’ in *SEMPER-5* (p. 74) and ‘Assessment and interventions’ in *SEMPER-11* (p.100). But we don’t have to start from the ‘problem area’: we can, in principle, start anywhere.

This is another factor that distinguishes SEMPER from most conventional consultancy models. By its nature, integration can start anywhere, in any domain, and expand outward from there.

Unfortunately, the same is also true of disintegration – which is why any ‘red flag’ issues identified in a SEMPER assessment need to be addressed as a matter of urgency.

This ‘start anywhere’ principle makes it possible to avoid a common danger with intervention design, in that tackling a major ‘problem’ head-on may easily inflame the issues instead, either making a difficult situation worse, or causing serious consequences elsewhere in the enterprise. With the start-anywhere principle, it’s possible instead to find a related issue that’s close to the known problem, and leverage the strengths in that domain to resolve the problem-issues in a more gentle and indirect way. The tetradian’s dimensions and link-themes also form pathways that can suggest alternative routes to the same end.

A real-world example. In one of our engagements, in an organisation going through a period of unexpected expansion, the SEMPER assessment identified warning-signs of dwindling standards of service, and breakdown of the staff into feuding ‘tribes’ – in other words issues in the SEMPER-11 domains of responsibility and relationship. There was also an opportunistic attitude to strategy – bringing short-term benefits but creating difficulties elsewhere – which pointed to potential flaws in the domain of sense-making and foresight.

On the plus side, the assessment showed that there were real strengths in some aspects of leadership-by-example, and in demonstrated commitment to enterprise values.

The ‘start anywhere’ principle suggested a two-pronged approach to the problems:

- using values to move up into the aspirational domain, to recreate and reinforce an intentionally inclusive sense of organisational identity that could unify the ‘tribes’; and
- developing and supporting an emphasis on personal leadership as a source of personal pride in work.

An Open Space event involving staff from all levels and all business-units – in other words focussing on narrative and dialogue as a bridge between **relations** and **knowledge** – also helped to resolve the **strategy** issues, and **created** a **new** sense of engagement throughout the enterprise.

It **worked** well – very well. A year later, that **organisation** became the market leader in its **field**, and has remained there ever since – though we can't claim **all** of the credit for that, of course!

The advantage of SEMPER and the start-anywhere **principle** is that it provides a consistent **framework** to manage this **complexity**, and guide the **process** of selecting **appropriate** tools and techniques. There's more detail later on how to use SEMPER for this kind of **organisational transformation** and **development**; but first, we need to explore how to use SEMPER for assessing overall effectiveness.

Assessment

Assessment can be carried out using either of the two current variants: SEMPER-5 and SEMPER-11.

SEMPER-5 – see **SEMPER-5**, p.71 – is a simpler variant for quick assessments and for more general use. Based on the Five Elements version of the **framework**, and with a simplified scoring **system**, it can be used with only minimal training – the material in this book should suffice as a start. By **mapping** between Five Elements and the full tetradian, results from SEMPER-5 assessments are upwards-compatible: in the software-based versions, SEMPER-5 data-sets can be imported direct into a SEMPER-11 data-set.

SEMPER-11 – see **SEMPER-11**, p.100 – is a more advanced variant based on the full tetradian version of the **framework**. It's best used by experienced consultants, as the scoring **system** requires a **good** understanding of **systems-theory** and **organisational complexity**. But it does provide a richer **mapping** between domains and actions, to support more precise targeting of interventions. The inclusion of the tetradian link-themes in the assessment also permits a broader range of choices for alternative interventions in the more difficult cases – those with many low '1'- or '2'-type scores.

The overall SEMPER **framework** is language-independent, and largely culture-independent, but may be too abstract for general

use on its own. Both SEMPER-11 and SEMPER-5 simplify this by using a cue-pHRase to describe each pairing of domain and effectiveness category. SEMPER-5 simplifies scoring still further with a set of descriptive pHRases or ‘word-pictures’ that typify each score-level in each domain and category.

Ideally, the cue-pHRases and ‘word-pictures’ should be derived by narrative techniques from within the enterprise itself, reflecting its own unique language and culture. However, the default pHRase-sets used in this book should be adequate for basic use in most English-speaking cultures.

The purpose of the cue-pHRases and (in SEMPER-11) assessment-questions for each domain, and the generic relevance-questions that apply to all domains, is to evoke a deeper understanding of the issues in the respective context, and how they affect the effectiveness and integration of the whole.

In practice, though, the questions may sometimes not work well straight from the page. For example, a cue-pHRase such as “How are the boundaries of ‘We’ maintained?” makes sense within the SEMPER framework, but to many people it might at first seem meaningless. So with SEMPER-11 especially, it may be necessary to translate a cue-pHRase into terms that make more sense within the context. For example, “What do you do to make sure that new people fit in with the way you do things here?”, or “What help do you get to stand your ground if you’re being pressured by a business partner to take part in a dodgy deal?” – and weave it into an ordinary conversation about more everyday matters.

Both variants provide background information and questions to support the assessment. Both allow the assessment to be carried out in any sequence as appropriate, whilst still ensuring that all domains of the assessment are evaluated. And both variants are each available in a manual format – see *SEMPER-5 assessment*, p.87 and *SEMPER-11 assessment*, p.121 – or as an internet or intranet application – see, for example, www.sempermetrics.com.

As a consultancy tool, SEMPER can be used to guide both assessment and intervention. It can be applied iteratively over any period of time, in any appropriate sequence, to any required depth. The basic SEMPER process is as follows:

1. Select an initial SEMPER domain to assess – either an issue chosen by the client or indicated in preliminary discussion, or the default of ‘Aspirations’.

2. Explore the issues in that theme, using the questions indicated for the domain.
3. Use the LEARN keywords (*elegant*, *efficient*, *appropriate*, *reliable*, *integrated*) to evaluate effectiveness in the context.
4. Use the R⁵ principles (*recursion*, *rotation*, *reflexion*, *reciprocation*, *resonance*) to explore the issues in greater depth, and to assess their *integration* with the **whole**.
5. Assign a 1-5 score to each pairing of domain and effectiveness-category, with an optional *adjustment* (+1 for improving, 0 for stable, -1 for worsening) to indicate probable future trends for each.
6. Select another domain, either from the sequence shown on the paper form or in the software application, or by following any of the trails to related dimensions, link-themes or overall *integration*.
7. Repeat until all *appropriate* issues in all domains have been addressed.

The same iterative *process* is used for assessment and for intervention design. In practice, a SEMPER assessment is also a kind of intervention, as the act of assessment and evaluation *itself* brings issues to light and provides pointers towards their resolution.

The end-result of the assessment for a domain is a set of scores on a 1-5 *scale* (see *Scoring an assessment* below), each matched to the respective cue-pHRase. This provides a visual summary of effectiveness issues throughout the **whole** context, and a data-set that can be aggregated and re-used in many different ways.

The basic tabular summary lists the results for the assessment in a standard report-layout, optionally including any comments and trends as well as the basic score for each assessment-statement. Since SEMPER covers every aspect of the *innerstructure*, including its overall *integration*, the summary provides a literal ‘balanced’ scorecard’ for the context. In the software-based versions, the evaluations are colour-coded, so that any ‘1’ or ‘2’ scores are immediately visible as ‘red-flag’ issues – ‘deal-killers’ that put the **whole** enterprise at risk and need urgent attention.

The software versions also provide an alternative single-page ‘dashboard’ view of the assessment, laid out in grid form, with domains providing one axis and the effectiveness-keywords the other axis. An optional second grid shows the future results

predicted by the recorded trends, providing an immediate visual comparison of the organisation's trends.

Scoring an assessment

The scoring **system** used in all SEMPER variants is based on a **power**-model that highlights a key dichotomy about **power** and **work**: in physics, **power** is defined as 'the **ability** to do **work**', whereas in many social contexts **power** is essentially defined as 'the **ability** to **avoid work**', or to entrap others into doing the respective **work**. The social definition is dysfunctional or '**power-against**', as it **creates** a negative **resonance** towards a 'lose / lose' – usually seen either as the illusory 'win / lose' or the less-common 'lose / win' – from which eventually everyone loses. By contrast, the physics definition is functional or '**power-with**', in that it supports positive **resonance** leading towards a 'win / win' from which everyone gains. (See the glossary in *Appendix A: Glossary*, p.133, for more details on these terms.)

For convenience, the SEMPER scoring **system** places this range from strong negative **resonance** to strong positive on a simple 1-5 **scale**, as summarised below:

5: Excellent (full-scope effective)

Summary: **systematic**, **conscious**, context-aware use of **emergent** / collective techniques, **self-propagating** and linking with other domains [*the ideal as a 'start anywhere' area*]

Power-themes: **power-from-within** to **power-with** – individual to collective

Competence category: **unconscious-competence**

Commitment: **whole**ness-responsibility

Decision-style: co-creating

Scoring suggestions: assign a '5' when this aspect is not only well supported, but it either helps the **integration** of other domains, or can be used as an example in **developing** other domains or in other effectiveness-categories in the same domain.

a '5' score will typically occur only in some aspects of some domains: for example, a strong focus on customer service enhancing quality and personal responsibility throughout the **whole organisation**, or a well-established 'credo' defining the organisation's **vision** and **values**.

4: Good (**local effective**)

Summary: includes use of **emergent** / collective techniques such as **self-organised teams**, scenarios, diversity and the like, but often in a fragmentary way, not **integrated** with other domains, and often without a theoretical **framework** to link it to others [*may be used as an example / leverage if no '5' is available*]

Power-themes: power-with to power-from-within – collective to individual

Competence category: conscious-competence

Commitment: functional diversity

Decision-style: consulting

Scoring suggestions: assign a '4' when this aspect is working well, but could probably do with further improvement at some stage, especially in links to other domains.

a '4' score will be more common than a '5', and would be typical for most aspects of high-performing organisations and for the best aspects of average ones.

3: Acceptable (**efficient**)

Summary: efficient up to the limit of analytic / predictable – the benchmark or Best Practice level – but often applied without much awareness of the broader context [*stable, but could be improved*]

Power-themes: power-neutral – dysfunction is counterbalanced by functional power

Competence category: plateau of control

Commitment: 'best practice'

Decision-style: testing

Scoring suggestions: assign a '3' when this aspect is neither a hindrance nor much of a help, though attention to improve it would probably be described as 'important but not urgent'.

a '3' score is typical for most domains in average-performing organisations: good enough to get by but not capable on its own of supporting stellar performance. Quite often, though, careful attention on just one or two of these '3' issues will be enough to lift the entire organisation to a whole new order of performance and effectiveness.

2: Below needs (passive dysfunction)

Summary: should be **efficient** in the **local** context, but will **create imbalance** passively due to lack of **integration** with other areas [*needs to be addressed to prevent decline*]

Power-themes: **power-under** – evasion of responsibility

Competence category: **conscious-incompetence**

Commitment: compartments / silos

Decision-style: selling

Scoring suggestions: assign a '2' when weakness in this aspect of the domain is having significant impact on overall effectiveness, and needs attention as soon as practicable to prevent a downward spiral.

a '2' score usually arises from too narrow a focus, and lack of **awareness** of the impact of **local** actions on the **workings** of the **whole** – the classic effect of over-specialisation and poor support for generalists, resulting in disconnected 'silos' and private fiefdoms.

all '2' scores should be flagged as 'significant' issues in the assessment-summary, and need to be resolved before overall effectiveness can be improved.

1: Poor (active dysfunction)

Summary: evidence of serious **power-problems** – some aspect actively creating **imbalance**, and 'infecting' other domains [*placing organisation at risk – needs urgent attention*]

Power-themes: **power-over** – **self over others**

Competence category: **unconscious-incompetence**

Commitment: fragmentation

Decision-style: telling

Scoring suggestions: assign a '1' when weakness in this area is not only causing serious damage to overall effectiveness, but is 'infecting' other aspects of the domain or other domains, and needs urgent attention to resolve.

a '1' score usually arises from some form of **power imbalance** deep within the **organisation's innerstructure**. Such issues place the entire enterprise at risk, and are the most common cause of **organisational failure**: classic examples include mismatch between espoused and actual **values**, a predatory

attitude to customers, employees and other stakeholders, complacency and ‘groupthink’ as a substitute for strategic foresight, or even basic management issues such as poor cost control.

all ‘1’ scores should be flagged as ‘serious’ issues in the assessment-summary, and will require urgent attention. However, by their nature, such issues are often denied and ‘undiscussable’, resulting in classic ‘fire-fighting’, lurching from crisis to crisis and always looking outside for something to save the day – a ‘hero’ manager, perhaps, or the next in an endless succession of management fads – anything, in fact, to avoid facing the deeper issues within the organisation itself. Designing and implementing successful interventions for these intractable issues will invariably prove to be the hardest part of any business-integration process.

Notes on scoring

Although the cue-pHRase is different in each domain, in effect each represents a domain-specific way to express the same questions about effectiveness in the overall context:

Is the activity in this domain efficient? – it maximises the return and minimises the use of energies and resources

Is it reliable? – it can be relied upon to deliver the required results

Is it elegant? – it supports the human factors in the domain

Is it appropriate? – it supports the overall purpose and minimises distractions from that purpose

Is it integrated with the whole? – it links with, supports and is supported by the other domains

For example, the aim of the cue-pHRase “Identity and purpose consistently described and maintained” is to provide a way to assess whether the processes that apply to this domain – ‘Aspirations’, the domain of identity and purpose – can be relied upon to support and maintain identity and purpose for the whole context.

The generic ‘Relevance’ questions in SEMPER-11 aim to provide reminders about scale, perspective, balance and the like. Using the same example, this means that identity and purpose need to apply and be supported at every level, from the individual, to the work-group, the department, the business-unit and so on, and that

these need to link between and support *all* levels and **perspectives** – not just the **identity** and **purpose** of one group of stakeholders, such as management, unions, customers, suppliers or shareholders.

In reality, every cue-pHRase relates, if only in part, to issues that are intangible and all but unmeasurable. This especially applies to links between domains. Yet even if they are ‘unmeasurable’, it is still possible and useful to form an opinion – in other words, make a subjective yet considered assessment – about how well that aspect of the domain is **working in relation** to the **whole**. In SEMPER-5, the scoring decision is simplified by limiting the range of assessment to a ‘closest match’ to one of five alternative descriptions. Backed up where necessary by additional comments, this provides both a qualitative summary for the domain *and* a simple 1-5 **scale** that can be used for overall scores.

In SEMPER-11 especially, each assessment involves a **balance** of many different factors. For example, if all levels of employees are engaged in **developing** **vision** and **strategy**, you would probably assign a score of ‘3’ or even a ‘4’ for the respective cue-pHRase; but you might reduce this to a ‘2’ if there is a strong ‘us versus them’ attitude toward suppliers or customers, and definitely to a ‘1’ if the only declared ‘**purpose**’ is that of ‘enhancing shareholder **value**’, as this is likely to weaken the commitment of everyone involved (with the possible exception of senior management).

If in doubt, score one level lower than your initial evaluation. This may seem pessimistic, but it counters a natural tendency towards wishful thinking, and in most cases is more realistic than scoring upwards.

Note too that the wider culture will also play an important part in the overall context, and hence needs to be taken into **account** in your assessment. At present, the reality is that many aspects of the mainstream economic, legal and business **frameworks** at **local**, national, regional and **global** levels all actively degrade enterprise effectiveness, and all but mandate **organisational** failure within a relatively short period. (This assertion may at first sound extreme, but it soon becomes **self-evident** from the broader **perspective** of SEMPER.) Most commercial **organisations** that follow a ‘business-as-usual’ paradigm, with its over-focus on the financial bottom line and its emphasis on **efficiency** over effectiveness, would be likely to score a ‘2’ or even a ‘1’ in several different aspects, especially in **relation** to **aspirational** themes

around **identity** and **purpose**, and **appropriate** management and maintenance of intangible assets.

As a general guideline, an **organisation** needs to score at least a '4' in more than half of the assessment criteria, with no worse than a '2' in any area, before sustainable excellence can be achieved. That this needs to be done within a wider milieu which not only rarely supports this, but often actively **works** against it, is one of the most interesting challenges for present-day business leaders.

It's important to understand that the **framework** describes only the impact of each of these levels on overall effectiveness – not necessarily that a '5' level is always to be desired. In general, '2'- and, especially '1'-type **responses** are likely to cause problems, and should be minimised wherever practicable; but some compliance-areas, such as occupational health and safety, medicine and the law, will necessarily restrict personal choice and personal responsibility, and hence mandate that a '3'-type would usually be the highest achievable level in that context.

Aggregations – using multiple perspectives

A single SEMPER assessment in **itself** provides a useful 'dashboard' view. SEMPER's design draws out the characteristic **reflexion** of all complex-**systems**, so even a single **perspective** will still portray a meaningful and valid view of the **whole** enterprise. Yet often the greatest **value** comes from aggregations which combine or compare data from several different assessments. The key types of aggregations are:

- comparison** – two or more assessment-summaries shown side by side in tabular form
- chart** – as for comparison, but with assessment-summaries overlaid as graph-lines or as a shaded 'river diagram'
- statistical map** – **mapping** across a broader set of assessments, showing minima, median / mean and maxima

Some examples of applications include:

- comparison over time** – a dashboard used to compare assessments of the same context by quarter, year or other interval, to show **changes** over **time**
- whole-of-organisation** – a statistical dashboard showing the overall 'effectiveness health' of the **organisation** across all departments and business units, highlighting any 'red flag'

issues and any potential aspects to support stronger integration

inside / outside view – a dashboard to compare assessments of the same context by ‘insiders’ and ‘outsiders’, used for issues such as reputation management, market alignment and construction of value webs

horizontal scan – views from the same level but different functional areas within the organisation (e.g. all senior executive, or all second-level managers); highlights potential conflicts, assists in whole-of-organisation gap-analysis

vertical scan – views from different levels within the same functional area; provides direct comparison of different emphases and drivers at the different levels of the organisation, even with the same nominal scope

spherical scan – views from immediately above, immediately below and at same level as a single chosen context (like 360° feedback); combines horizontal and vertical scans to create an overall picture of potential issues

An advantage of using SEMPER in place of conventional 360°-feedback techniques is that it reduces the emotional loading: it describes views of a context rather than a person, making apparent criticism easier to accept and address.

Common statistical techniques can also be used to derive standard deviation and mean scores, though these are perhaps less directly useful than identifying specific areas of concern – especially the crucial ‘1’-type issues.

In general, any strong disparity between perspectives will point to potential or actual areas of conflict. Consistent low scores across most or all perspectives point to ‘undiscussable’ issues that will need to be addressed by indirect rather than direct tactics.

Interpretation

The SEMPER diagnostic describes a view of the whole context from one group’s or person’s perspective. In effect, it provides a means to quantify not just individual performance, but integration and effectiveness of the context as a whole. The scores in each domain and category identify key indicators of effectiveness not only within the specific area, but also in relation to the whole as whole. The optional trend-adjustment for the score provides an

additional ‘lead-indicator’ for the future, identifying potential problems to be addressed or areas that can be leveraged to improve overall integration, using the key start-anywhere principle of the framework.

Overall scores

The overall score provides a useful overview of integration and the potential for further improvement:

20% or less (20% is minimum-possible score before adjustment for trends): actively dysfunctional in all areas; may be beyond recovery

20%-30%: severely dysfunctional (commercial organisations usually unprofitable); may be recoverable, but in danger of spiralling beyond recovery; in some cases may be recovered by ‘hidden’ integration techniques such as process / workflow analysis that draws out people-connections and tacit knowledge, but often recoverable only by ‘shock tactics’ that make the dysfunctionality plainly visible and re-emphasise a return to collective purpose

30%-40%: passively dysfunctional (commercial organisations usually at break-even); often typified by excessive bureaucracy and a ‘silo’ mentality; can usually be improved by integration techniques that leverage successes and acknowledge yet avoid ‘undiscussable’ problem-areas

40%-50%: functional bureaucracy (commercial organisations usually at peer-average performance); ‘problem’ areas often typified by frustration rather than cynicism and despair; can usually be improved by leveraging a single integration-theme such as quality or innovation to loosen silo-boundaries

50%-60%: best-practice (commercial organisations usually in upper range of peer-average); can only be improved by loosening the command-and-control mentality and supporting individual responsibility at the rules-versus-guidelines boundary

60%-70%: beyond efficiency (commercial organisations show clear distance from peers); improvements usually derived from increasing whole-of-system awareness such as recursive relationships with partners and the wider community

70%-80%: effective responsibility (commercial organisations show consistent long-term higher-than-average performance);

if achievable, improvements usually derived from **emergent** ethos and sense of shared destiny

80%-90%: **wholeness** responsibility (commercial **organisations** show quantum **performance** difference from peers, but often not sustainable); emphasis usually needs to be on sustaining and maintaining rather than attempting further improvement

90%+: full **integration** (in general, achievable only for small groups, and usually only for short periods); often desirable to **create** example for wider **whole-of-system** improvements, but inherently unstable and unsustainable; emphasis needs to be on acceptance of natural 'fallback' to sustainable lower levels when the immediate task is complete

This indicates that, for a commercial enterprise, a score in the 50%-60% range would be a **good** result: well below peak potential, but still relatively high by comparison with most of the **organisation's** peers. In practice, a 100% score is neither achievable nor, in most cases, even desirable; an overall score of around 80% would be a more realistic target, and probably more sustainable over the longer term.

As a comparison, the mean score for effectiveness at the societal level is usually around the 40%-50% level, dependent on the context. In the business domain, though, the mean may perhaps be as low as 30% or less, given the common insistence on dysfunctional forms of **competition** and the often extreme emphasis on short-term financial results over any kind of investment for longer-term **performance**.

Moving beyond those mean-levels improves **performance**, but also increases the **tension** of the natural 'pull-back' towards the mean: for example, **organisations** which place strong emphasis on intangibles – especially **people-oriented** intangibles such as **morale** and **work / life balance** – may place themselves at risk of hostile takeover by other **organisations** with a more predatory short-term **perspective**. A lack of understanding at board level of the difference between short-term **efficiency** and long-term effectiveness can easily destroy most of an **organisation's** **capacity** for sustainable **performance**, yet without showing any visible sign of damage for some months or years – a classic longer-term **resonance** effect in all complex-**systems** which conceals the real cause of many **organisational** problems. Sustainable high effectiveness and high **performance** is not easy, and for a large enter-

prise almost invariably depends on some kind of **unifying** ethos or 'creed' which provides an **enduring** sense of mission and **purpose**.

Specific scoring issues

Note that the overall score is a useful a summary, but is often less important than key scores in specific areas, and the overall range of scores. For most enterprises, a typical 'best' would consist at least one or two 5s, mostly 4s and 3s, a few 2s, and no 1s.

A '5'-type score is relatively unusual. For best **performance**, every enterprise needs to find at least one '5', though too many can actually make it **less** stable. Every '5' represents an area which can be **leveraged** to maximise effectiveness in every other area.

A '4' or a '3' represent functional areas with potential opportunities for improvement.

A '2' represents an issue that needs to be addressed.

A '1' represents active dysfunctionality which can **self-propagate** to infect other areas of the enterprise. '1'-scores are 'red flags': *any area showing a '1' score has the potential to destroy the entire enterprise*, and must be resolved as soon as possible. The difficulty is that any attempt to tackle '1'-type issues directly will further inflame the problems; in practice, as described later, they can be tackled safely only by **working** on less-inflamed areas around them.

Another key concern is the disparity of scores in different areas. High disparity will highlight common **sources** of 'unexpected' **instability**, whereas low disparity – especially where all the scores are low – often indicates potential difficulty in identifying suitable areas to **leverage** for improvement. Some SEMPER-5 examples:

commercial **organisations** tend to be stronger in the **Preparation**, **Process** and **Performance** domains, but often at risk in the **People** and especially the **Purpose** domains

government and non-profit **organisations** tend to be either very high in the **People** domain (or very low – indicating political problems), but are often weak in the **Process** or **Performance** domains

academic **organisations** tend to over-emphasise the **Purpose** domain (nothing gets started, let alone finished) or **Preparation** domain (resulting in 'analysis paralysis')

family **organisations** and other SMEs tend to have a wider overall disparity than large **organisations**, reflecting the greater difficulty for smaller **organisations** to maintain consistent **awareness** of everything, but in most cases also providing a wider range of opportunity to **leverage** higher-score areas for improved overall effectiveness

Suggested actions

The notes above summarise what the SEMPER-5 diagnostic shows about an enterprise; but what happens next? What would the results suggest we should do differently come Monday morning? In practice, this always depends on which areas are highlighted for action – either because they are weaker, or because they can be **leveraged** to help lift other aspects of the **organisation's** game.

The most **powerful** tools to **create** sustainable improvements are the large-group interventions such as Future Search and Open Space, which operate directly at the '5'-type level. However, all of them require facilitators and managers to relinquish **control**, agendas and outcomes, to allow requirements to **emerge** from the collective space. Any attempt at **control** – to force the **process** back to a more comfortable '3'-type level, or below – will not only cause failure, but may well entrench cynicism, '**change** fatigue' and resistance to further interventions. For the same reason, agreements made during this type of **emergent process** must always be carried through to **completion**: if there's a risk that commitments will be withdrawn, it's best not to attempt these **processes** at all.

Where the problem-area is a '1'-type issue, it's best to **not** attempt to dive straight in and 'fix the problem'. '1'-type issues are often deeply entrenched and 'undiscussable', so hitting them hard – the standard approach in conventional consulting techniques – only makes things worse, often provoking a reaction far out of proportion to the event. Instead, as with an inflamed wound, it's best to tackle them gently, often by deliberately looking away elsewhere – in other words, find another area with a '3'-type or above for which the diagnostic shows a 'hook' that can link back to the inflamed area, and **leverage** improvement from there. In SEMPER-11 such alternate paths are shown directly via the six link-themes. With SEMPER-5, choose an area in either the same domain or same

category that has a higher-level score, linking back to the inflamed area with that domain or category as the ‘hook’.

For the common ‘2’-type problem of **organisational** ‘silos’ – “never let the left hand know what the right or middle hands are doing” – the best tactic is an emphasis on the **role** of the generalist. Every enterprise has **people** whose natural inclination is to wander from place to place, to talk, **exchange** ideas and stories, keep track of how things link together. Some such **roles** are formally recognised – project manager is one example – but most are not. These ‘horizontal’ connections are essential for enterprise **integration** and effectiveness, but in most cases are thwarted by the ‘vertical’ orientation of enterprise **structures**. The more that generalists do their real **work** of creating links and connections, the more they are likely to be penalised for ‘failing’ to perform against what are – for them – entirely the wrong types of **performance** metrics.

A common survival-tactic for generalists in large **organisations** is to shelter under the wing of a **powerful** patron, often assigned an indefinable title such as ‘ideation manager’ or ‘communications analyst’ that protects them from conventional **performance** assessments. The catch with this tactic is that it remains dependent on the whim and status of the patron: if either are lost, the protection goes with it. Far better to **develop** **performance**-metrics for generalists that are actually meaningful in practice: never an easy task, but a necessary one if the enterprise wants to move onward.

Moving beyond a ‘3’-type level – and especially from ‘4’-type to ‘5’-type – is not something that can often be done by **incremental** improvement: it requires a true quantum jump, a **change** from one state to an entirely different other. The ‘3’-type level is the best that can be achieved with conventional **command-and-control**; moving to the ‘4’-type level requires that ‘**control**’ be dropped, instead recognising the **unique** attributes of each individual; and moving to the ‘5’-type level requires that ‘**command**’ be dropped too, allowing **wholeness**-responsibility to arise from within each individual. This last level of trust is impractical in most **organisational** contexts: the few commercial **organisations** with sustained high ‘5’-type levels, such as Ricardo Semler’s Semco, all operate within high-margin niche markets. But for the rest of us, no matter how tightly constrained our environment may be, it’s always possible to have at least one or two ‘5’-type areas, and it’s always something that’s worth striving for: it’s what makes the difference between the **good** and the truly great.

From assessment to action

The aim of the assessment is to identify strengths and challenges within the innerstructure, to guide intervention design and tool selection. Despite the marketing hype of some proponents, no one tool does everything, but each has its value and its place. The table below summarises the scope and limitations of a range of well-known models, books and techniques, in relation to the tetradian's ten domains.

	S	E	M	P	S-E	E-P	P-M	M-E	M-S	S-P
<i>Models</i>										
Quality systems - TQM, ISO-9000	°		↔	↔	°	°	↔			°
Business Process Reengineering			↔	↔						
Knowledge Management			↔				↔	(↔)	(↔)	
Emotional Intelligence		↔			°	↔				
Spiritual Intelligence	↔	°			°	°				
<i>Books</i>										
Seven Habits (Covey)	↔	↔		↔	↔	(↔)	°			↔
Liberating the Corporate Soul (Barrett)	°	↔		°	↔	↔				°
Competing for the Future (Hamel and Prahalad)			°		↔					↔
<i>Other techniques</i>										
Coaching / mentoring	↔	↔		°	°	↔	°			↔
Large-group interventions (Open Space, World Café)	°	°	↔	°	↔	↔	°	↔	↔	

Key: ↔ - primary focus, main domain(s) addressed (↔) - primary focus available in some variants only

° - secondary focus (partly addressed - needs linkage to other tools for full integration)

Dimensions: S - spiritual / aspirational, E - emotional / relational, M – mental / conceptual, P - physical / behavioural

Link-themes: S-E - **vision** and **values**, E-P - leadership, P-M - active learning, M-E - narrative and dialogue, M-S - sense-making and foresight , S-P - responsibility and **empowerment**

Enterprise effectiveness depends on ensuring that all the inner-**structure** domains are fully supported in the overall operations and activities of the enterprise. As the table shows, each tool or technique focusses most of its attention on one or two domains, occasionally more. (Large-group intervention techniques such as Open Space and World Café cover the widest range of domains, but in general are only practicable as 'events' rather than everyday **work-processes**.) So in practice, every enterprise will need to use a variety of techniques and approaches, in different combinations as **appropriate**, to cover all domains.

The key to effectiveness lies in linking different and often disparate techniques together to support the **whole**. If this **integration** is not done, the result is a succession of short-term 'management fads', each introduced with high hopes and great excitement, only to fade away after a mere few months, and all too often in a welter of recrimination, blame and **renewed** cynicism. Lack of **systematic integration** is also one of the primary reasons **why organisations** fragment into dissociated 'silos' and fiefdoms. It's only when there's a **renewed awareness** of the **whole as whole** that the unnecessary **boundaries** start to dissolve, and stronger effectiveness becomes possible.

Interestingly, it's the secondary domains that are often most important in this, particularly in the **relational** domain and its link-themes, as they provide 'hooks' to attach other tools, creating a seamless **integration**. When these 'hooks' are absent – as in most implementations of business **process** reengineering – the stage is set for an almost inevitable failure. For other models, and even to some extent for BPR, the problem was more in implementation than in design: for example, key **aspirational** and **relational** themes in Deming's **concept** of quality management – such as the need for clear **vision**, and his exhortation to "drive out fear!" – were **watered** down in TQM, and all but lost from the earlier versions of ISO9000. It's only recently that the importance of the **relational** domains in sharing of tacit **knowledge** has been fully recognised in mainstream implementations of **knowledge** management.

The advantage of SEMPER here is that it does not seek to replace any existing tools and techniques; instead, it provides **new** ways to **leverage** what the **organisation** already knows and does. SEMPER

can be used as an intervention technique in its own right, especially in the **strategy** and foresight area; but its main use is to provide a **framework** in which existing tools at last *do* make practical sense.

SEMPER-5

Overview

Use and interpretation of the full SEMPER-11 diagnostic requires **specialist skills**, especially in assessments for large, complex **organisations**. Yet there's also a clear need for a simpler metric which covers the same overall scope, but which is more closely matched to the needs and experience of general business users.

SEMPER-5 fills this gap. It is particularly **appropriate** as a means to collect quick 'snapshot' views of the **organisation**, often for re-use in aggregations such as cross-departmental 'scorecards' and 360° **feedback**. Assessments **created** with SEMPER-5 are also upwards compatible with the full SEMPER model.

The Legal Bit: we've used SEMPER extensively for some years now, so we know it **works**, but we can't be liable for its use by others outside of our **control**. Commonsense applies: all reasonable care has been taken, but use it at your own risk etc etc. Fair enough?

Structure

To understand what SEMPER-5 describes, it's useful to review the SEMPER **framework** that underlies it. As we've seen, the tetradian describes the enterprise in terms of four distinct dimensions:

behavioural or physical – the facilities and capabilities of the enterprise, and actions and experiences of individual **people**

conceptual or **mental** – the shared **knowledge**, **beliefs** and **systems** of the enterprise, and the **knowledge** and ideas of individual **people**

relational or **emotional** – the shared **relationships** of the enterprise within **itself** and with its outside stakeholders and other **organisations**, and the **relationships** and interactions of individual **people**

aspirational or **spiritual** – shared and personal **aspirations**, **vision**, **values**, **purpose** and culture across the enterprise

There is also a hidden ‘fifth dimension’, the **process** of *integration* which links those four dimensions into a unified **whole**.

SEMPER-11 provides an assessment in each of these domains, and also in each of the six link-themes that act as the ‘bridges’ between each pair of the four dimensions – for example, *active learning*, which bridges the behavioural and **conceptual** dimensions. For simplicity, SEMPER-5 follows the Five Elements **structure** (see p.19): it merges the tetradian link-themes into the base domains, and uses a slightly different **mapping** of dimensions that is easier to match to common **organisational structures**. This is summarised in the following table.

<i>Domain</i>	<i>Tagline</i>	<i>Tetradian dimension</i>	<i>Time-focus</i>
Purpose	“vision, values , purpose, identity”	Spiritual / Aspirational	mid- to far-future
People	“quality of internal and external relationships , trust	Emotional / Relational	range from far past to far future
Preparation	“knowledge, planning, mindsets, beliefs”	forward-view component of Mental / Conceptual	near future
Process	“resources, actions, environments”	Physical / Practical	now!
Performance	“completions, closing the loops”	rearward-view component of Mental / Conceptual	past

SEMPER-5 domains

In **principle**, through **reflexion**, every domain occurs in every part and every level of the **organisation**. In practice, though, different **organisational functions** tend to emphasise specific domains:

purpose: emphasised in **strategy**, research and **development**, and some aspects of **marketing**

people: emphasised in personnel / human **resources**, **marketing** and public **relations**

preparation: emphasised in business **development**, **planning**, **scheduling**, distribution, training and **performance-support systems**

process: emphasised in **manufacture**, **production** and **sales**

performance: emphasised in sales-fulfilment, accounts, record-keeping, performance measures

In each case, the respective business-functions need to score high in their ‘preferred’ SEMPER-5 domains, since they are in effect ‘holding the flag’ for that domain on behalf of the organisation. (If not, this is in itself a clear source of problems for the organisation.) Any other domains that are scored high provide useful ‘hooks’ to support closer integration with the related business functions.

Integration-functions such as quality, IT, OH&S, logistics, facilities and infrastructure need (though are rarely allowed) a near-equal emphasis on all five domains.

For each domain, the SEMPER-5 diagnostic presents a set of cue-pHRases which form the framework for the scoring. The statements are split into five categories, which map recursively to the original SEMPER dimensions. The domains provide a function oriented perspective, whilst the categories describe how those same themes tend to be expressed in practice *within* a single function.

The effectiveness categories thus provide *an alternate view of the same issues*, seen from a different perspective. The mapping is not as precise in SEMPER-5 as it is in SEMPER-11, but still delivers a similar result: a kind of self-reflecting 360° feedback on the context as a whole.

Category	Tagline	Associated domain
Efficient	“makes best use of energies and resources”	Preparation / Performance [conceptual]
Reliable	“delivers expected results consistently and sustainably”	Process [physical]
Elegant	“supports the human elements within the context”	People [relational]
Appropriate	“supports and is aligned to the overall purpose”	Purpose [aspirational]
Integrated	“linked to, supports and supported by all other domains”	(integration) ['soul' of the enterprise]

SEMPER-5 effectiveness categories

Significant disparity between the two **perspectives** – categories within domains, or domains within categories – implies the same kind of warning as for disparity within a single **perspective**. For example, all low-scores in one category, such as '**Appropriate**', indicates the same kind of problems as for low scores in the matching '**Purpose**' domain. Conversely, higher scores in one category (in a commercial **organisation**, often '**Efficient**' or '**Reliable**') in an otherwise low-scored domain can act as 'hooks' into the matching domain (in this example, either '**Preparation**' / '**Performance**' or '**Process**' respectively), providing opportunities to **leverage** existing successes and **competencies** in lower-scoring domains. For examples of how to put this into practice, see 'Suggested actions' in **SEMPER** (p.66).

Assessment and interventions

The following notes summarise assessment and suggested intervention techniques for each 'cell' – pairing of domain and category – in SEMPER-5. The matching tetradian link-theme is shown in brackets after the cell-name; note that link-themes may apply to several cells, or be split across different cells.

To conduct the assessment, select an **appropriate** starting cell, dependent on the key issue or problem. (For general overviews, start at the beginning of the 5Ps **cycle**, with the '**Purpose** / **Efficient**' cell.) Then:

using the cell's cue-pHRase and the respective notes below as a guide, review the selected context; in particular, note the pHRases and other language that **people** tend to use in describing their experience of that context

from the example descriptions provided for the cell, select the pHRase which most closely matches the 'flavour' within that context; mark the respective score **appropriately** on the diagnostic

[on the paper form, circle the respective score; on the online version, select the descriptive pHRase from the dropdown list]

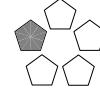
optionally, assign a trend-**adjustment** for each score: +1 for improving, 0 for stable, or -1 for worsening

[on the paper form, write the respective trend-adjustment; on the online version, select the trend-value from the dropdown list]

move to the next cell, following the sequence of domains or categories as **appropriate**

Repeat this sequence until all cells have been assessed.

See *SEMPER-5 assessment* (p.87) for a set of example forms that can be used for SEMPER-5 assessments.

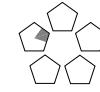


Purpose - vision, values, purpose and identity

Themes: identity, morale, brand awareness

Purpose / Efficient (Strategy)

Cue-pHRase: “**Vision**, **values** and **purpose** are clear, simple and easy to apply in practice”



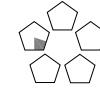
Summary: “**Vision** provides direction and inspiration for daily activities”: look at support for direction and **purpose**, and assets such as **morale** and collective **identity**, staff turnover and how **vision** is applied in practice; also for keywords in the language used by members to describe the **organisation** and what they stand for.

Scoring issues: Score high for clear **boundaries** between rules / compliance versus **principles** for autonomous decision-making; score low for ‘fire-fighting’, lack of focus, or mismatch between espoused and actual **values**.

Typical intervention models and techniques:

vision / **values** as ‘credo’ for decision-making

Purpose / Reliable (Commitment)



Cue-pHRase: “**Vision**, **values** and **purpose** provide clear guidelines to manage **change**”

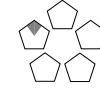
Summary: “Direction, **purpose** and **identity** provide a reliable anchor to guide **response to change**”: look for **principle-based** decision-making, symbols of **identity**, and long-term view – for example, that decisions for **change** are linked to **vision** and **values**.

Scoring issues: Score high where **identity** and **purpose** seem inherent in daily activities and thinking; score low for any tendency to treat **aspirational** assets (e.g. **morale**) as physical.

Typical intervention models and techniques:

emphasis on **principles** with rules as default

Purpose / Elegant (Vision and values)



Cue-pHRase: “**Vision**, **values** and **purpose** inspire personal commitment by members”

Summary: “Purpose gives a **feeling** of belonging and **self-worth**”: look for collective sense of **identity**, **unity**, common **purpose**, especially where expressed in emotive and inclusive terms.

Scoring issues: Score high for enthusiasm and commitment; score low for evidence of cynicism and disaffection, indifference or fragmentation into warring ‘tribes’.

Typical intervention models and techniques:

use of emotive language to enhance engagement

Purpose / Appropriate (Power / Property / Responsibility)



Cue-pHRase: “**Vision**, **values** and **purpose** include social, environmental and **global** concerns”

Summary: “Purpose supports **relationships** at every level”: look for consistent **principles** that guide partnerships within the enterprise, with suppliers and business-partners, with customers and investors, with **local** communities and advocacy groups, and ‘**global** citizenship’; also for **awareness** of environmental impact and the ‘long view’.

Scoring issues: Score high for wide-scope **awareness** and consistency of **principles** across layers; score low for inwardly-focussed / physical-only orientation.

Typical intervention models and techniques:

explicit reference to ‘outside’ contexts (**vision** / **role** / mission / **goals** layering)

whole-of-context standards – ISO-14000, ISO-17000, etc

Purpose / Integrated (Foresight)

Cue-pHRase: “**Vision**, **values** and **purpose** anchor all aspects of the enterprise”



Summary: “**Purpose** and **identity** bring everything together”: look for evidence that **values** and **identity** guide **awareness** of the **whole** as **whole**.

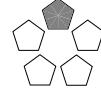
Scoring issues: Score high for **vision** or **values** which draw links across the **whole organisation**; score low if **vision** is fragmented, addresses only some areas or issues (e.g. financial results only) or only some dimensions (e.g. no reference to **emotions**, commitment, etc.).

Typical intervention models and techniques:

whole-of-organisation strategy **development**

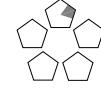
People - quality of internal and external relationships

Themes: satisfaction, conflict resolution



People / Efficient (Dialogue)

Cue-pHRase: “Relationships and trust are easily created, supported and maintained”



Summary: “Makes the best use of relationships and trust”: look at customer relationship management, reputation management, complaints / conflict resolution at all levels.

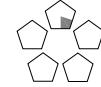
Scoring issues: Score high for cultures that support openness and transparency in all processes, and direct acknowledgement and resolution of conflict; score low for ‘fire-fighting’, high level of complaints, cynicism about processes for promotion and other ‘people issues’, or for poor conflict-resolution.

Typical intervention models and techniques:

- privacy
- reputation-management
- ‘Cluetrain’ tactics
- leadership development

People / Reliable (Leadership)

Cue-pHRase: “Relationships are grounded in balanced ‘fair exchange’”



Summary: “Relationships and trust are consistent and reliable”: look for balance and imbalance in transactions, especially for danger-signs such as one-sided ‘agreements’ or contracts that give short-term gain at the expense of long-term trust.

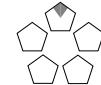
Scoring issues: Score high for ‘win / win’; score low for ‘win / lose’ or ‘lose / win’, also for any tendency to treat relational assets as physical – “Our people are our greatest asset!”

Typical intervention models and techniques:

- integrity / ethics training
- shift to win / win perspective

People / Elegant (Power / Property / Responsibility)

Cue-pHRase: “Personal element of relationships is supported”



Summary: “Relationships support the human element”: look at work / life balance, conflict resolution, personalisation of workspace, personalisation of customer relationships, engagement in community issues.

Scoring issues: Score high for mutual emotional commitment and for personal focus; score low for impersonal ‘business only’, also for ‘long hours’ culture or a sense of ‘emotional labour’.

Typical models and techniques:

CRM systems

customer-relationship training

work / life balance

personalisation

People / Appropriate (Vision and values)

Cue-pHRase: “Relationships support business purpose”



Summary: “Relationships and trust support purpose and identity”: look for processes to identify alignment with vision, values and purpose in hiring, firing, customer relationships, selection of investors and business-partners, relationships with government and government officials; also danger-signs such as bribery and ‘inducements’ in relationships.

Scoring issues: Score high for values-based prioritisation of relationships; score low for ‘anything goes’ opportunistic relationships, or for short-term ‘inducements’.

Typical intervention models and techniques:

customer-value analysis

principle-based employment / stakeholder-relationships

People / Integrated (Narrative)

Cue-pHRase: “Relationships and ‘feel’ help to bring everything together”

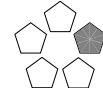


Summary: “Relationships and ‘feel’ are linked with purpose, practice and knowledge”: look for unifying symbols such as branding, slogans and catch-pHRases used across the whole enterprise; also for signs of covert or dysfunctional power relationships.

Scoring issues: Score high for strong internal branding, especially for ‘bottom-up’ integration; score low for fragmented ‘feel’ or for ‘emotion-free’ workspaces.

Typical intervention models and techniques:

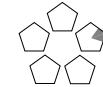
customer-centric model
'wholeness responsibility'



Preparation - knowledge, planning, beliefs and mindset

Themes: knowledge audit, capability assessment, gap analysis

Preparation / Efficient (Power / Property / Responsibility)



Cue-pHRase: "Support is provided for innovation, creativity and development of skills and knowledge"

Summary: "The best use is made of knowledge, planning, mindsets and beliefs": look at effective use and application of training and development, action research and action learning, knowledge management, process improvement.

Scoring issues: Score high for 'learning organisation', especially for support of 'bottom-up' innovation; score low for poor or non-existent knowledge management, inconsistent or inadequate training and development, or training for the sake of 'ticking the box'.

Typical intervention models and techniques:

capability development, innovation training, systems thinking
explicit 'development time'



Preparation / Reliable (Active learning)

Cue-pHRase: "Knowledge provided is available, accurate and complete"

Summary: "Knowledge, planning, mindsets and beliefs help to deliver consistent, reliable results": look at intranets and similar knowledge-delivery systems, and support for both explicit and tacit knowledge; also look at audit and review processes to update and verify knowledge, to optimise workflows and to identify and rectify gaps within realistic timeframes, and for integration of knowledge into work-practices.

Scoring issues: Score high for strong use of knowledge management and review, such that people know where and who to go to for information, and to critique and review it; score low if support is provided only for explicit knowledge (databases) or only for tacit

knowledge (**people**); also score low for any tendency to **control conceptual** assets in the same way as for physical property.

Typical intervention models and techniques:

knowledge-management (KM)

knowledge audit / review

integrated performance-support systems (IPSS)

Preparation / Elegant (Dialogue)

Cue-pHRase: “Personal knowledge is recognised, supported and shared”



Summary: “The human elements of knowledge, beliefs and mindsets are supported”: look at support for tacit knowledge, such as skills / experience databases, ‘Yellow Pages’ directories, narrative and storytelling, and the important ‘water-cooler conversations’; also at usability and clarity of information.

Scoring issues: Score high for recognition of personal knowledge as personal; score low attempts to force all knowledge into the explicit domain, or to ‘own’ personal knowledge; also score low poor usability, or for both under-provision and over-provision of information – e.g. email glut.

Typical intervention models and techniques:

tacit KM – communities of practice, ‘Yellow Pages’ skills / expertise directories, weblogs

Preparation / Appropriate (Strategy)

Cue-pHRase: “Knowledge and beliefs support business purpose”



Summary: “Knowledge planning, mindsets and beliefs support vision, values, purpose and identity”: look at knowledge management strategy, knowledge-support for strategy and decision-making, selection-criteria for information-gathering.

Scoring issues: Score high for clear guidelines to drive reporting, information-gathering and analysis; score low for information-gathering for its own sake.

Typical intervention models and techniques:

knowledge audit

gap analysis

Preparation / Integrated (Tactics)

Cue-pHRase: “Knowledge supports the whole



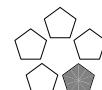
enterprise”

Summary: “Knowledge, planning, mindsets and beliefs link everything together”: look at the usefulness, usability and scope of enterprise reporting and feedback, the balance of confidentiality and transparency; also look for support for diversity and difference of beliefs and worldviews, and at foresight processes and whole-of-organisation strategy.

Scoring issues: Score high for openness and knowledge-sharing culture, and for whole-of-enterprise strategy; score low for ‘divide and rule’ secrecy, for narrow focus on financials and other single-axis reporting, for lack of feedback, or for tendencies towards ‘groupthink’.

Typical intervention models and techniques:

- intranet / extranet and other shared KM
- security policy / review



Process - actions, resources and environment

Themes: resources, skills-base, operating environment

Process / Efficient (Active learning)



Cue-pHRase: “Work-processes are efficient and support enterprise performance”

Summary: “Actions make the best use of energies, resources and environment”: look at efficiency and workflow optimisation; also at processes for gathering, collating and aggregating transaction data, customer details, statistics and other work-related records, and for converting it to usable knowledge.

Scoring issues: Score high for systematic assessment and review; score low for low efficiency / ‘fire-fighting’.

Typical intervention models and techniques:

- active learning (e.g. After Action Review)
- kaizen continuous improvement
- supply-chain analysis



Process / Reliable (Power / Property / Responsibility)

Cue-pHRase: “Skills, resources and environment support consistent results”

Summary: “Actions, resources and environment help to deliver expected results consistently and sustainably”: look at equipment reliability, physical workflow and work-environment, supply chains and adaptability for changing conditions.

Scoring issues: Score high for adaptive workflow and work environment; score low for poor reliability, materials wastage or poor environmental management

Typical intervention models and techniques:

- workflow analysis
- capability analysis
- scenario development
- risk / opportunity analysis

Process / Elegant (Leadership)

Cue-pHRase: “Skills and resources are of suitable quality for each task”



Summary: “Actions, resources and environment support the human elements”: look at quality of work environment, occupational health and safety, ergonomics and evidence for job satisfaction, and at processes to support development of appropriate personal skills; also look at production quality and aesthetics.

Scoring issues: Score high for workspace that is co-created, and for workflows that adapt to the person rather than requiring the person to adapt to the task; score low if workspace design is imposed – ‘one size fits all’ – or if quality of any kind is assigned a low priority.

Typical intervention models and techniques:

- post-compliance TQM (e.g. quality circles)
- occupational health and safety (OH&S)
- ergonomics, personalisation, IPSS

Process / Appropriate (Commitment)

Cue-pHRase: “Tasks, skills, facilities and resources support purpose”



Summary: “Resources, actions, environment and support are aligned to the overall purpose”: look for clear distinctions between efficiency and effectiveness; also for support for individual as well as collective purpose, for promotion and cultural support of ‘fuzzy’ boundaries between roles, and for development and

reinforcement of personal responsibility in achieving collective outcomes.

Scoring issues: Score high for focus on effectiveness in **relation to purpose**, on shared responsibility and on ‘big picture’ **awareness**; score low for **rigid** task-oriented job descriptions, lack of autonomy in executing **work**, or over-focus on **efficiency** for its own sake.

Typical intervention models and techniques:

strategic review – SWOT, SCORE etc

large-group interventions (e.g. Future Search)

Process / Integrated (Feedback)

Cue-pHRase: “**Work-processes** provide a focus for the **whole** enterprise” 

Summary: “Competencies, facilities and **resources** support **purpose**, **relationships** and overall effectiveness”: look at leadership **processes**, at support for ‘shop floor’ **innovation** and **whole**-of-enterprise **workflow** optimisation, and for generalists who provide links across **organisational** ‘silos’.

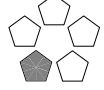
Scoring issues: Score high for **self-directed work**-teams and other cross-functional **integration**; score low for **rigid boundaries** and ‘turf wars’.

Typical intervention models and techniques:

ISO-9000:2000

post-compliance TQM

Performance - bringing it all together

Themes: benchmarks, scorecards, dashboards 

Performance / Efficient (Tactics)

Cue-pHRase: “Beliefs and business models support overall **integration**” 

Summary: “The **organisation** makes the best use of all its energies and **resources**”: look at impact and implications of **mindsets**, **beliefs** and **mental**-models on overall **integration**; in particular, identify energies and intangible **resources** that may be ignored or under-**acknowledged**, such as reputation, **morale**, commitment and personal **knowledge**.

Scoring issues: Score high if **performance** indicators include human and other intangible elements; score low for narrow-focus models such as 'enterprise as money-machine'; also score low if models tend to **create** fragmentation or if support for generalists is poor.

Typical intervention models and techniques:

- benchmarking
- real-time 'dashboards'
- integration frameworks

Performance / Reliable (Feedback)

Cue-pHRase: "Everyone is involved in **system-wide feedback** and **reflection**"



Summary: "Bringing everything together delivers sustainable results": look for **whole-of-organisation processes** to **leverage** past experience for future **growth** and **development**.

Scoring issues: Score high for use of large-group interventions and **systematic knowledge**-sharing for **process** optimisation; score low for **rigid** top-down command-and-control management styles.

Typical intervention models and techniques:

- enterprise-wide 'dashboards'
- interactive intranet / extranet (e.g. wiki, chat, conferencing)
- narrative and dialogue
- large-group interventions (e.g. Open Space)

Performance / Elegant (Narrative)

Cue-pHRase: "**Integration** supports diversity of **skills**, **background** and **experience**"



Summary: "Bringing it all together supports the human elements": look at **balance** between uniformity and diversity, **organisational support** for and use of diversity in **strategy** and decision-making, and mutual respect and inclusion of cultures and subcultures; also look at support for personal **integration**, such as meditation, study sabbaticals and **work / life balance**.

Scoring issues: Score high for explicit use and management of diversity, and active support for personal **integration** and **work / life balance**; score low for imposed uniformity, for '**work-only**' culture or for breakdown into fragmented 'tribes'

Typical intervention models and techniques:

equity / diversity **policy** / practice
complexity-system techniques (e.g. Cynefin / Cognitive Edge)



Performance / Appropriate (Foresight)

Cue-pHRase: “Metrics indicate when the organisation is effective and ‘on purpose’”

Summary: “Bringing it all together supports the overall **purpose**”: look for clear **distinctions** between ‘**efficient**’ and ‘**effective**’, and at **processes** for **whole-of-organisation** optimisation and for linking **people** and practice to **purpose**; also look for events and symbols of overall **integration** or for celebrations of **organisational** ‘**heroes**’ and actions which exemplify enterprise **vision** and **values**.

Scoring issues: Score high for **performance** metrics linked to **purpose**; score low for over-focus on **local efficiency** at the expense of overall effectiveness.

Typical intervention models and techniques:

- real-time ‘dashboards’
- performance in relation to standard maturity-models
- values** / **performance** review



Performance / Integrated (Power / Property / Responsibility)

Cue-pHRase: “Appropriate metrics support overall **integration**”

Summary: “**Performance** indicators link everything together”: look at reporting criteria and scope of **performance** indicators, particularly for intangibles; also at **distinctions** between lag- and lead-indicators, and usefulness and **usability** of metrics to guide proactive **strategy** and the forward view.

Scoring issues: Score high for multi-axis reporting and emphasis on lead-indicators; score low for narrow focus on financials and other lag-indicators.

Typical intervention models and techniques:

- SEMPER
- Extended **Balanced Scorecard**
- Triple Bottom Line
- AA1000

SEMPER-5 ASSESSMENT

For details on use of this form, see 'SEMPER-5' in *SEMPER and SCORE: enhancing enterprise effectiveness* (Tetradian Books, 2008).

Organisation / enterprise:

Purpose / context:

Prepared by:

Date:

Purpose - vision, **values**, purpose and identity

Efficient - Vision, **values** and **purpose** are clear, simple and easy to apply in practice

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"Vision provides me with clear guidelines for day-to-day actions"	1 2 3 4 5	
"The enterprise values make sense to me"	1 2 3 4 5	
"I know what is expected of me at work "	1 2 3 4 5	
"There's not much connection between what we say and what we do"	1 2 3 4 5	
"This job pays my mortgage – that's it"	1 2 3 4 5	

Reliable - Vision, **values** and **purpose** provide clear guidelines to manage **change**

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"We embrace change but hold steadfast to our values "	1 2 3 4 5	
"Our values help us to manage change "	1 2 3 4 5	
"There's a cost-benefit analysis to everything we do"	1 2 3 4 5	
"We're always looking for the 'next best thing'"	1 2 3 4 5	
"We're rudderless, drifting from crisis to crisis"	1 2 3 4 5	

Elegant - Vision, **values** and **purpose** inspire personal commitment by members

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"I belong here - the reason I work here is to put these values into practice"	1 2 3 4 5	
"The values help me feel that I contribute, that what I do matters"	1 2 3 4 5	
"I know what our vision and values are"	1 2 3 4 5	
"We have a vision statement somewhere, don't we?"	1 2 3 4 5	
"It's every man for himself out here"	1 2 3 4 5	

Appropriate - Vision, values and purpose include social, environmental and global concerns

Example description	Score	Trend
"What we do here creates constructive change for the world"	1 2 3 4 5	
"We feel we're part of our community, and the community's part of us"	1 2 3 4 5	
"Our corporate philanthropy includes paid time for staff to do volunteer work"	1 2 3 4 5	
"What's good for the company is good for the community"	1 2 3 4 5	
"We're only here to make the shareholders rich"	1 2 3 4 5	

Integrated - Vision, values and purpose anchor all aspects of the enterprise

Example description	Score	Trend
"The strength of our culture is what makes everything happen"	1 2 3 4 5	
"Everyone knows what part they play in supporting each others' goals"	1 2 3 4 5	
"I know the part I play in supporting the organisation's goals"	1 2 3 4 5	
"Every decision means there'll be winners and losers - we balance that as best we can"	1 2 3 4 5	
"Every department has its own agenda - it's Us against Them"	1 2 3 4 5	

Notes / comments:

People - quality of internal and external relationships

Efficient - Relationships and trust are easily created, supported and maintained

Example description	Score	Trend
"Openness and trust are central to the way we work"	1 2 3 4 5	
"We can go straight to the top if there's any real problem"	1 2 3 4 5	
"We have good procedures to manage issues and complaints"	1 2 3 4 5	
"Sometimes you do have to watch what you say"	1 2 3 4 5	
"It's all about covering your ass round here"	1 2 3 4 5	

Reliable - Relationships are grounded in balanced 'fair exchange'

Example description	Score	Trend
"What goes round comes round - everything has to be fair to everyone"	1 2 3 4 5	
"People's time matters as much as money, so we dissuade the 'long hours' mindset"	1 2 3 4 5	
"We have a good benefits package for all staff, linked to our overall performance"	1 2 3 4 5	
"The pay seems fair enough, but there's no reward for effort"	1 2 3 4 5	
"Forget anyone else – their loss is our profit"	1 2 3 4 5	

Elegant - Personal element of relationships is supported

Example description	Score	Trend
"We get the best from everyone by working with all of who they are"	1 2 3 4 5	
"Emotions matter – we're encouraged to feel as well as think and do"	1 2 3 4 5	
"We're committed to improving work / life balance – people do have lives outside of work"	1 2 3 4 5	
"I'm recognised as being good at my job, but not really recognised as me"	1 2 3 4 5	
"I'm just a robot, a 'human resource'"	1 2 3 4 5	

Appropriate - Relationships support business purpose

Example description	Score	Trend
"Our relationships support our values , and vice versa"	1 2 3 4 5	
"We hire for attitude as much as for aptitude"	1 2 3 4 5	
"We have good systems for customer- relationship management and the like"	1 2 3 4 5	
"We'll do whatever it takes, as long as we don't actually sell our soul"	1 2 3 4 5	
"I don't care how you do it, just get it done"	1 2 3 4 5	

Integrated - Relationships and 'feel' help to bring everything together

Example description	Score	Trend
"Whoever we are, whatever we do, we're all representing the company at every moment"	1 2 3 4 5	
"We value our people as themselves, not as 'assets'"	1 2 3 4 5	
"Our people are our greatest asset!"	1 2 3 4 5	
"We get on well enough, but one group's needs tend to be met at another's expense"	1 2 3 4 5	
"Just constant bitching and backbiting – a real blame mentality "	1 2 3 4 5	

Notes / comments:

Preparation - knowledge, planning, beliefs and mindset

Efficient - Support is provided for **innovation**, **creativity** and **development** of **skills** and **knowledge**

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"Learning and innovation are a way of being, throughout the whole enterprise"	1 2 3 4 5	
"We actively learn from others and from our own mistakes"	1 2 3 4 5	
"We have opportunities to experiment and learn to do our work better"	1 2 3 4 5	
"You can sometimes try a new idea, but heaven help you if it doesn't work "	1 2 3 4 5	
"Check your brain in at the door"	1 2 3 4 5	

Reliable - Knowledge provided is available, accurate and complete

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"The knowledge system adapts itself to what I need, as I need it"	1 2 3 4 5	
"I can 'drill down' for further advice and information when I need it"	1 2 3 4 5	
"I have the information I need to do my work right"	1 2 3 4 5	
"I can never be certain it's current and complete"	1 2 3 4 5	
"I spend most of my time trying to find the right information"	1 2 3 4 5	

Elegant - Personal **knowledge** is recognised, supported and shared

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"Everyone is an expert in their own way, and we share that expertise in every way"	1 2 3 4 5	
"My knowledge , opinions and experience seem to count at work "	1 2 3 4 5	
"We have direct access to our experts"	1 2 3 4 5	
"I'm sure that someone has the information I need, I just don't know who"	1 2 3 4 5	
"The attitude is 'When I want your opinion I'll give it to you'"	1 2 3 4 5	

Appropriate - Knowledge and beliefs support business purpose

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"Our knowledge helps us to embrace change , to keep us 'on purpose '"	1 2 3 4 5	
"Our knowledge helps us to understand uncertainty "	1 2 3 4 5	
"Our knowledge helps us predict our future as best we can"	1 2 3 4 5	
"I guess someone must know why we collect all this data"	1 2 3 4 5	
"All I do is write reports that nobody reads"	1 2 3 4 5	

Integrated - Knowledge supports the **whole** enterprise

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"Open sharing of everyone's knowledge links the whole enterprise together"	1 2 3 4 5	
"I know how everyone contributes to the whole , the parts they play"	1 2 3 4 5	
"I know how I contribute to the whole , the part I play"	1 2 3 4 5	
"I can't see where my role fits into the bigger picture"	1 2 3 4 5	
"We're just mus H Rooms: kept in the dark with sh*t piled on top of us"	1 2 3 4 5	

Notes / comments:

Process - actions, resources and environment

Efficient - Work-processes are efficient and support enterprise performance

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"Everything we do is an opportunity to improve our work, our skills, ourselves"	1 2 3 4 5	
"New efficiencies sometimes come from the unexpected as well as from procedures"	1 2 3 4 5	
"We have a quality system that's accredited to ISO-9000 and other standards"	1 2 3 4 5	
"There must be a better way to do this..."	1 2 3 4 5	
"Just do it any way that gets the job out of the door"	1 2 3 4 5	

Reliable - Skills, resources and environment support consistent results

<i>Example description</i>	<i>Score</i>	<i>Trend</i>
"The system adapts itself to changing needs and conditions"	1 2 3 4 5	
"We can pull a system together quickly for almost anything"	1 2 3 4 5	
"We have the skills, materials and equipment we need to do the job right"	1 2 3 4 5	
"It's like 'You can have any colour you like as long as it's black'"	1 2 3 4 5	
"The system is so antiquated, it must have come out of the Ark"	1 2 3 4 5	

Elegant - Skills and resources are of suitable quality for each task

Example description	Score	Trend
"Quality isn't a job, it's a way of life, a way of being"	1 2 3 4 5	
"We know that quality is everyone's responsibility at work"	1 2 3 4 5	
"We're committed to doing quality work, and quality at work"	1 2 3 4 5	
"I take pride in my own work, anyway, even if no-one else does"	1 2 3 4 5	
"Close enough is good enough – they won't notice the difference"	1 2 3 4 5	

Appropriate - Tasks, skills, facilities and resources support purpose

Example description	Score	Trend
"Everyone feels personally responsible for whatever happens"	1 2 3 4 5	
"Everyone can pitch in together if it's needed"	1 2 3 4 5	
"Our guidelines allow us some leeway to give the customer better service"	1 2 3 4 5	
"We try to do the best we can within the rules"	1 2 3 4 5	
"If it's not in my job-description it's nothing to do with me"	1 2 3 4 5	

Integrated - Work-processes provide a focus for the whole enterprise

Example description	Score	Trend
"Practical issues provide us with a focus to develop the whole enterprise"	1 2 3 4 5	
"We also look to other industries for new ways to optimise our work"	1 2 3 4 5	
"We share best practice across our whole enterprise"	1 2 3 4 5	
"Improvements in one place just seem to make things worse elsewhere"	1 2 3 4 5	
"Why should we be interested in anyone else's problems?"	1 2 3 4 5	

Notes / comments:

Performance - bringing it all together

Efficient - Beliefs and business models support overall integration

Example description	Score	Trend
"Benchmarks can be useful, but they focus on the past, not the future"	1 2 3 4 5	
"We benchmark our performance against world's best practice in any industry"	1 2 3 4 5	
"We benchmark our performance against our industry competitors"	1 2 3 4 5	
"We benchmark our performance against the previous quarter"	1 2 3 4 5	
"Benchmarks? – we don't have time to waste on that stuff"	1 2 3 4 5	

Reliable - Everyone is involved in system-wide feedback and reflection

Example description	Score	Trend
"We involve everyone in improving overall performance"	1 2 3 4 5	
"We move whole teams around to gain different perspectives"	1 2 3 4 5	
"Our managers are encouraged to walk round to gain different perspectives"	1 2 3 4 5	
"We do performance surveys, but nothing much seems to come from them"	1 2 3 4 5	
"It's a 'Shut up and do what you're told' mentality"	1 2 3 4 5	

Elegant - Integration supports diversity of skills, background and experience

Example description	Score	Trend
"What's diversity? (Isn't it people just being who they are?)"	1 2 3 4 5	
"We use our staff's diversity and background to support our business goals"	1 2 3 4 5	
"We have compliance with best practice on equity and diversity"	1 2 3 4 5	
"Each department tends to form its own clique, its own clan"	1 2 3 4 5	
"What's diversity?"	1 2 3 4 5	

Appropriate - Metrics indicate when the enterprise is effective and 'on purpose'

Example description	Score	Trend
"Our successes and failures help to remind us of who we are and what we stand for"	1 2 3 4 5	
"We're doing okay as long as we remember to celebrate our successes"	1 2 3 4 5	
"We're doing okay as long as we keep to strategy and ahead of change"	1 2 3 4 5	
"We're doing okay as long as we meet our department's quarterly targets"	1 2 3 4 5	
"All we do is chase our tails"	1 2 3 4 5	

Integrated - Appropriate metrics support overall integration

Example description	Score	Trend
"Measuring intangibles tells us the health of our culture and our place in the world"	1 2 3 4 5	
"Measuring tangibles and intangibles together helps us make sense of where we are"	1 2 3 4 5	
"We do regular audits of intangibles like reputation, satisfaction and brand awareness"	1 2 3 4 5	
"We sometimes do staff satisfaction surveys, but I don't know if anyone reads them"	1 2 3 4 5	
"Measuring touchy-feely stuff is a waste of time – shareholder value is all that matters"	1 2 3 4 5	

Notes / comments:

SEMPER-11

Overview

SEMPER-11 – also known as Standard SEMPER – provides a more detailed view of the enterprise innerstructure and its present and likely future condition, its overall ‘ability to do work’.

Note, though, that unlike the simple pick-from-a-list scoring in SEMPER-5, scoring in SEMPER-11 relies on a detailed personal assessment of the entire context by the consultant, and is likely to have a much broader impact on the enterprise.

In practice, the assessment needs to draw on experience from a very broad range of domains, including complexity-science, general-systems theory, organisational psychology, narrative knowledge and many other specialist sources. So although I've included SEMPER-11 in this book for completeness, and to give a taste of what is possible with the full SEMPER framework, I need to warn you that it really should be used only by accredited practitioners.

You're welcome to experiment with SEMPER-11 as-is, as described here, but only on the proviso that the results are out of our control, and cannot be guaranteed. Fair enough?

The end-result of the diagnostic is a ‘dashboard’ of the current state of the enterprise.

By mapping tools and techniques to SEMPER-11 domains, the diagnostic also provides a means to target interventions with more precision than is usually available with conventional approaches.

Structure

A SEMPER-11 assessment covers eleven distinct domains, as defined by the tetradian framework:

the four *dimensions*: behavioural / physical, conceptual / mental, relational / emotional, and aspirational / spiritual;

the six *link-themes* between those dimensions: vision and values, leadership, active learning, narrative and dialogue, sensemaking and foresight, responsibility and empowerment; and

an overview-domain of *integration* between all the dimensions and link-themes.

The assessment asks the same five questions about the effectiveness of activities in the domain:

- Is it **efficient**?
- Is it reliable?
- Is it **elegant**?
- Is it **appropriate**?
- Is it **integrated** well with other domains?

In the SEMPER-11 diagnostic, these questions are presented as cue-pHRases, matched to the respective issues in the domain. Each domain can be assessed separately, with the assessment supported by other exploratory questions about the domain, and generic ‘relevance’ questions which apply to all domains.

Assessment and interventions

The following notes summarise assessment criteria for each SEMPER-11 domain, and questions to review the relevance of each context to the **whole**. Each section also describes typical business issues that are associated with the respective domain, examples of models and techniques commonly used to address issues in that domain, and the kinds of benefits that would result from doing so.

To conduct the assessment, select a starting domain, dependent on the identified issue or ‘problem’. Then:

1. explore the selected domain, using the questions indicated by the domain

use the generic relevance questions derived from the R⁵ keywords (**recursion**, **rotation**, **reflexion**, **reciprocation**, **resonance**) to explore in greater depth

[note: because these questions are generic to all domains, they are on a separate linked page at the end of the summaries]

use that domain’s variant of the LEARN keywords (**efficient**, reliable, **elegant**, **appropriate**, **integrated**) to evaluate the context, using a 1-5 **scale** for each; mark the score **appropriately** on the diagnostic

[on the paper form, circle the respective score; on the online version, select the score from the dropdown list]

optionally, assign a trend-**adjustment** for each score: +1 for improving, 0 for stable, or -1 for worsening

[on the paper form, write the respective trend-**adjustment**; on the online version, select the trend-**value** from the dropdown list]

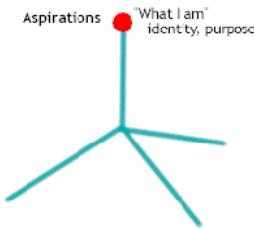
move to a related tetradian domain (i.e. to one of the three link-themes if a dimension, to one of the two linked dimensions if a link-theme, or to overall **integration** etc)

Repeat this sequence until all domains and the overall **integration** have been assessed.

See *SEMPER-11 assessment* (p.121) for a set of example forms that can be used for SEMPER-11 assessments.

Aspirational dimension – identity and purpose

The core business issue here is that **identity** and **purpose** are essential to define ‘effective’ within the context.



Aspirational or spiritual assets include anything which supports the definition of **identity** and **purpose**, and the **relationship** of **Self** to **Self** (whatever **Self** may be in the context). In tangible form, this includes corporate **identity**; logos and branding; **vision**, mission and **values** statements (see *Vision and Values*); **strategy** documents (see *Sensemaking and foresight*) and policies on acceptable and unacceptable behaviours (see *Responsibility and empowerment*). Intangible assets include **morale**, commitment and overall ‘health and fitness’ of the enterprise.

Questions

Who is ‘We’, or ‘Us’? – For an individual, use “Who is ‘I’?”, and change ‘We’ or ‘Us’ to ‘I’ in subsequent questions.

How is ‘We’ defined? What are the boundaries between ‘Us’ and ‘not-Us’? – Look also for **boundaries** between members / ‘insiders’ and non-members / ‘outsiders’.

How are these boundaries between ‘Us’ and ‘not-Us’ maintained? How is the integrity of ‘Us’ maintained? – This includes both internal integrity (**morale**, health etc) and external (**self**-protection, etc).

What do ‘We’ stand for? What is the purpose for ‘Us’ in existing? – In a commercial context, emphasise the need to move beyond “making money” as a **purpose**; financial

performance is not a viable **purpose** in **itself**, but an outcome of a wider overall **purpose**.

How are aspirational assets such as morale measured and maintained? – Note any mistaken tendency to treat **aspirational / spiritual** properties as physical – for example, acting as if **morale** can be bought, sold or transferred to others.

Business focus

Organisational restructure

Mergers and acquisitions

Value webs

Brand **development**

Creating a **new** team or business unit

Joining or leaving a team or organisation

Start and end of a project

Aspirational assets – **morale**, **organisational health**, etc

Typical models and techniques

Visioning processes

Spiritual Intelligence (Zohar et al.)

Brainstorming and related techniques

Personal **development** processes

Role / Mask workshops

Benefits generated

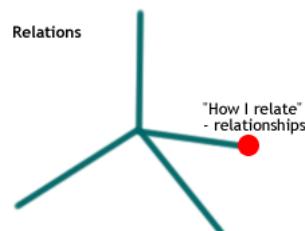
Clarity and focus on **purpose**

Greater effectiveness

Relational dimension – internal and external relationships

The key business issue here is that **performance** and **profitability** are tightly correlated with quality of **relationships**, whether internal (staff, employees), intermediate (business partners, consultants, shareholders) or external (customers, suppliers, other stakeholders).

Relational or **emotional** assets include anything which defines and supports **relationships** between **Self** and **Other**. (In a collective, the



'Other' may be internal, intermediate or external, as above.) In a tangible form, these may be represented by images such as brands; by documents such as contracts, or exchanges of telephone calls and emails; customer and employment records; or simply by physical presence. However, the assets themselves are invariably intangible, as they indicate trust *between* entities rather than as an attribute of some specific entity. Relational assets may also be either two-way and mutual, or one-way from or towards the Self (as in reputation or commitment to a brand). All relational assets are volatile over time, and will usually need regular maintenance.

Questions

What relationships with others are needed in order to support the purpose? – Include and distinguish between internal, intermediate and external relationships.

What form do these relationships take? – Identify content (e.g. documents, records, web-server logs) that indicates existence and status of each asset.

In what ways are relationships structured? – Include formal structures (e.g. hierarchies, contracts) and informal networks (e.g. communities of practice).

How are relational assets measured and maintained? – Include one-way relationships towards Self but outside the control of the Self, such as reputation; note also any tendency to treat relational / emotional properties as physical – for example, where "Our people are our greatest asset!" is mistaken for an asset to buy from or sell to others.

In what ways are shared successes acknowledged and celebrated? – Identify especially celebrations of 'heroes' who exemplify the organisation's values and purpose

Business focus

Workplace relations

Business partnerships

Market renewal

Customer relationships

Community relations

Relational assets – relationships, reputation, trust etc

Typical models and techniques

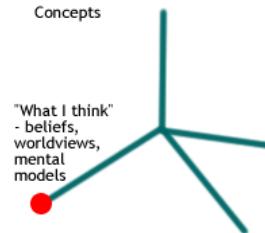
Emotional Intelligence (Goleman et al.)

360° feedback

Industrial psychology
 Social network analysis / social network applications
 Communities of practice
 Weblogs
 Community forums
 Benefits generated
 Clarity on roles and responsibilities
 Self-propagating marketing and public relations
 Improved reputation management

Conceptual dimension – knowledge and mindset

Knowledge is a key differentiator for competitive advantage. Beliefs and worldviews also underpin what is perceived as possible and not-possible.



Conceptual assets include anything which expresses some form of knowledge, or supports knowledge, belief and other relationships between Self and idea. In tangible form (explicit knowledge), this includes patents, trademarks and other intellectual property; libraries, databases and documents; and also financial records and other forms of organisational history. As history, knowledge tends to represent the past, but may need to focus on the future (see *Sense-making and foresight*) or the immediate present (see *Active learning*). Most conceptual assets are intangible (tacit knowledge), usually reside only within or between people (see *Narrative and dialogue*) and may well be inexpressible in explicit form.

Questions

What records, information, knowledge and beliefs are needed to support the purpose? – Include and distinguish between each type of asset, and between explicit and tacit forms of these; also include assets needed for creativity and innovation, for organisational history and for external compliance.

To what extent are these assets available for the organisation?

How are these assets identified, created, maintained, distributed and shared? – Include support both for explicit assets – e.g. databases, ‘best practice’ – and tacit assets (see next question).

What support is provided for the social processes of knowledge? – Include social-networks, communities-of-practice and other human-centred forms of knowledge management.

What processes exist to determine what knowledge to share, and with whom? – Cross-links to organisational purpose are crucial here, especially in complex value-web relationships.

To what extent does the business-model depend on withholding access to knowledge? – Business-models that depend on withholding of conceptual assets – for security reasons, to increase sale-value, etc – are inherently fragile because of the tendency of all knowledge to migrate to the public domain.

Business focus

Organisational knowledge

Creativity and innovation

Document management

Organisational performance – scorecards, statistics etc

Conceptual assets – Intellectual property (trademarks, patents, processes etc), innovation capabilities

Typical models and techniques

Multi-axis reporting – Balanced Scorecard, Global Reporting Initiative, etc

Knowledge inventories and audits

Business intelligence, competitive intelligence

Scenario / strategic planning

Brainstorming and related techniques

Intranet / extranet design and development

Indexing and taxonomies

Benefits generated

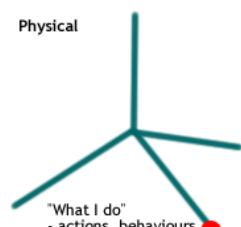
Improved knowledge availability

Improved adaptability, resilience

Support for strategy development

Behavioural dimension – actions, resources and environment

The key business issue here is efficiency and optimisation of business practice.



Behavioural and physical assets include anything which supports execution and tangible business activity, such as physical resources, facilities and equipment; environment and workspace; competencies and skill-sets; processes, workflows and transactions; and physical energy and infrastructure needed to support the tasks – electricity, gas, transport, data-cabling, etc. This would also include financial resources, as part of the means to obtain those more tangible resources.

Most of these assets are directly tangible, and all are measurable in quantitative terms. However, precisely because they are tangible and measurable, there is often an over-emphasis on these assets, to the detriment of overall integration. This may also be seen as an over-emphasis on local efficiency or cost-control at the expense of overall effectiveness.

Questions

What resources, skill-sets and other physical assets are needed to support the purpose? – Include and distinguish between each type of asset, and the tasks for which each is required.

How are these assets identified, obtained, maintained, distributed and shared? – Note especially the assets and transactions in multi-party supply-chains and value-webs

To what extent are these assets available to the organisation as needed? – Assess redundancy and backup, storage needs, just-in-time resource management etc for workflows

What physical facilities and environment are needed to support each task? – Include and assess issues such as health and safety, workflow traffic, personal / shared space, morale etc

How are these environmental resources identified, obtained, maintained, and shared? – Note especially the extent to which individuals are involved in creating their own workspace and workflow

What processes are used to optimise transactions, workflows and environment? – Effectiveness depends on continuous reassessment of efficiency, especially in fast-changing contexts'

Business focus

Workflow efficiency

Post-merger process integration

Workplace environment

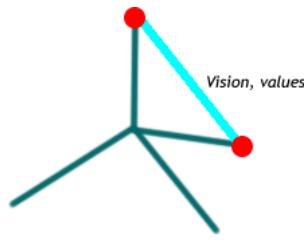
Physical assets – equipment, materials, resources, finances

Typical models and techniques

- Process mapping, process re-engineering
- Workflow analysis
- Workspace design

Benefits generated

- Improved efficiency
- Reduced error-rates
- Clarity on roles and responsibilities



Vision and values

An enterprise is essentially a collection of relationships brought together for a common purpose. Vision and values provide the bonds that hold these relationships together, and underpin both the enterprise's internal culture and its relations with its intermediate and external stakeholders.

Distinctions need to be drawn between vision, purpose, missions and goals. Vision must be 'larger' than the enterprise, as it provides an anchor for relationships with stakeholders; purpose is how the enterprise sees itself in relation to that 'world picture' (see *Aspirations – identity and purpose*), whilst missions and goals define short-term strategies and tactics (see *Sense-making and foresight*).

Questions

How do aspirations support relationships, and vice versa? – Vision and values should provide a bridge for mutual support and optimisation of these assets

In what ways are vision and values defined? – Note any formal statements of vision and values, but also assess implicit values in the culture

What distinctions are drawn between vision, purpose, mission, goal? – Failure to distinguish appropriately between these is a common cause of ineffectiveness

What differences exist between what the organisation says, and what it does? – Assess differences between espoused and actual values, vision, etc

What processes are used to review and revise vision and values? – Assess also who is and is not included in such processes

In what contexts are overall vision and values reassessed and revised? – Common examples include merger / acquisition, regular whole-of-organisation meetings, etc

In what ways do vision and values support commitment and 'ownership'? – Assess the impact of vision and values on everyday decision-making and work-practice

In what ways do vision and values reflect work / life balance and other 'external' themes? – Assess the extent to which the 'whole person' and the wider community are acknowledged at work

Business focus

Adaptability and resilience in fast-changing markets

Business ethics

Motivation and alignment

Work / life balance

Partnerships with community, suppliers and other stakeholders

Post-merger integration

Outsourcing

Typical models and techniques

Visioning processes

Large-group intervention (Open Space, Future Search, etc.)

Values / ethics audit

Complex-facilitation and related emergent techniques (Cynefin Discovery, etc.)

Benefits generated

Improved motivation and alignment

Reduced absenteeism

Greater versatility and adaptability

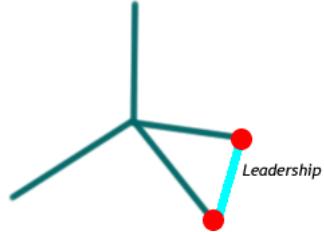
Simpler, clearer contractual relationships

Reduced risk

Increased stakeholder tolerance for errors

Skills and leadership

Leadership may take a variety of different forms: for example, coaching and mentoring, to assist others to **develop** their **skills** (see *Active learning*) and responsibilities (see *Empowerment and responsibility*); 'holding the **vision**' for a group or team (see *Vision and values*); **innovation** and **development** of **strategy** and tactics (see *Sense-making and foresight*); or creating inspirational stories (see *Narrative and dialogue*).



However, in this context, leadership is primarily the means through which **relationships** are expressed in action, leading **Self** and others through successive stages of a **workflow** or overall task. One variant of this is the usual managerial **role**, with its emphasis on the immediate issues of **productivity** and **process**, but different styles of leadership are needed in each stage of the classic Group **Dynamics cycle** of **Forming**, **Storming**, **Norming**, **Performing** and **Adjourning**.

Questions

How do relationships support actions, environment and resources, and vice versa? – Leadership should provide a bridge for mutual support and optimisation of these assets

In what ways do structured relationships support leadership? – Assess and compare formal **structures** (e.g. **hierarchy**) and informal **structures** (e.g. communities of practice)

In what ways is everyone a leader, and everyone recognised as a leader? – Also assess who is identified as 'leaders', by whom, whether formally or informally, and in what contexts

In what ways do leadership roles and styles vary according to context? – Assess context-dependent **changes** both of **role** and of **structure** (e.g. **hierarchy** vs **self-organising team**)

What impact do leadership styles have upon productivity and performance? – Also assess measurements – if any – used for evaluation and review

What processes exist to develop leadership? – Compare formal (e.g. training) and informal (e.g. coaching, mentoring) leadership **development**; also assess tools and techniques used to support this (e.g. psychological profiling, 360° **feedback**)

Business focus

- Empowerment
- Self-organising teams
- Organisational structure
- Leadership

Typical models and techniques

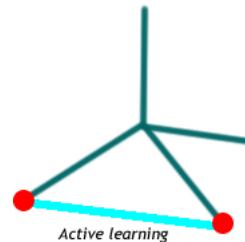
- Coaching and mentoring
- Leadership-style profiling (Belbin, Insights, etc)
- Situational leadership
- Principle-centred leadership (Covey et al.)
- Five Elements (Tetradian)

Benefits generated

- Improved effectiveness, responsiveness
- Improved morale

Active learning

Learning through reflection and feedback is the primary means through which efficiencies are created, product, skill and service quality improved, and safety enhanced.



Some form of self-reflection, either on an individual or a group level – such as in TQM, quality circles and after-action reviews – is usually the most effective approach, although this tends to be a domain of incremental improvement rather than quantum transformation. For the latter, some form of external analysis will usually be needed, as in business process reengineering and classic ‘scientific management’ – though care needs to be taken to ensure that new processes are co-created (see Leadership) rather than imposed through ‘edicts from above’, in case inadvertent damage to Responsibility and empowerment counters any potential gains in productivity.

Questions

How does knowledge support actions, environment and resources, and vice versa? – Active learning should provide a bridge for mutual support and optimisation of these assets

What processes exist to support team learning? – Assess support for improvement as a collective rather than solely as individuals (e.g. system improvement)

What processes exist to provide feedback for individual or collective improvement? – Assess availability and quality of feedback from supervisors, co-workers, and the overall work-context

In what ways is improvement externally defined? In what ways is it co-created? – Assess roles and relationships of external ‘others’ such as facilitators and analysts in process improvement; assess also the extent to which local knowledge and experience is used and applied in innovation

In what ways is learning grounded in practice? – Identify support for ‘thinking with the hands’ as well as ‘thinking with head’

What facilities and processes exist to support skills development in ‘safe space’? – Assess options such as simulation, role-play and ‘sandbox’ practice-grounds

What is the balance between intermittent and continuous skills development? – Compare event-based processes such as workshops or lectures with continuous learning-in-action

What theoretical models are used to assess options for improvement? – Examples include workflow mapping, time and motion study, action research and after-action review

Business focus

Skills development

Product or service quality

Workflow innovation

Kaizen continuous improvement

Occupational health and safety

Typical models and techniques

Action-learning / action-research

TQM (Deming et al.)

Quality-circles

Role-play

Simulation

Benefits generated

Improved knowledge creation, capture and retention

Stronger teamwork

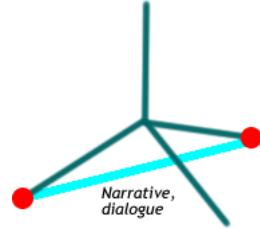
Improved capabilities

Improved engagement

Faster acquisition of skills

Narrative and dialogue

Personal stories provide not only a history of transactions and relationships, but also a core source of organisational knowledge. It's also true that "markets are conversations" – and those relationships in turn, especially in the longer term, depend on the openness and honesty of the co-created stories.



Stories are often layered, creating knowledge linking best-practice or worst-practice with the culture's deep myths and beliefs. By definition, tacit knowledge is personal – "people know more than they can say, and can say more than they can write down" – and often created with others in an emergent process developing over time; hence interpersonal relations and people-management issues are often also crucial to an organisation's management of its collective knowledge.

Questions

How do relationships support knowledge, and vice versa? –

Narrative and dialogue should provide a bridge for mutual support and optimisation of these assets

What facilities exist to manage, maintain and share tacit knowledge? – Examples include communities of practice,

weblogs, social network applications, expertise directories

What processes exist to create and elicit shared knowledge? –

Examples include Bohm dialogue, large-group intervention (e.g. Open Space), narrative enquiry

In what ways are 'outsiders' engaged in the organisation's stories and history? – Assess themes such as marketing,

stakeholder engagement, public relations and reputation management

How are the boundaries between 'inside' and 'outside' managed in creating knowledge? – Assess themes such as partnering,

value webs, co-design, demand innovation and viral marketing

What processes exist to identify and manage 'anti-stories'? –

Assess the impact and validity of alternate views and subcultures, counter-myths and 'shadow networks'

What processes exist to ensure openness and transparency in all relationships? – Assess tendencies to secrecy, and nominal ‘winners’ and ‘losers’ from such secrecy

Business focus

Product / service **innovation**

Stakeholder engagement

Reputation management

Typical models and techniques

Communities of practice (Wenger, Sengé et al)

Cynefin narrative enquiry (Snowden / IBM)

Dialogue **process** (Bohm et al.)

Demand **innovation** (Slywotzky et al.)

Viral **marketing** (Godin, Locke et al.)

Weblogs

Benefits generated

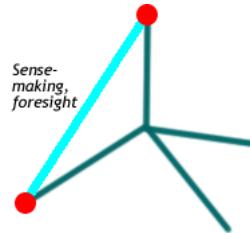
Improved public **relations**

Proactive **innovation**

Stronger internal / external alignment

Sense-making and foresight

The key concern here is to **create** a **balance** between the **aspirations** for the future and the **knowledge** of the past. The end-result of these **processes** is **strategy** and tactics.



Unlike **Vision and values**, which are anchored in **feelings**, **strategy** is anchored in **knowledge**. Selection of tools and techniques depends greatly on the context. Traditional ‘top-down’ strategic **planning** still **works** well in stable, low-**change** environments; but most enterprises will need the greater versatility and **adaptability** of **emergent** techniques derived from **complexity** science, which in turn depend on a broader diversity of views and experience to **create** bridges between over-**specialised** ‘silos’.

Questions

How do identity and purpose support knowledge, and vice versa? – Sense-making and foresight should provide a bridge for mutual support and optimisation of these assets

*Who is involved in **development** of strategy?* – Assess the scope of engagement (e.g. top management only, managers, other staff, suppliers, etc.)

What processes are used to gather and collate knowledge for strategy? – Examples include business intelligence, focus groups, large-group interventions (e.g. Future Search)

In what ways does the strategy acknowledge and allow for emergence and uncertainty? – Assess the resilience of strategy, the extent to which it can self-adapt proactively to changing contexts

What processes are used to make sense of inherent uncertainty? – Examples include scenario **development**, Cynefin sense-making, causal layered analysis, Bohm dialogue

What processes are used to identify needed skills, resources, relationships, knowledge? – Assess especially the roles of generalists in bridging specialist ‘silos’

What processes are used to partition strategy into detailed actions? – Assess the breakdown of strategy into vision, purpose, missions and goals for each actor in the strategy

What processes are used to ensure alignment with and commitment to the strategy? – Assess and compare ‘top-down’ command-and-control with consensus and engagement

In what ways do the culture’s beliefs, deep myths and stories affect strategy? – Assess also the impact on strategy implementation of differences between espoused and actual values

Business focus

Complex / intractable issues – culture etc.

Strategic direction

Organisational effectiveness

Typical models and techniques

Scenario **development** (Schwartz et al.)

Strategic conversation (Hamel, Prahalad, van der Heijden et al.)

Cynefin sense-making (Snowden / IBM)

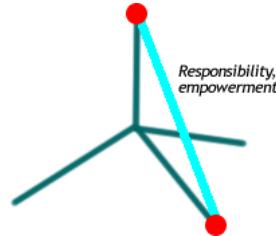
Causal Layered Analysis (Inayatullah et al.)

Large group interventions (World Café, Open Space etc.)

Benefits generated
Clarity of direction
Improved alignment, consensus and commitment
Proactive **response** and resilience

Responsibility and empowerment

The key issue here is personal **power** – ‘the **ability** to do **work**’ in **appropriate** ways, with choice, responsibility and **purpose**.



Empowerment and responsibility are supported and **developed** through **Active learning** and **Leadership**, but their roots are in **purpose** and practice. Ultimately, ‘the **ability** to do **work**’ arises only from within the **Self**, but support is usually needed to bring it out. **Power**-transactions between individuals are always either **power-with** (mutual support or ‘win / win’) or **power-against** (mutual destruction or ‘lose / lose’). **Productivity** depends on support for **power-with**; **power-against** becomes prevalent, in forms such as bullying, back-biting and ‘office politics’, whenever the link to shared **purpose** is lost and **power** is seen only as ‘external’ to **Self** (the ‘win / lose’ delusion).

Questions

How do actions, resources, environment support identity and purpose, and vice versa? – Responsibility, empowerment should provide a bridge for mutual support and optimisation of these assets

What beliefs are held about the source of personal power and collective power? – Contrast views of **source** as external (**power** is ‘given’ or ‘taken’) or internal (personal responsibility)

To what extent is the workspace managed through mutual respect? – Other useful keywords to identify ‘**power-with**’ include empowerment, compassion, love and humility

To what extent is the workspace managed through fear? – Other useful keywords to identify ‘**power-against**’ include domination, manipulation and blame

To what extent is self-denigration or self-doubt an issue here? – Identify any tendency towards ‘lose / win’ as well as ‘win / lose’

What practices exist to support development of personal power and responsibility? – Examples include meditation, martial arts, sports training, coaching and mentoring

What practices exist to support development of collective power and responsibility? – Examples include large-group interventions such as Open Space, World Café and group dialogue

What processes exist to link practice to purpose? – Purpose also provides links to vision and values, and to foresight and strategy

Business focus

Personal productivity and commitment

Interpersonal issues

Office politics

Typical models and techniques

Coaching and mentoring

Personal disciplines and practices (meditation, martial arts, etc.)

Power / response-ability (Tetradian)

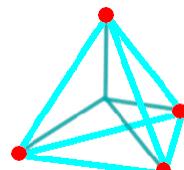
Seven Habits (Covey et al.)

Benefits generated

Improved productivity

Improved responsibility

Minimisation of game-plays, bullying etc.



Integration - bringing it all together

'Think global, act local' applies as much to business integration as to anything else: whenever we plan and execute any intervention in any part of the organisation, we need to be aware of its effects on the whole.

Two key requirements for integration are an appropriate framework, usually based on principles from complexity-science; and strong support for the generalists who create bridges between departments and specialities, and between ideas, skills, resources, relationships and alternate views of purpose. Overall effectiveness can rarely be achieved without these, as they provide the anchors for 'efficiency on purpose'.

Questions

What models and frameworks are used to create and maintain integration? – Examples include Beer viable-systems model, Tetradian SEMPER, Sengé five disciplines

What whole-of-system support exists for integration? – Assess mechanisms, if any, which support feedback and reflection between all parts of the organisation

In what ways does the organisation identify and support its generalists? – Assess especially the absence of such support, such as performance against inappropriate metrics

What is the balance between formal and informal structures in the organisation? – Formal structures provides anchors for organisation, but most work is done through informal structures

How is overall effectiveness monitored and managed? – Assess usage, if any, of multi-axis metrics such as Balanced Scorecard

Business focus

Organisational system and structure

Overall effectiveness

Typical models and techniques

Complexity science (emergence, biomimicry, non-linear systems etc.)

Living organisation (Handy, de Geus et al.)

Viable Systems model (Beer et al.)

SEMPER model (Tetradian)

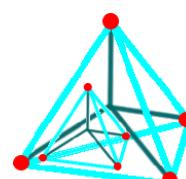
Benefits generated

Provides consistent framework for interventions

Improves effectiveness of overall organization

Assessing relevance

The R⁵ keywords – recursion, rotation, reflexion, reciprocation, resonance – provide a focus through which to assess the relevance of the selected issue in relation to the whole. The five principles are derived from systems theory and complexity science, to extend and enhance the



classic models of ‘scientific management’. The following assessment questions combine various aspects of these **principles**.

Questions

What is this an example of? – Assess ways in which the same issues repeat on a larger **scale**

What is an example of this? – Assess ways in which the same issues repeat on a smaller **scale**

How could this be simplified by learning from other examples of this? – Assess options to **create** consistency or remove special cases through ‘**self-similarity**’ with related issues

What is another perspective on this? – Rotate to a different view (e.g. from another department, customer, supplier, another culture or **time**)

What is not being acknowledged and addressed in this? – Assess the ‘undiscussables’, especially issues and events projected or **reflected** onto others

What aspects of the whole can be seen in this? – Assess ways in which themes of the **whole organisation** are **reflected** and exemplified in this issue

What is being exchanged, created, destroyed or transformed in this? – Assess overall **changes** to types of assets or **resources** (e.g. **morale** **created**, **relationships** **destroyed**); also assess what types and quantities of assets and **resources** are **exchanged**, and by what or whom

Are all physical exchanges and transformations balanced in this? – Assess **system** ‘leakages’ such as **inefficiency**, waste, pollution etc [Note: **balance** or **imbalance** may only occur over a **whole system**, or over **time**]

How is physical balance maintained and assured in this? – Assess measures to identify, monitor and address any **imbalance**

Who ‘wins’ from transactions in this? How, and in what ways? – Assess **balance** and reciprocity in non-physical and other non-zero-sum transactions (e.g. money, prestige)

How is ‘win-win’ created and assured within transactions in this? – In non-zero-sum transactions, compare tendencies towards ‘win-win’ versus ‘win-lose’ (illusory ‘lose-lose’)

What are the responsibilities in this? – Assess who is responsible for what, and how those responsibilities are identified, monitored and assured

How are the responsibilities balanced in this? – Assess mutuality of responsibilities, especially any arbitrary assignment of ‘rights’ (i.e. non-responsibilities)

SEMPER-11 ASSESSMENT

For details on use of this form, see 'SEMPER-11' in *SEMPER and SCORE: enhancing enterprise effectiveness* (Tetradian Books, 2008)

Organisation / enterprise:

Purpose / context:

Prepared by:

Date:

Aspirations - identity and purpose

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Effort needed to maintain identity and purpose <i>Score high for easily / consistently maintained; low for high effort / 'fire-fighting'</i>	1 2 3 4 5	
Reliable - Identity and purpose consistently described and maintained <i>Score low for any tendency to treat aspirational assets as physical</i>	1 2 3 4 5	
Elegant - Identity and purpose understood / committed to by Self , others	1 2 3 4 5	
Appropriate – Identity and purpose linked to wider context <i>Score high for wider-scope awareness; low for Self / physical-only orientation</i>	1 2 3 4 5	
Integrated – Identity and purpose linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Relations - internal and external relationships

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Effort needed to create and maintain relationships and trust <i>Score high for easily / consistently maintained; low for high effort / 'fire-fighting'</i>	1 2 3 4 5	
Reliable - Relationships provide balanced 'fair exchange' <i>Score high for win / win; low for win / lose or lose / win; also score low for any tendency to treat relational assets as physical</i>	1 2 3 4 5	
Elegant - Personal element of relationships is supported <i>Score high for mutual emotional commitment; low for impersonal 'business only'</i>	1 2 3 4 5	
Appropriate - Relationships support business purpose	1 2 3 4 5	
Integrated – Relationships linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Concepts - knowledge and mindset

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Effort needed to create / maintain knowledge and innovation <i>Score high for easily / consistently maintained; low for high effort / 'fire-fighting'</i>	1 2 3 4 5	
Reliable - Knowledge provided is available, accurate and complete <i>Score low if support is provided only for explicit knowledge or only for tacit knowledge; also score low for any tendency to treat conceptual assets as physical</i>	1 2 3 4 5	
Elegant - Knowledge provided is usable, relevant and in sufficient detail <i>Score low for both under-provision and over-provision of information - e.g. email glut</i>	1 2 3 4 5	
Appropriate - Knowledge and beliefs support business purpose <i>Also score low if multi-axis reporting - e.g. Balanced Scorecard - is not used</i>	1 2 3 4 5	
Integrated – Shared knowledge linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Behaviours - actions and environment

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Effort needed to create and maintain skills , physical assets <i>Score high for easily / consistently maintained; low for high effort / 'fire-fighting'</i>	1 2 3 4 5	
Reliable - Skills , resources and environment are consistently available	1 2 3 4 5	
Elegant - Skills and resources are of suitable quality for each task <i>Also score high if workspace design is co-created; low if design is imposed</i>	1 2 3 4 5	
Appropriate - Competencies , facilities and resources support purpose <i>Score high for 'big picture' awareness; low for over-focus on efficiency for its own sake</i>	1 2 3 4 5	
Integrated – Facilities, skills and resources linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Vision and values

Dimension	Score	Trend
Efficient - Clear distinctions between vision, purpose, mission, goal Score low where missions or goals are presented as vision or business-purpose	1 2 3 4 5	
Reliable - Espoused and actual vision and values are consistent Score low for high divergence between espoused and actual vision or values	1 2 3 4 5	
Elegant - All stakeholders engaged in creating vision and values Score high for regular whole-of-organisation engagement; low for top-down imposition; also score low if not connecting to needs and concerns of external stakeholders	1 2 3 4 5	
Appropriate - Vision and values provide guidelines to manage change Also score low if vision and values are abstract and disconnected from actual practice	1 2 3 4 5	
Integrated – Vision and values linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Skills and leadership

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Feedback is provided to develop leadership	1 2 3 4 5	
Reliable - Leadership changes according to the context <i>Score high for context-dependent leader, low for single-leader model (e.g. hierarchical)</i>	1 2 3 4 5	
Elegant - Everyone leads in their own way <i>Also score high for contextual / situational choice of leadership style; low for fixed model (e.g. hierarchical only)</i>	1 2 3 4 5	
Appropriate - Leadership links individuals to shared purpose	1 2 3 4 5	
Integrated – Leadership linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Active learning

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Appropriate theory provides ground for learning in practice	1 2 3 4 5	
Reliable - Feedback directs and indicates improvement <i>Also score high if feedback is positive / constructive; low if feedback is negative / destructive</i>	1 2 3 4 5	
Elegant - All personnel are involved in improving skills and workflows <i>Score high for interactive TQM / Quality Circles etc; low for Taylorist top-down imposition</i>	1 2 3 4 5	
Appropriate - Learning is linked to individual and shared purpose	1 2 3 4 5	
Integrated – Learning linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Narrative and dialogue

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Processes support openness and transparency <i>Score low for high levels of secrecy and control, unless explicitly required by purpose; also score low for intentional manipulation or misuse of stories (e.g. 'greenwash')</i>	1 2 3 4 5	
Reliable - Personal knowledge is recognised and supported <i>Score low if attempts are made to force all knowledge into the explicit 'objective' domain</i>	1 2 3 4 5	
Elegant - Stories, history and learnings arise from mutual 'conversation' <i>Score high for multi-way dialogue / feedback; low if communication is 'one-way' broadcast</i>	1 2 3 4 5	
Appropriate - Stories and history reflect personal and shared purpose <i>Score low if 'anti-stories' indicate high levels of cynicism and disconnect; also score low if stories indicate high levels of 'us and them' antagonism / power-against</i>	1 2 3 4 5	
Integrated – Personal knowledge linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Sense-making and foresight

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Strategy leverages and balances past, present and future <i>Score low if strategy is derived from only one or two of these (e.g. no anchor in past)</i>	1 2 3 4 5	
Reliable - Strategy allows for emergence and uncertainty <i>Score low for traditional 'same as last plus 10%' strategic planning unless appropriate</i>	1 2 3 4 5	
Elegant - All stakeholders are involved in development of strategy <i>Score high for broad engagement; low for 'insider-only' or 'top-down' development</i>	1 2 3 4 5	
Appropriate - Strategy reflects personal and shared purpose <i>Score low if collective strategy reflects only one group's purpose (e.g. shareholders)</i>	1 2 3 4 5	
Integrated – Strategy and foresight linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Responsibility and empowerment

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Type of power applied is appropriate to each task <i>Score low if type is not appropriate (e.g. 'analysis paralysis' as over-reliance on mental)</i>	1 2 3 4 5	
Reliable - Each person has a sense of personal ownership of their tasks <i>Score high for self-organisation; low for command-and-control imposition of tasks</i>	1 2 3 4 5	
Elegant - Relations are based on mutual understanding and respect <i>Score low if relationships are based on fear or domination</i>	1 2 3 4 5	
Appropriate - Tasks support both personal and shared purpose <i>Score low for imbalanced support, or if support for any purpose is low</i>	1 2 3 4 5	
Integrated – Responsibility and authority linked with all other aspects of the enterprise	1 2 3 4 5	

Notes / comments:

Integration - bringing it all together

<i>Dimension</i>	<i>Score</i>	<i>Trend</i>
Efficient - Business models support overall integration <i>Score high for 'living organisation' etc; low for 'business as machine for making money'; also score low if support for generalists is poor</i>	1 2 3 4 5	
Reliable - Context supports system-wide feedback and reflection <i>Score high for meditation or large-group interventions etc; low for 'business as usual'</i>	1 2 3 4 5	
Elegant - Integration supports diversity of skills, background, experience <i>Score high for diversity and / or appropriate use of uniformity; low for imposed uniformity</i>	1 2 3 4 5	
Appropriate - Context is effective and 'on purpose' <i>Score low for over-focus on local efficiency at the expense of overall effectiveness</i>	1 2 3 4 5	
Integrated - Quality and consistency of integration in the overall context	1 2 3 4 5	

Notes / comments:

APPENDIX A: GLOSSARY

This glossary describes specific meanings of terms used in SEMPER. Cross-references between terms are shown in *italic* text.

active learning	systematic orange process of reflection on action, to develop skills and competencies; examples include action-learning / action-research, Quality Circles, debriefing and task self-assessment; link-theme between <i>mental dimension</i> and <i>physical dimension</i>
appropriate	matching the intended overall purpose; a <i>REAL / LEARN</i> effectiveness-assessment theme associated with the <i>spiritual dimension</i> of the context
aspirational dimension	see <i>spiritual dimension</i>
behavioural dimension	see <i>physical dimension</i>
business-as-usual	shorthand term for a common <i>paradigm</i> of business and business-management characterised by a command-and-control model, <i>win / lose</i> transactions, short-term thinking, narrow focus, an over-emphasis on <i>efficiency</i> at the expense of overall <i>effectiveness</i> , and lack of <i>awareness</i> of the <i>performance paradox</i>
chaos	domain of inherent <i>uncertainty</i> and <i>unpredictability</i> ; in the business context, may be partially concealed in demographics and other aggregates, but at the individual level all real-world transactions involve some <i>chaos</i> and <i>complexity</i> ; also useful when invoked intentionally in <i>creativity</i> , in <i>narrative</i> and <i>dialogue</i> , and in <i>foresight</i> techniques such as <i>scenario</i> construction
complexity	domain of <i>emergent</i> properties and non-linear <i>relationships</i> between factors; unlike <i>chaos</i> , which is inherently <i>uncertain</i> , may often <i>create</i> an illusion of <i>predictability</i> , especially where linear analysis is applied within a short-term, narrow set of assumptions
conceptual dimension	see <i>mental dimension</i>

dialogue	process of <i>emergent</i> conversation in which awareness and knowledge are <i>created</i> between the people involved; link-theme between <i>mental dimension</i> and <i>emotional dimension</i>
effective	'on purpose', producing the intended overall result with an <i>optimised</i> balance over the <i>whole</i> context; requires broad generalist awareness of the <i>whole</i> , rather than the narrow focus required to <i>create local efficiency</i> , hence often contrasted with <i>efficient</i>
efficient	'doing more with less', creating the maximum result with the minimum use or waste of <i>resources</i> in a specific activity or context; improved incrementally through <i>active learning</i> and related techniques; major improvements usually require a <i>change in paradigm</i> ; a <i>REAL / LEARN</i> effectiveness-assessment theme associated with the <i>mental dimension</i> of the context
elegant	human dimensions of <i>effectiveness</i> , such as <i>feelings</i> , <i>emotions</i> and ergonomics, expressed in issues such as <i>usability</i> , simplicity and personal preference; a <i>REAL / LEARN</i> effectiveness-assessment theme associated with the <i>emotional dimension</i> of the context
emergence	context within which cause-effect <i>patterns</i> can be identified only retrospectively, and in which analytic techniques are usually unreliable and misleading
emotional dimension	<i>relational</i> and <i>emotional</i> aspects of the <i>work</i> context: <i>feelings</i> and <i>values</i> , internal <i>relationships</i> and interpersonal transactions, <i>relationships</i> with external stakeholders; also assets such as reputation and trust; see also <i>vision</i> , <i>value</i> ; <i>leadership</i> ; <i>narrative</i> , <i>dialogue</i>
empowerment	the <i>process</i> and practice of deriving <i>power</i> from within the <i>self</i> , or assisting others through <i>power-with</i> ; link-theme between <i>spiritual dimension</i> and <i>physical dimension</i>
foresight	the discipline of <i>developing</i> a forward view in <i>time</i> ; link-theme between <i>spiritual dimension</i> and <i>mental dimension</i> ; see also <i>sense-making</i> ; <i>strategy</i> , <i>scenario</i>
goal	a specific objective to be achieved by or before a specified point in <i>time</i> ; contrasted with <i>mission</i> , <i>purpose</i> and <i>vision</i>
integration	contextual <i>awareness</i> of all the interactions between the <i>physical</i> , <i>mental</i> , <i>emotional</i> and <i>spiritual</i> dimensions of <i>work</i> and the <i>workspace</i> , and the active <i>process</i> of linking them together into a unified <i>whole</i>

leadership	mentoring, coaching, example and other processes for guidance of Self and Other in action; link-theme between physical dimension and emotional dimension
lose / win	dysfunctional power -transaction (power-against) in which one attempts to help the Other win by making Self lose
mental dimension	mental and conceptual aspects of work and the workspace : beliefs , attitudes, knowledge , procedures and process specifications; also knowledge -assets and intellectual capital
mental model	chosen set of beliefs and method to interpret a given context; usually underpinned by a less-conscious paradigm or worldview
mission	a desired state to be achieved, usually within a specified timeframe , and to be maintained indefinitely thereafter; contrasted with goal , purpose and vision
narrative	personalised and often emotive expression or interpretation of knowledge , as history, anecdote or story; link-theme between mental dimension and emotional dimension
optimisation	process of integration in which efficiency in different areas is traded-off and balanced for maximum effectiveness over the whole ; in any complex or layered context, the process relies extensively on the REAL / LEARN themes (efficient , reliable , elegant , appropriate , integrated) to identify the energies and resources to be balanced , and on the R⁵ principles (recursion , rotation , reflexion , reciprocal , resonance) to identify balances and trade-offs between layers and sub-contexts such as departments, business processes and business units
paradigm	coherent set of beliefs about cause-effect relationships within a given class of context
performance paradox	an effectiveness paradox in which a desired result is achieved by paying attention to everything except the desired result; arises where that result depends on emergent properties derived from the optimisation of many factors in complex non-linear relationships – for example, a business-as-usual over-focus on financial results produces weaker financial performance than a focus on integration issues such as customer service and employee satisfaction
physical dimension	physical aspects of work and the workspace : skills , competencies , physical processes , behaviours, actions; also tangible assets and work -environment

power	the ability to do work ; in human terms, includes the ability to work , play, relate, learn, as an expression of personal choice, responsibility and purpose , and with awareness and respect of shared purpose ; exists only within the Self ; see also power-with , power-against
power-against	collective win / lose or lose / win process in which power is mistakenly believed to be transferred between Self and Other; contrasted with power-with
power-with	collective win / win process to assist Self and / or Other to access personal power , contrasted with power-against
principle	a conceptual commitment or model, the mental -dimension equivalent of value
purpose	a declared role within the 'world' described by a vision ; contrasted with goal , mission and vision
R⁵	collective term for five complexity -science principles used with the tetradian , namely recursion , rotation , reflexion , reciprocation and resonance .
REAL / LEARN	acronym for four keywords to evaluate effectiveness: reliable , efficient , appropriate , elegant ; the LEARN acronym includes integration in the evaluation-set
reciprocation	overall balance in transactions, especially power -transactions; reciprocal balance between entities may not be direct or immediate, and in many cases balance may only be achieved over time at a system -wide level, with energy -transfers occurring between physical , mental , emotional and / or spiritual dimensions; an R⁵ principle for assessment of effectiveness and relevance
recursion	patterns of relationship or interaction repeat or are 'self-similar' at different scales ; permits simplification of otherwise complex processes ; an R⁵ principle for assessment of effectiveness and relevance
reflexion	corollary of recursion , in that the whole , or aspects of the whole , can be identified within the attributes and transactions of any part at any scale ; an R⁵ principle for assessment of effectiveness and relevance
relational dimension	see emotional dimension
reliable	high degree of certainty and predictability for a desired outcome; a REAL / LEARN effectiveness-assessment theme associated with the physical dimension of the context

resonance	impacts of positive- or negative- feedback (increasing or damping) in a system ; permits simplification of otherwise complex processes ; an R⁵ principle for assessment of effectiveness and relevance
responsibility	literally 'response-ability', the ability to choose and act upon appropriate responses according to context, as an expression of personal power ; link-theme between <i>spiritual dimension</i> and <i>physical dimension</i>
rotation	systematic process of assessing a context from multiple perspectives ; an R⁵ principle for assessment of effectiveness and relevance
scenario	an imagined future context, developed for the purpose of understanding both the present context and options for action in the future context; a foresight technique
self-propagation	aspect of integration in which a meme – an idea, a practice, a way of relating – spreads throughout an enterprise, requiring little or no effort or intervention beyond the initial ' seeding '; contrasted with the more typical 'command-and-control' tactics of business-as-usual , which require constant effort and intervention to impose a meme throughout the enterprise
SEMPER	acronym for <i>Spiritual, Emotional, Mental, Physical, Effectiveness (REAL / LEARN)</i> , Relevance (R⁵); alternatively, acronym for 'System Effectiveness Map for Process Evaluation and Review'; also the Latin word for 'always'
sense-making	the process of creating mental models to provide a conceptual framework for understanding ambiguity, emergence and uncertainty ; link-theme between <i>spiritual dimension</i> and <i>mental dimension</i> ; see also <i>foresight</i>
spiritual dimension	aspirational and intentional aspects of work and the workplace , expressed in collective and individual identity and purpose , and in issues such as ethics , values and codes of conduct; also commitment-assets and spiritual capital such as organisational morale , health and fitness; see also vision , value , sense-making , foresight , empowerment , responsibility
'start anywhere' principle	corollary of self-propagation , in that ' seeding ' for integration may start from any aspect of the enterprise – usually away from nominal 'problems' – allowing emergence to indicate 'winners' for further propagation; contrasts with conventional interventions which attempt to tackle 'problem'-issues head-on, often further inflaming the problem, or transferring the problem elsewhere within the organisation

strategy	'big picture' view of a plan of action, usually incorporating <i>vision</i> , <i>mission</i> and <i>goal</i> ; contrasted with <i>tactics</i> required to execute the plan
tactics	detailed step-by-step activities to execute a <i>strategy</i> , or some segment of an overall <i>strategy</i>
tetradian (alt. tetradion)	depiction of the <i>physical</i> , <i>mental</i> , <i>emotional</i> and <i>spiritual</i> dimensions as four axes in a tetrahedral <i>relationship</i> , usually also showing the respective link-themes as the edges between the vertices of the tetrahedron
value	an <i>emotional</i> commitment; link-theme between <i>spiritual dimension</i> and <i>emotional dimension</i>
vision	description of a desired 'world', always far greater than any individual or <i>organisation</i> ; described in the present tense, yet is never 'achieved'; contrasted with <i>goal</i> , <i>mission</i> and <i>purpose</i> ; link-theme between <i>spiritual dimension</i> and <i>emotional dimension</i>
win / lose	dysfunctional <i>power</i> -transaction (<i>power-against</i>) in which one <i>Self</i> attempts to win by forcing the Other to lose
win / win	functional <i>power</i> -transaction in which both <i>Self</i> and Other achieve part or all of their objectives for the transaction; contrasted with the dysfunctional 'lose / lose' transactions <i>win / lose</i> and <i>lose / win</i>
worldview	largely unconscious but generally coherent set of <i>beliefs</i> about how the world operates; at the level of day-to-day practice, approximately synonymous with <i>paradigm</i>

APPENDIX B: SOURCES AND RESOURCES

This section lists [sources](#) for books, white-papers and other on-line resources mentioned in the text.

Online SEMPER metrics: see  www.sempermetrics.com

Balanced Scorecard: see  www.balancedscorecard.org

Belbin Team Roles: see  www.belbin.com

Business process re-engineering: see  Michael Hammer and James Champy, *Reengineering the Corporation: A Manifesto for Business Revolution* (HarperBusiness, 1993)

Cluetrain Manifesto: see  www.cluetrain.com and  Rick Levine, Christopher Locke, Doc Searls, and David Weinberger, *The Cluetrain Manifesto: The End of Business As Usual* (Perseus Books, 2000)

Communities of practice: see  Etienne Wenger, Richard McDermott and William Snyder, *Cultivating Communities of Practice: A Guide to Managing Knowledge* (Harvard Business School Press, 2002)

Cynefin, complexity and David Snowden: see  www.cognitive-edge.com and summary at  [en.wikipedia.org / wiki / Cynefin](http://en.wikipedia.org/wiki/Cynefin)

Demand innovation: see  Adrian Slywotzky, Richard Wise and Karl Weber, *How to Grow When Markets Don't: Discovering the New Drivers of Growth* (Warner Books, 2003)

Deming and quality-management: see  W Edwards Deming, *Out of the Crisis*, 2nd edition (Cambridge University Press; 1988)

Dialogue process: see  David Bohm, *On Dialogue* (Routledge; 1996)

Emotional intelligence: see  Daniel Goleman, *Emotional Intelligence* (Bantam USA, 1997)

Futures in the business context: see  Gary Hamel and C.K. Prahalad, *Competing for the Future* (Harvard Business School Press, 1996), and Sohail Inayatullah, 'Causal Layered Analysis'  [www.metafuture.org / Articles / CausalLayeredAnalysis.htm](http://www.metafuture.org/Articles/CausalLayeredAnalysis.htm)

Group **Dynamics**: see summary at  [en.wikipedia.org / Group_Dynamics](http://en.wikipedia.org/wiki/Group_Dynamics)

Integrated Performance Support Systems: see summary at  [en.wikipedia.org / wiki / Electronic_performance_support_systems](http://en.wikipedia.org/wiki/Electronic_performance_support_systems)

Knowledge-management processes: see, for example,  [CHRis Collison and Geoff Parcell, *Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies* \(Capstone, 2001\)](#)

Large group interventions (including Open Space and Future Search): see [Leith's Guide to Large Group Intervention Methods](#) at  ([PDF](http://www.beratungspool.ch/dossiers/grossgruppen/guide.pdf)) [www.beratungspool.ch / dossiers / grossgruppen / guide.pdf](http://www.beratungspool.ch/dossiers/grossgruppen/guide.pdf)

Leadership: see, for example,  [Stephen R. Covey, *Principle-centered Leadership* \(Simon & Schuster, 1999\)](#)

'Living enterprise' metaphor: see  [Arie de Geus, *The Living Company* \(Harvard Business School Press, 1997\) and !\[\]\(40ef1a60a619ecb2bc1f8c7479e4c31e_img.jpg\) \[Charles Handy, *Beyond Certainty: The Changing Worlds of Organizations* \\(Harvard Business School Press, 1998\\); also the Royal Society of Arts 'Centre for Tomorrow's Company', at !\\[\\]\\(5ddab9cc390b5a4f9542c8ed3d47c469_img.jpg\\) \\[www.tomorrowscompany.com\\]\\(http://www.tomorrowscompany.com\\)\]\(#\)](#)

Narrative **knowledge**: see, for example,  www.anecdote.com.au

Open Space: see  www.openspaceworld.org and summary at  [en.wikipedia.org / wiki / Open_Space_Technology](http://en.wikipedia.org/wiki/Open_Space_Technology)

Ricardo Semler and Semco: see [Ricardo Semler, !\[\]\(029b9208a21033638cdc407f2641fbfc_img.jpg\) *Maverick: The Success Story Behind the World's Most Unusual Workplace* \(Arrow Books, 1994\) and !\[\]\(f317e02cc265f03fe6900d7704d37eea_img.jpg\) \[The Seven-Day Weekend: A Better Way to Work in the 21st Century\]\(#\) \(Century, 2004\)](#)

Scenarios and **strategy**: see  [Peter Schwartz, *The Art of the Long View: Scenario Planning - Protecting Your Company Against an Uncertain Future* \(Random House Business, 1992\) and !\[\]\(c72e2a500390508e3ea2ca0d7cf30825_img.jpg\) \[Kees van der Heijden, *Scenarios: The Art of Strategic Conversation*, 2nd edition \\(John Wiley & Sons, 2004\\)\]\(#\)](#)

Scientific management and Taylorism: see  [Frederick Taylor, *Principles of Scientific Management* \(Dover reprint, 1998; original publication 1911\); also summary at !\[\]\(8a35da7cc26e4f4632d67b4f055d05ed_img.jpg\) \[en.wikipedia.org / wiki / Scientific_management\]\(http://en.wikipedia.org/wiki/Scientific_management\)](#)

Seven Habits: see  [Stephen R. Covey, *Seven Habits of Highly Effective People* \(Simon & Schuster; 1999\)](#)

Six Hats decision-making technique: see Edward de Bono, *Six Thinking Hats* (Viking, 1986)

'Soul' in the business context: see Richard Barrett, *Liberating the Corporate Soul: Building a Visionary Organization* (Butterworth-Heinemann, 1998)

Spiritual Intelligence: see Danah Zohar and Ian Marshall, *Spiritual Intelligence: The Ultimate Intelligence* (Bloomsbury Paperbacks, 2001)

Systems thinking: see Peter Sengé et al., *The Fifth Discipline: The Art and Practice of the Learning Organization* (Transworld, 1990), *The Fifth Discipline Fieldbook: Strategies for Building a Learning Organization* (Nicholas Brealey Publishing, 1994) and *The Dance of Change: The Challenges of Sustaining Momentum in Learning Organizations* (Nicholas Brealey Publishing, 1999)

Values in the workplace: see www.valuesatwork.org and Michael Henderson and Dougal Thompson, *Values At Work: the invisible tHReads between people, performance and profit*, HarperBusiness (2003).

Viable Systems: see Stafford Beer, *The Brain of the Firm*, 2nd edition (John Wiley & Sons; 1994; original publication 1972) and Raúl Espejo and Roger Harnden (eds), *The Viable System Model: Interpretations and Applications of Stafford Beer's VSM* (John Wiley & Sons, 1989); also summary at [en.wikipedia.org / wiki / Viable_System_Model](https://en.wikipedia.org/wiki/Viable_System_Model)

Viral marketing: see Seth Godin, *Unleashing the Ideavirus: Stop Marketing at People! Turn Your Ideas Into Epidemics by Helping Your Customers Do the Marketing for You* (Hyperion Books, 2001); and Christopher Locke, *Gonzo Marketing: Winning Through Worst Practices* (Perseus Publishing, 2001)

Gerry Weinberg: see, for example, Gerald M Weinberg, *The Secrets of Consulting* (Dorset House, 1985)

Whole-of-enterprise architecture: see Tom Graves, *Real Enterprise Architecture: beyond IT to the whole enterprise* (Tetradian Books, 2008)

World Café: see Juanita Brown, David Isaacs et al., *The World Café: Shaping Our Futures Through Conversations That Matter* (Berrett-Koehler, 2005)

John Zachman and the Zachman Framework for enterprise architecture: see www.zifa.com

