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Archetypes, Metaphors, Systems

Introduction



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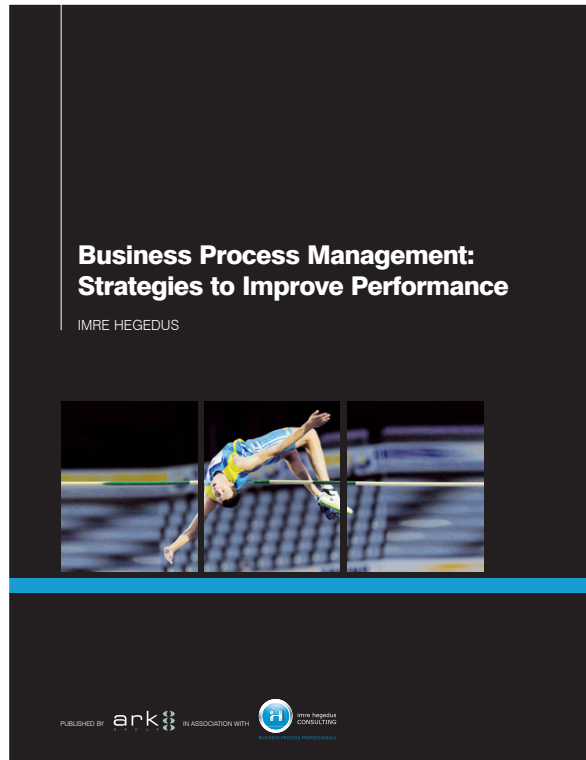
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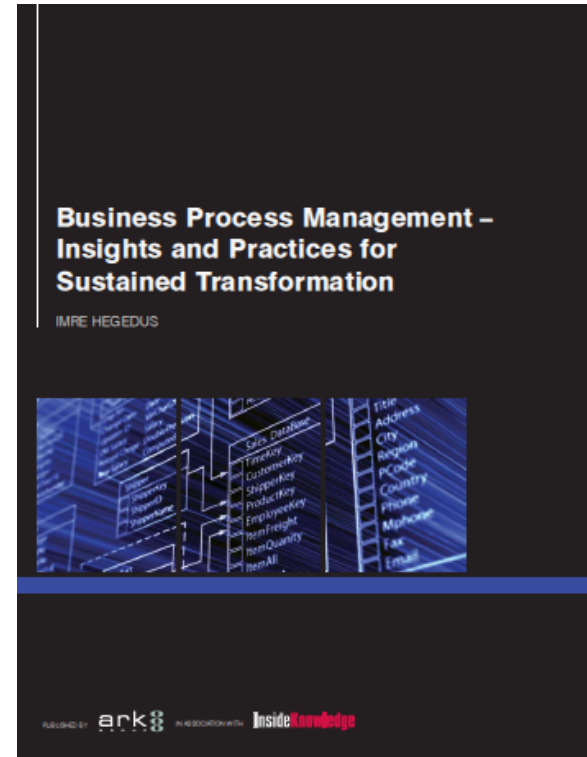
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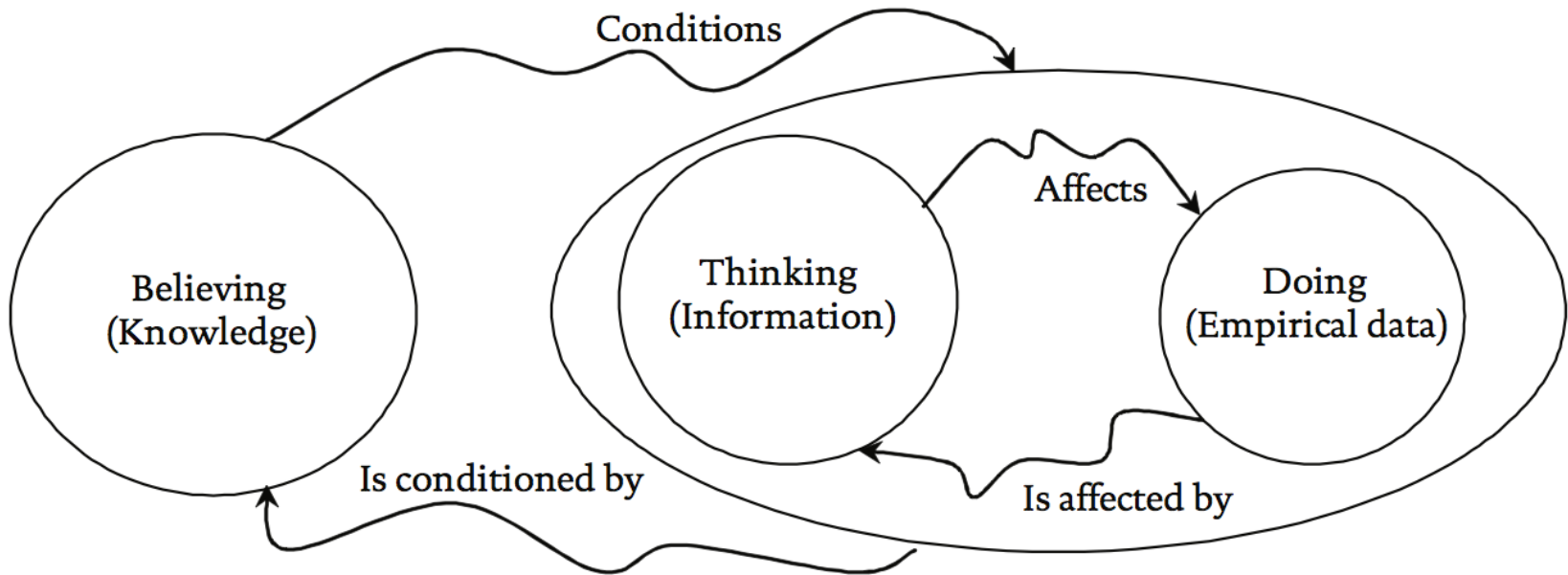
2008 INDUSTRY REPORT



2012 INDUSTRY REPORT



Three types of reality



Today's Session



- ◆ Cultural Archetypes
- ◆ Cultural Communications
- ◆ Organisational Metaphors
- ◆ Systems Thinking
- ◆ Discussion



Culture

the ideas, customs, and social behaviour of a particular people or society.

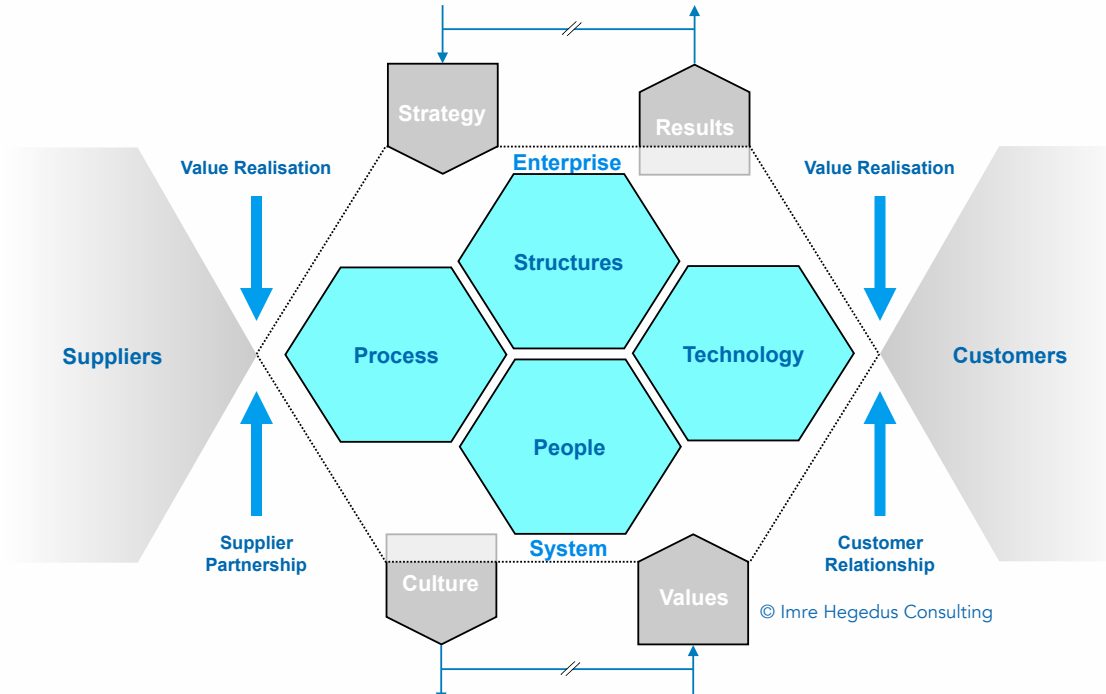
Organisational Culture

a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

Some perspectives on the influence of culture on communications...

CULTURAL ARCHETYPES

Culture is an outcome of the Organisational System



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Cultural Archetypes



Cultural Archetype Study

Japan

- ◉ *Perfection*

America

- ◉ *It works (better than before)*

France

- ◉ *Luxury*

Germany

- ◉ *Adherence to specification*

Australia

- ◉ *Relationship*

Implications

Implications for improvement projects in Australia

Changes must engage employees

Heroes respected over process

A good recovery is often better than getting it right first time!...see "heroes"...

Findings of the Australian Cultural Archetype Studies



- ◆ There is a distinct A-NZ archetype
- ◆ It is a “national” archetype in that it transcends both ethnicity and gender
- ◆ Migrants adopt the archetype within a year or so of arrival
- ◆ *“The archetype was that “quality” in Australia and New Zealand implied a strong personal identification....Calls for perfection, calls for improvement fall on deaf ears, unless people can associate themselves personally with it.”*

National Cultural Archetypes and their implications for organisations



The several hundred national and regional cultures of the world can be roughly classified into three groups: task-oriented, highly organized planners (linear-active); people-oriented, loquacious interrelators (multi-active); and introverted, respect-oriented listeners (reactive). Italians see Germans as stiff and time-dominated; Germans see Italians gesticulating in chaos; the Japanese observe and quietly learn from both.

Some perspectives on the influence of culture on communications...

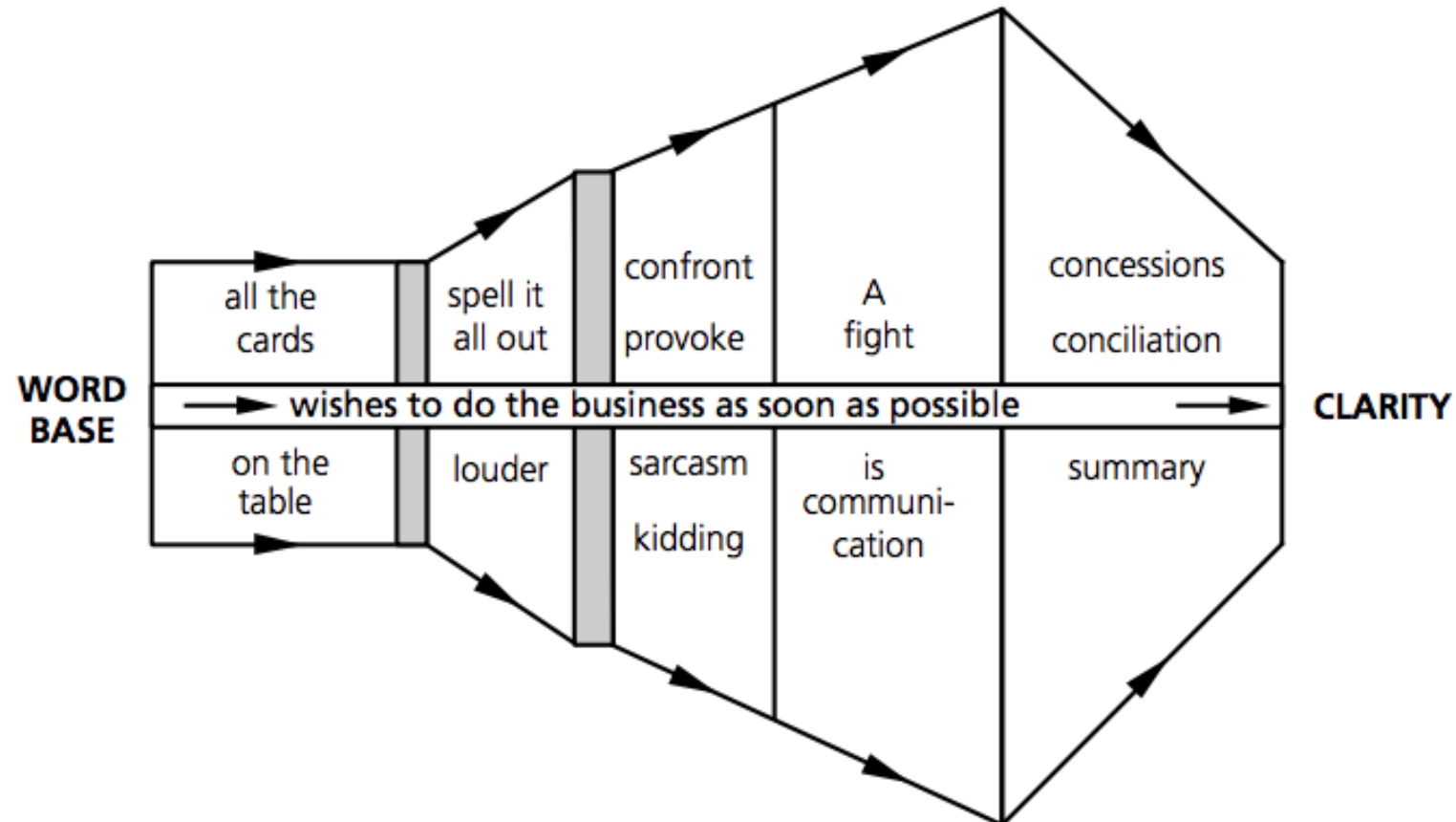
CULTURAL COMMUNICATIONS

World cultures in three rough categories

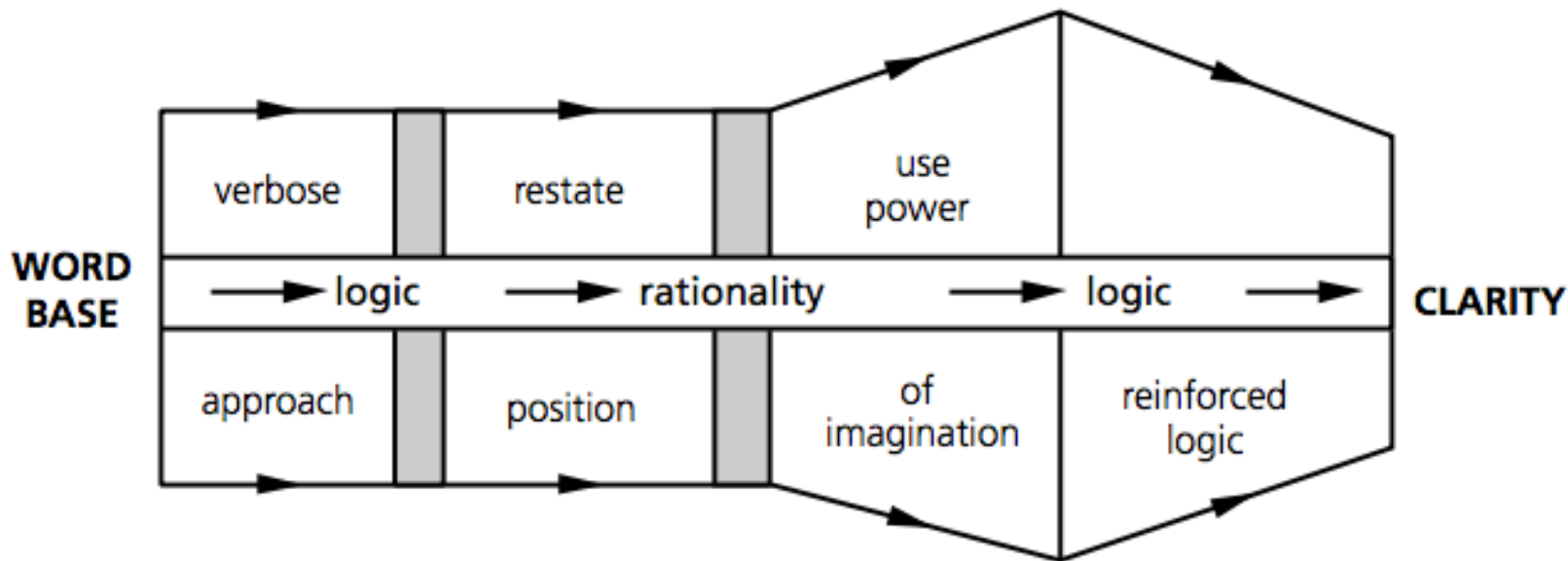


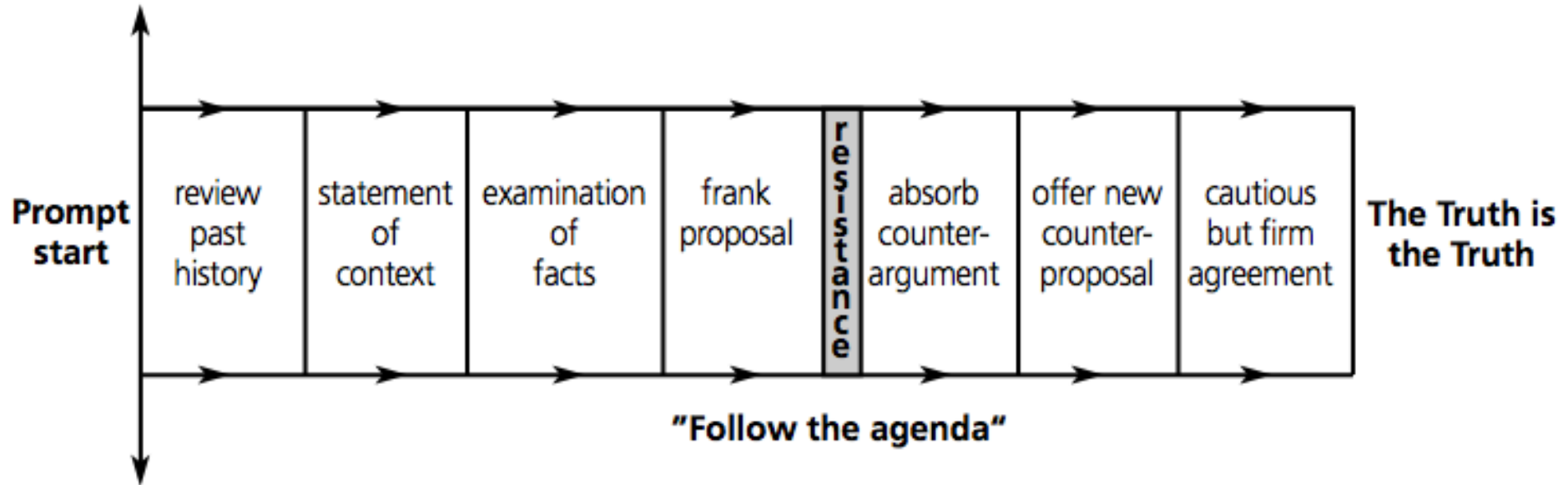
1. **Linear-actives** — those who plan, schedule, organize, pursue action chains, do one thing at a time. Germans and Swiss are in this group.
2. **Multi-actives**—those lively, loquacious peoples who do many things at once, planning their priorities not according to a time schedule, but according to the relative thrill or importance that each appointment brings with it. Italians, Latin Americans and Arabs are members of this group.
3. **Re-actives** — those cultures that prioritize courtesy and respect, listening quietly and calmly to their interlocutors and reacting carefully to the other side's proposals. Chinese, Japanese and Finns are in this group.

Italians see Germans as stiff and time-dominated; Germans see Italians gesticulating in chaos; the Japanese observe and quietly learn from both.

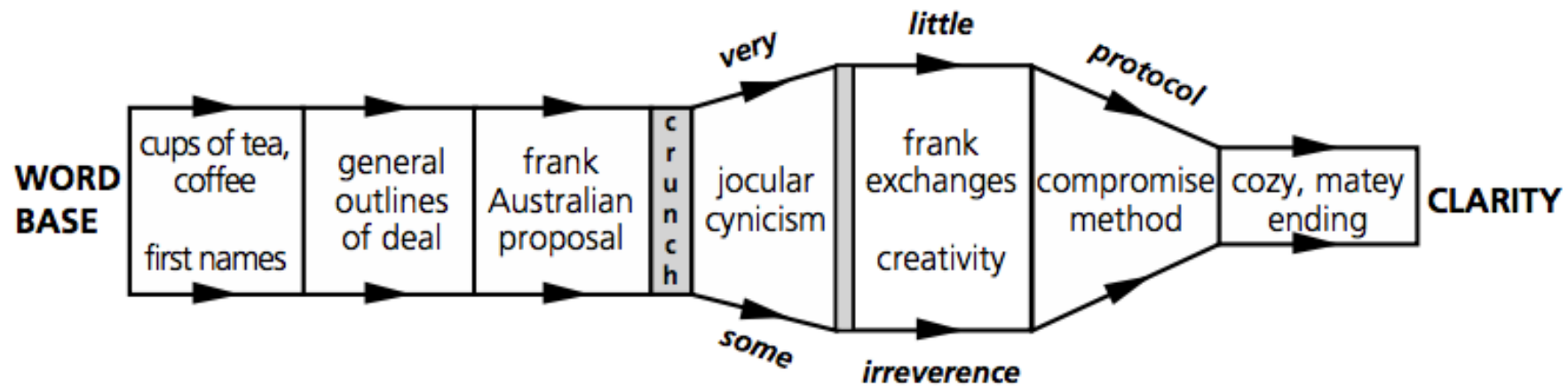


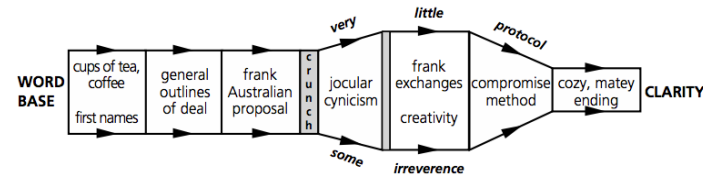
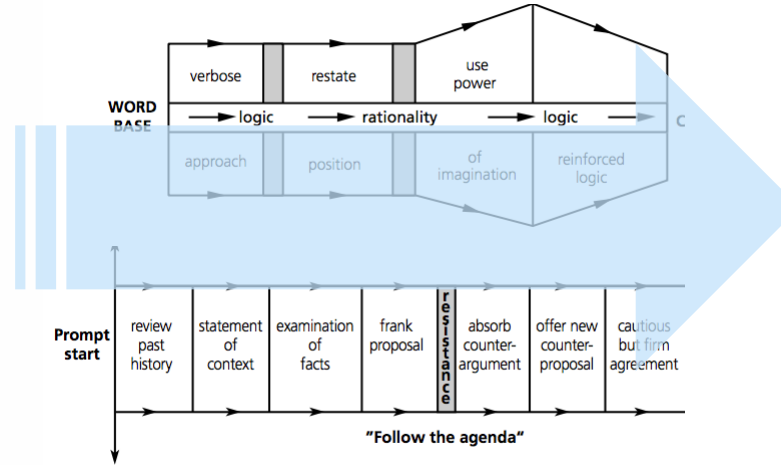
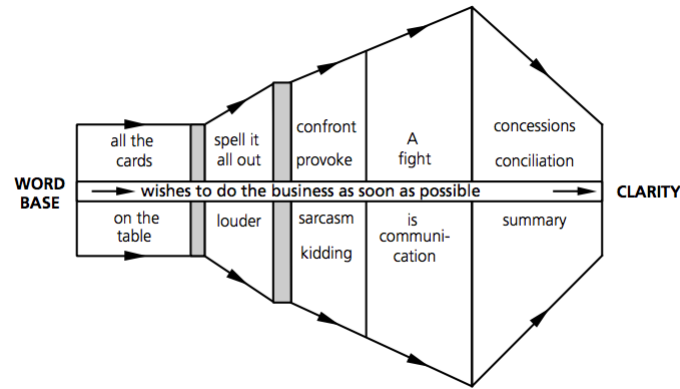
“When Cultures Collide” by Richard D. Lewis (2006) - p.70





Australian

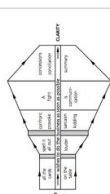






COMMUNICATION PATTERNS AROUND THE WORLD

AMERICAN



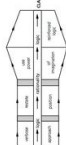
CANADIAN



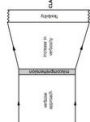
ENGLISH



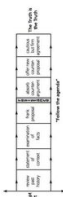
FRENCH



ITALIAN



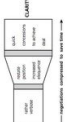
GERMAN



CHINA



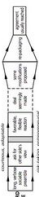
HONG KONG



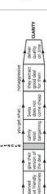
ISRAELI



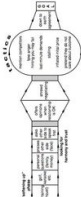
INDIAN



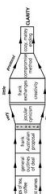
SWISS



SINGAPOREAN



AUSTRALIAN



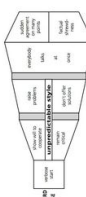
KOREAN



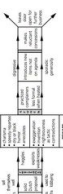
INDONESIAN



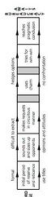
HUNGARIAN



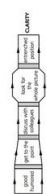
SERBIAN & MONTENEGRIN



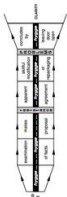
BULGARIAN



NORWEGIAN



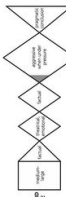
DANISH



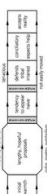
TURKISH



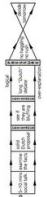
POLISH



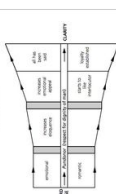
BLACK SOUTH AFRICAN



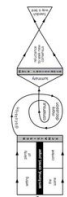
DUTCH



SPANISH



SWEDISH



FINNISH





An organizational metaphor is a figurative comparison (that is – a metaphor, simile, or analogy) used to describe key aspects, processes and behaviours of an organisation. It facilitates an understanding of operating norms.

Organizational metaphors provide information about the value system of a company and about employers' attitudes toward their customers and employees.

It all starts with how we perceive our organisations...

ORGANISATIONAL METAPHORS

Organisation as machine



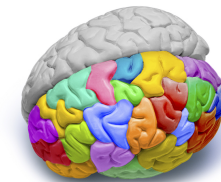
- ◆ Characterised by order, efficiency, inputs and outputs, standardisation, ...
- ◆ The machine metaphor assumes that employees behave more as inanimate cogs and gears than intelligent, thinking, and flexible individuals. This mechanical perspective tends to focus on organisational efficiency and standardisation by breaking down complex organisation systems into discrete parts whose response to change may be predicted.
- ◆ *Change is best achieved through a planned approach managed by those in formal roles of authority.*



Organisation as brain



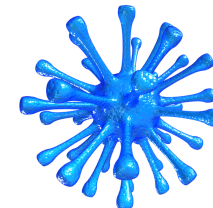
- ◆ Characterised by learning systems, requisite variety, mindsets, feedback, ...
- ◆ The brain metaphor most closely relates to that of a learning organisation. It focuses on an organisational self-awareness that allows for questioning of actions while exploring and responding to the root-causes rather than the symptoms of issues that arise. The organisation as a brain is a learning environment with complex feedbacks and networks.
- ◆ *Change is best achieved through engagement with individuals and groups who intellectually appreciate the need to change.*



Organisation as organism



- ◆ Characterised by living systems, adaptation, life cycles, homeostasis, ...
- ◆ The organism metaphor focuses on the organisation as a dynamic and adaptive system – one that might change its form to reflect its environment. The systemic inter-relationships between the many parts of the organisation need to be appreciated in order to understand the implications of changing any one part.
- ◆ *Change is best achieved through appreciating the systemic and dynamic inter-relationships between various elements.*



Organisation as culture



Characterised by traditions, societies, values beliefs, shared vision & mission, ...

The culture metaphor sees the organisation as a society described by a set of acceptable values, norms, and rituals. The organisation may have sub-cultures as well as be seen as a sub-culture of an industry or country. Organisational culture evolves through the social interactions of the individuals and groups.

Change is best achieved through using the accepted language, symbols, and patterns of behaviour to provide a new identity and purpose.



Organisation as politic



- ◆ Characterised by power, interests, alliances, formal and informal pathways, ...
- ◆ The politic metaphor recognises the roles that power, competing interests, alliances, winners / losers, and other dimensions of political systems. The political system may be viewed as the unofficial way things actually happen.
- ◆ *Change is best achieved through those with the greatest political power and influence not just through the formal organisation structure.*





System - 'sɪstəm/

1. The dynamic (and often complex) inter-relationships between elements of an entity that determine its behaviour
2. A set of things working together as parts of a mechanism or an interconnecting network; a complex whole.

Some definitions and perspectives on systems thinking...

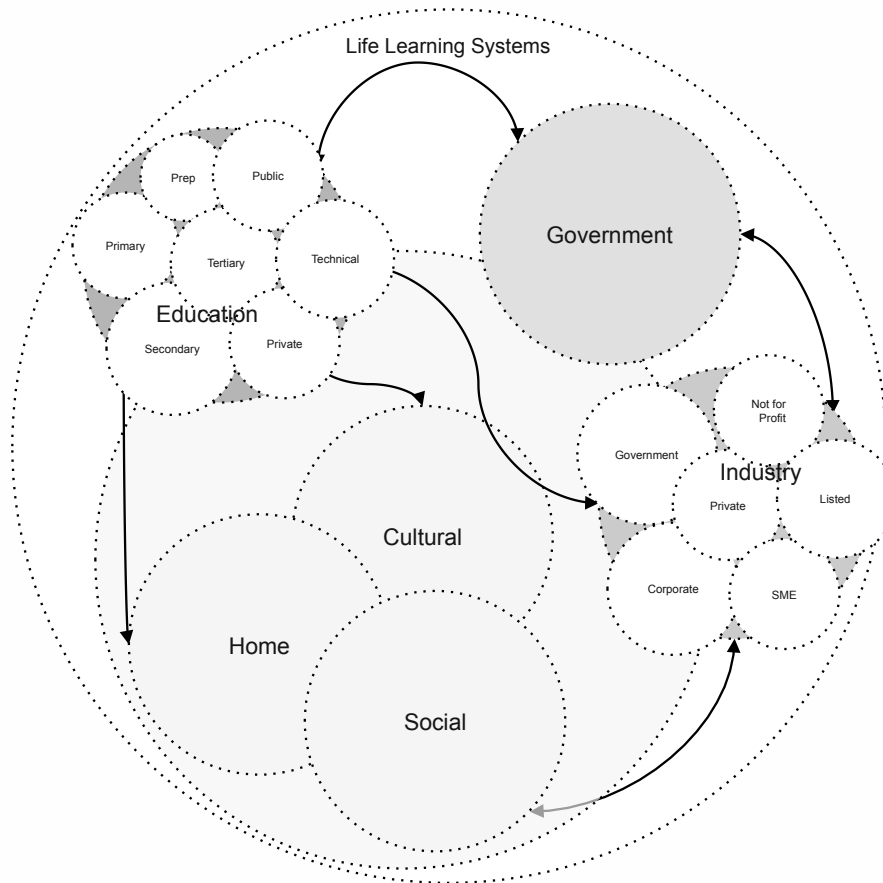
SYSTEMS THINKING

What is a System?

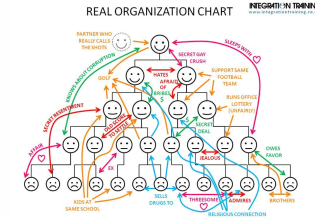


1. A system is a whole that cannot be divided into independent parts
 2. The properties of the system are the products of the interactions of the parts – not the parts taken separately
 3. The defining properties of any system are the properties of the whole which none of the parts have because it derives out of the interactions of the parts – not the parts taken separately.
- ◆ Therefore – when you disassemble a system you lose not only the essential properties of the system, you lose the essential properties of the parts!
 - ◆ What are some examples of systems?

Some systems that influence our world views



Three types of Systems



| System Type | Example | Elements | Subgroups | Ability to Choose Goals | Control |
|---------------|------------|---------------------------------|--|--------------------------------------|-------------|
| DETERMINISTIC | Bicycle | Seat Pedal Wheel | Gears Steering Brakes | NIL | External |
| ANIMATED | Person | Brain Lung Heart | Skeleton Circulation Respiration | Only the whole – not the elements | Centralised |
| SOCIAL | Enterprise | People Materials Machines | Production Marketing Finance | The whole and each element | Distributed |

Some things to think about...



- ◆ When you improve the performance of each part of a system taken separately, you do not improve the performance of the system as a whole – indeed, you are very likely to decrease it!
- ◆ To optimise the whole, therefore, you must sup-optimize the parts or optimise the parts in context of their contribution to the whole (and the other parts!)
- ◆ Do not improve what you cannot manage
 - Project and Process Management

Optimise a part – sup-optimize the whole



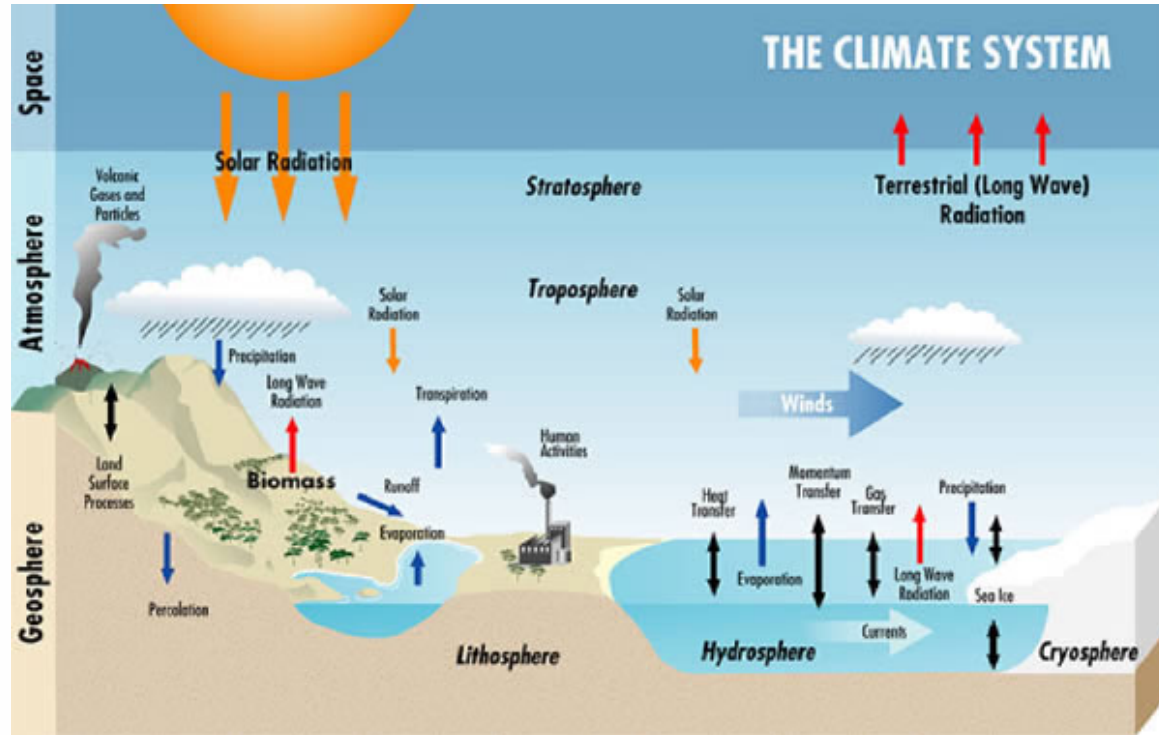
- ◆ When you improve the performance of each part of the system taken separately you do not improve the performance of the system as a whole – in fact you are likely to decrease it!
- ◆ Some would say that our education system is to blame: a de-constructive analysis of business = marketing + finance + technology + human resources + ...
- ◆ The job of a manager is to manage the interactions of their subordinates not their actions!



It all starts with how we perceive our organisations...

VISUALISATION

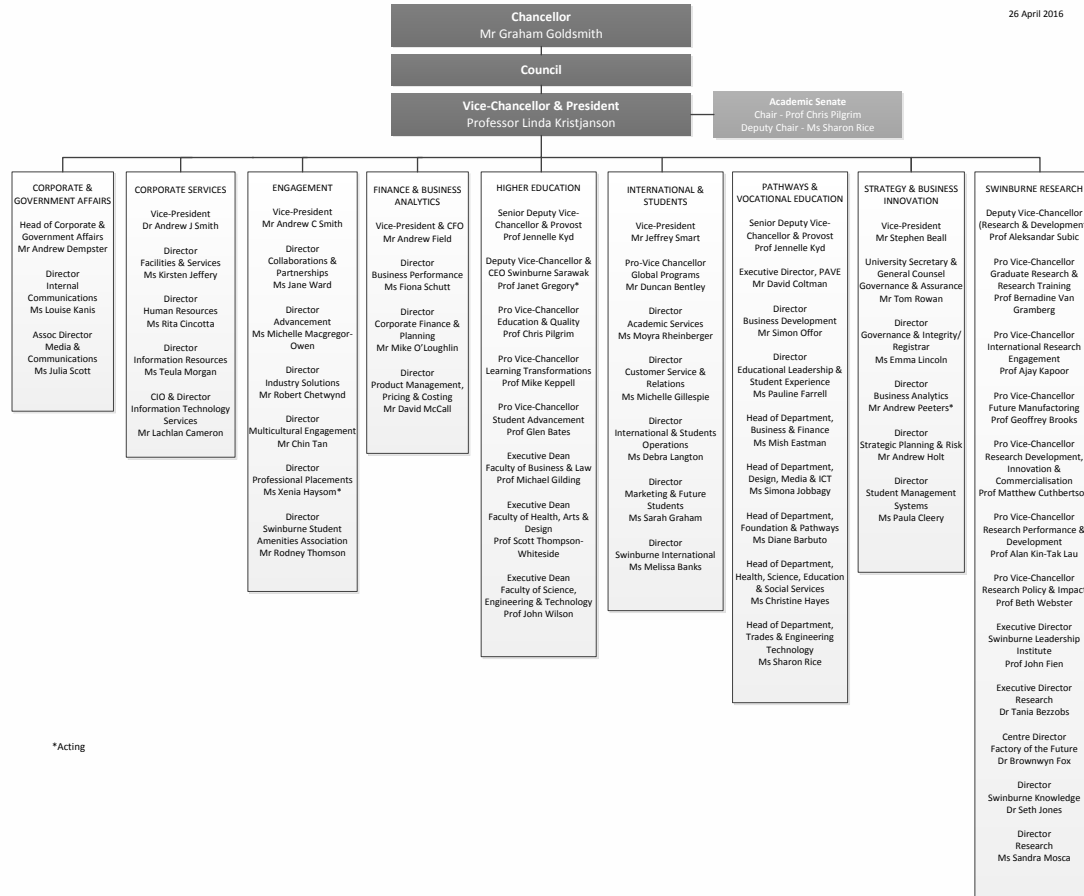
Our environment is a dynamic system of complex inter-relationships



...so is your organisation...

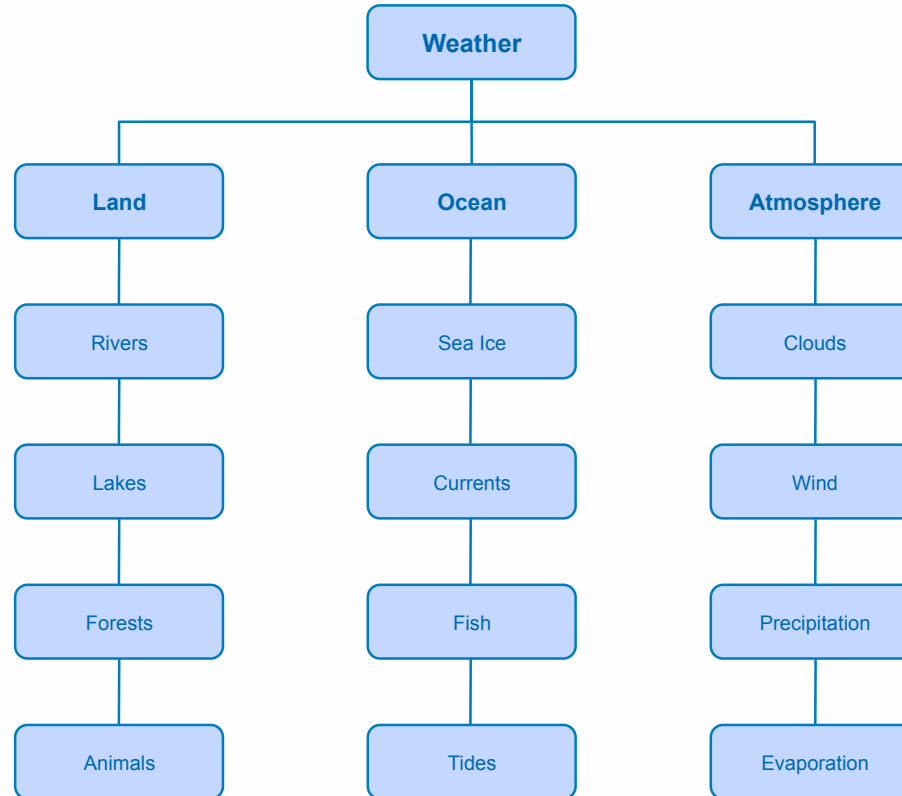


26 April 2016

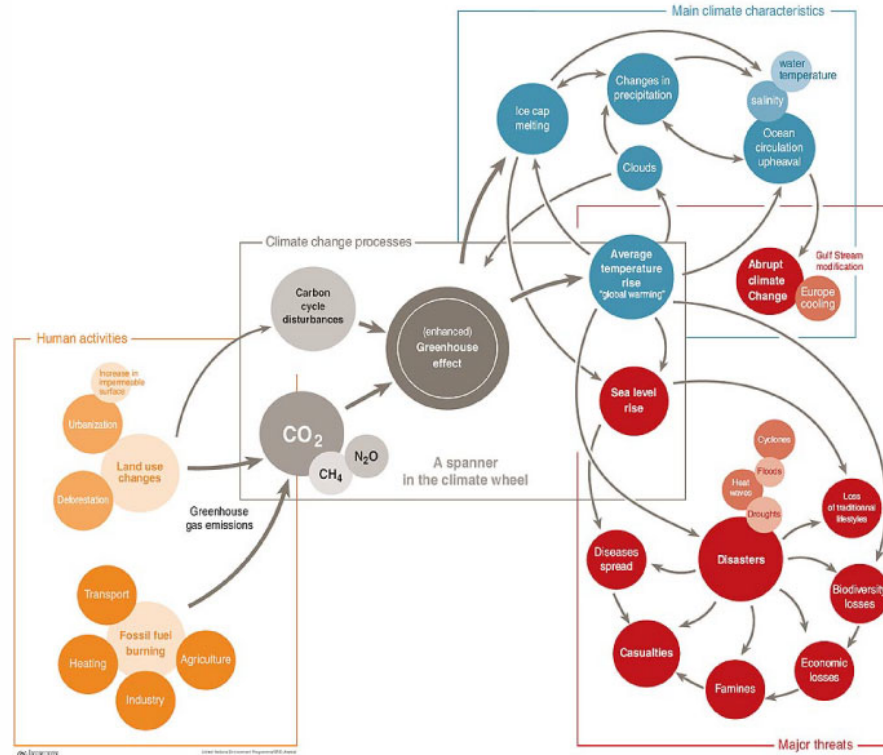


*Acting

What if we managed our environment like we do our organisations?



Our ability to interpret and manage change would be severely limited...





Let's talk...

DISCUSSION

Worksheet – your thoughts?



| Subject | Implications for Organisational... | | |
|--------------------------|------------------------------------|----------|-------------|
| | Change | Analysis | Improvement |
| Cultural Archetypes | | | |
| Organisational Metaphors | | | |
| Systems Thinking | | | |



THANK YOU!

