

Systems Thinking and Organizational Design

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kai kaku Oy is a
certified LeSS
coaching company

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Systems are the
sum of their parts
and their
interactions, and
have a purpose

R. Ackoff

Note: that the current purpose might be different than the desired purpose

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What kind of social systems do you
know?



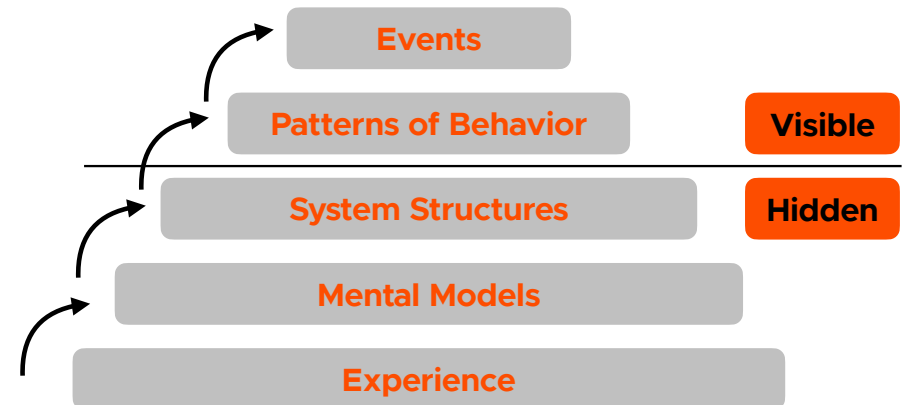
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Groups:

Discuss, are there negative emotions, behaviors, or other unpleasant results in your family despite it is nobody's intention? If so, why?



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We model

To have a
conversation

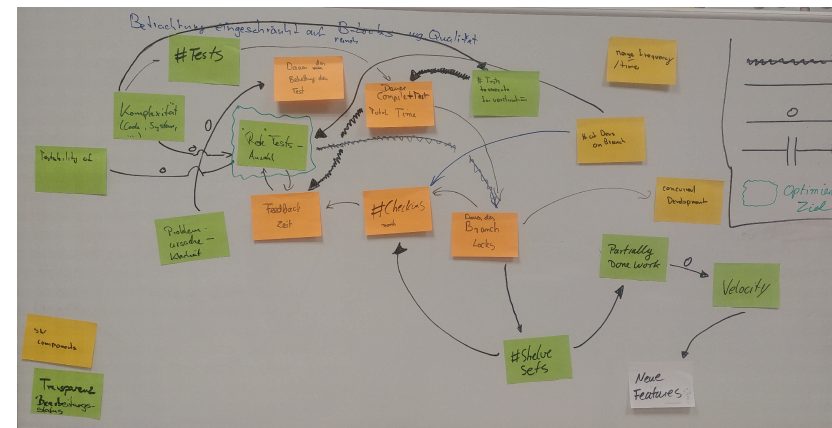
To
visualize

To optimize the whole

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...

... by using System Models



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**“all models are
wrong,
but some are
useful”**

- George Box

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Systems Thinking Climate Change



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Practise Systems Thinking



Puzzle: I want to understand the “climate change”?

We start with:

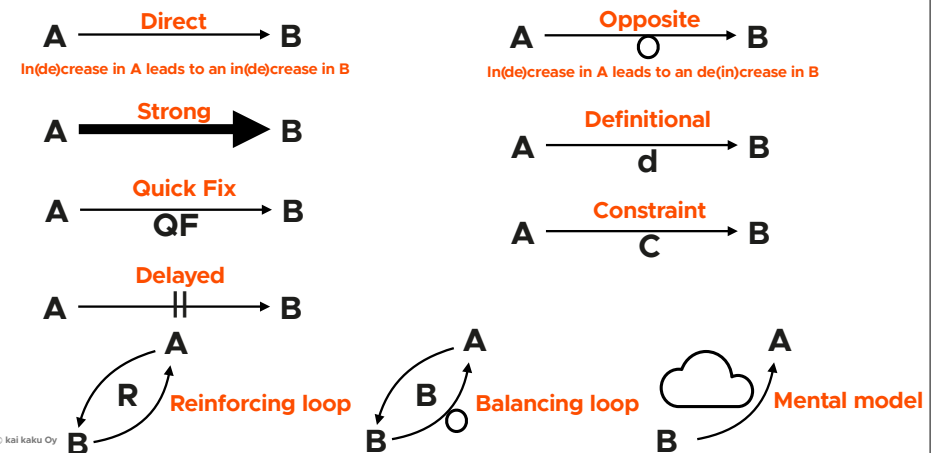
1. Amount of greenhouse gases (CO₂, Methan)
2. Capability of atmosphere to trap heat (Infrared reflection)
3. Global surface temperature
4. Greenhouse gas emission meat & dairy
5. Percentage of areas with permafrost (areas with a lot of methan stored)

Together, we find more variables of your own choice and enhance the model!

O

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System Model Syntax



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Explore the statement: “We are too busy to write clean code”



Start with these variables:

1. % well written and tested code (clean code)
2. time available to craft clean code
3. effort to create a new feature
4. velocity (...to deliver new features)
5. # defects
6. effort handling defects
7. pressure to deliver and “go faster” (e.g. we have hard deadlines)

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Explore the question: What is the impact of dependencies that are distributed in time?



Start with the following variables:

1. #dependencies
2. #fulltime coordinators
3. %time spend coordinating
4. Amount of intermediate plans and documents created
5. % wastes created
6. Time spent waiting other teams
7. Partially done work

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Explore this question: How to deal with inter-team dependencies (team A needs to wait for team B before they can finish their work)?

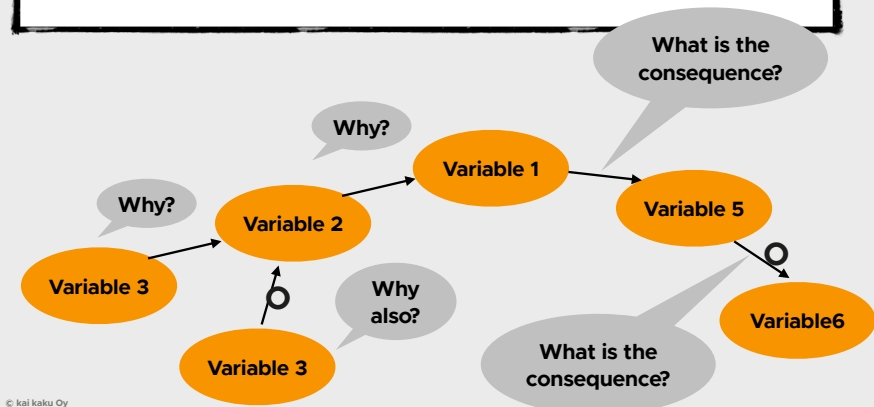


Create system model with:

1. #dependencies
2. Manage dependencies (e.g. “ropes”)
3. Dependency management culture (“having dependencies is normal”)
4. Fundamental solutions
5. Training
6. Changing organizational design
7. Simplifying architecture

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Explore your own question, statement, scenario...



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**You can't
“present a
model”**

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Meetup

Online LeSS DACH (Large Scale Scrum)

NEU!!



DACH: D - Germany; A - Austria; CH - Switzerland

https://www.meetup.com/online_less_dach/

Upcoming classes

Location	When	Type
Online (EN)	16.-20.10.23	Provisional Certified LeSS Practitioner
Online (DE)	6.-10.11.23	Provisional Certified LeSS Practitioner
Helsinki (EN)	13.-15.11.23	Certified LeSS Practitioner
Nürnberg (DE)	22.-24.11.23	Certified LeSS Practitioner
Oslo (EN)	5.-7.12.23	Certified LeSS Practitioner
Düsseldorf (DE)	12.-14.12.23	Certified LeSS Practitioner
Frankfurt (EN)	18.-20.12.23	Certified LeSS Practitioner
Cape Town (EN)	30.1.-1.2.2024	Certified LeSS Practitioner

**Check here for latest updates:
<https://www.kaikaku.fi/registration/>**



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