

Using Systems Thinking... for Organisational Improvement

Dr. Ben Clegg

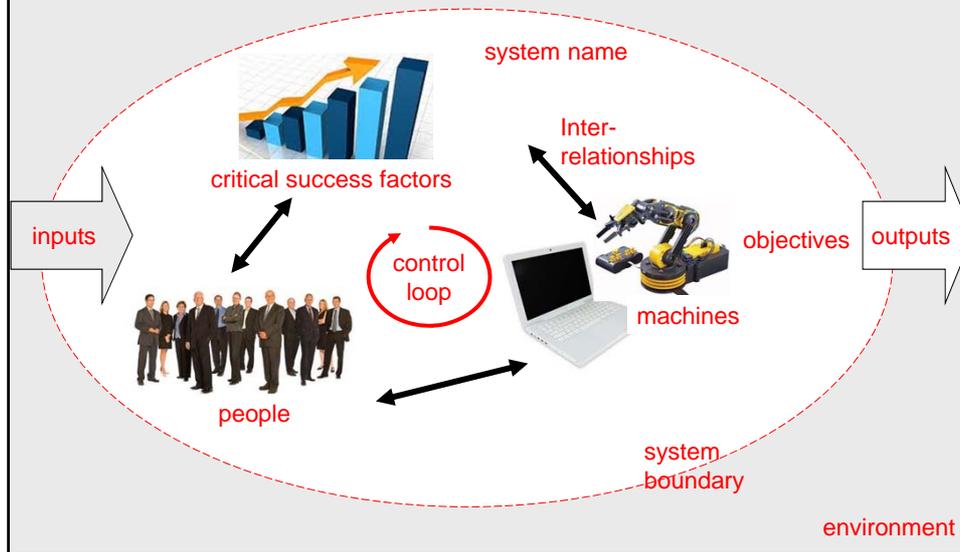
b.t.clegg@aston.ac.uk



In this webinar we will explore ...

- **the general basic concepts of a system**
- **how to apply systems thinking to organisations**
- **and how to use system thinking to improve organisations**
 - using the Process Orientated Holonic (PrOH) Modelling Methodology

What is an organisational system?



Think of your organisation ...

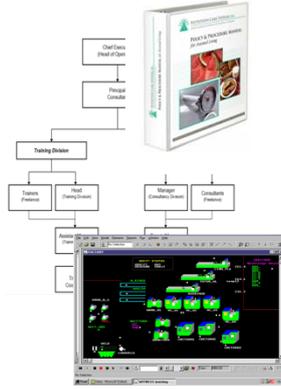
How many of these elements do you recognise?

- A. All of them
- B. Most of them
- C. A few of them
- D. None of them

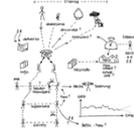
Systems Models



Tangible

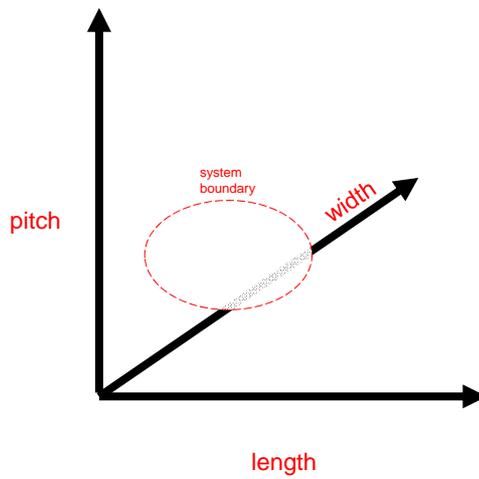


Part-tangible



Intangible

Scoping an Organisational System



Methodology

Hard Systems Methodologies

1. recreate
2. reductionist
3. optimise
4. increase tolerances

Soft Systems Methodologies

- reflect
- holistic
- understand & improve
- double-loop learning

Tangible Part-tangible Intangible

What sort of systems thinker are you?

Hard Systems Methodologies

1. recreate
2. reductionist
3. optimise
4. increase tolerances

Organisational System

A B

Soft Systems Methodologies

- reflect
- holistic
- understand & improve
- double-loop learning

Tangible Part-tangible Intangible

What theory the suggests ...

Hard Systems Methodologies

1. recreate
2. reductionist
3. optimise
4. increase tolerances

Organisational System

	A	B
1. recreate		✓
2. reductionist		✓
3. optimise	✓	✓
4. increase tolerances	✓	✓

Soft Systems Methodologies

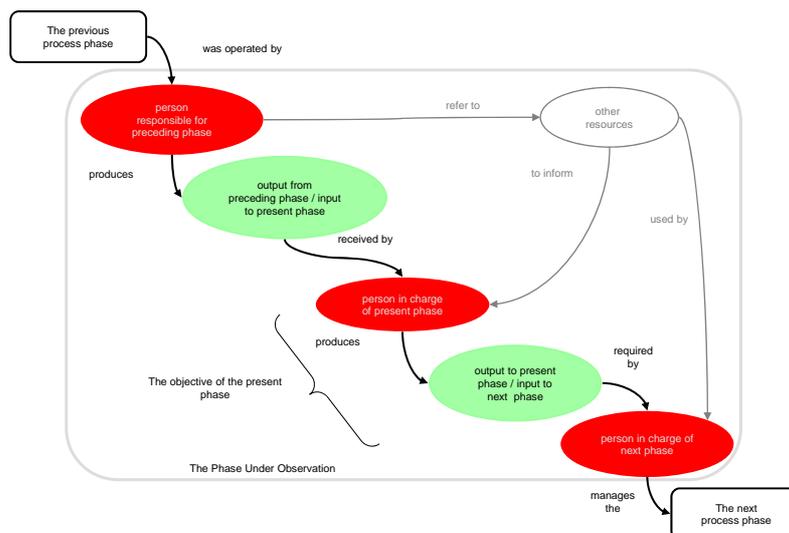
- reflect
- holistic
- understand & improve
- double-loop learning

Tangible

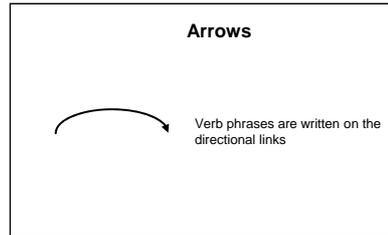
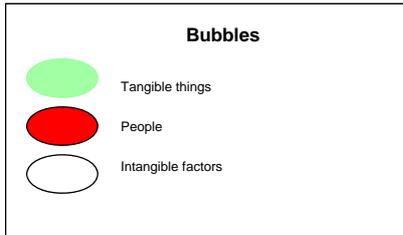
Part-tangible

Intangible

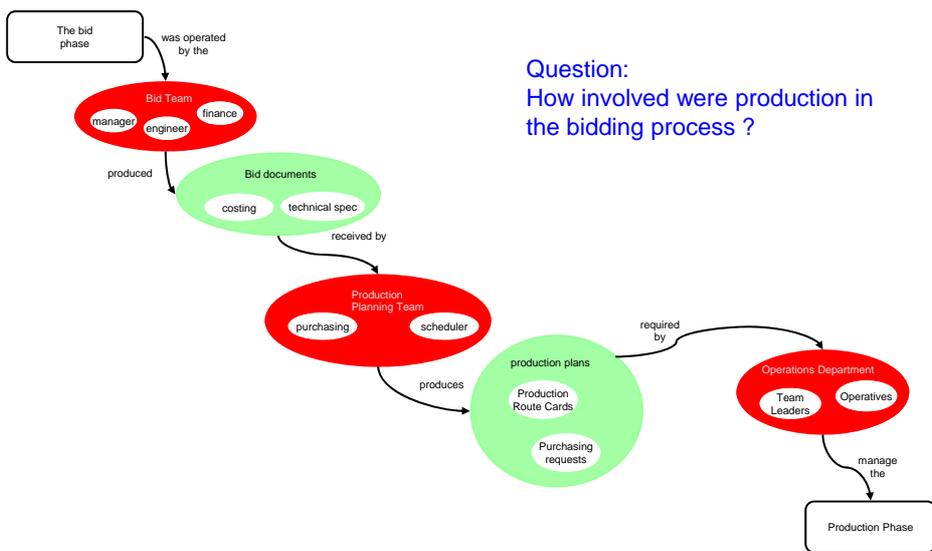
The ProH Modelling Methodology – a core template



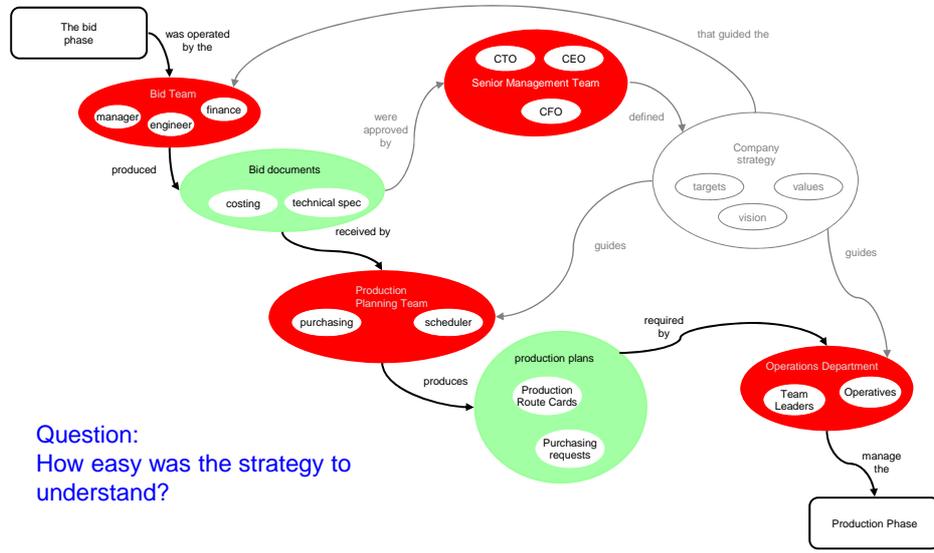
The ProH Modelling Methodology – a key



Example: 'widget production planning' – scene 1 - core process

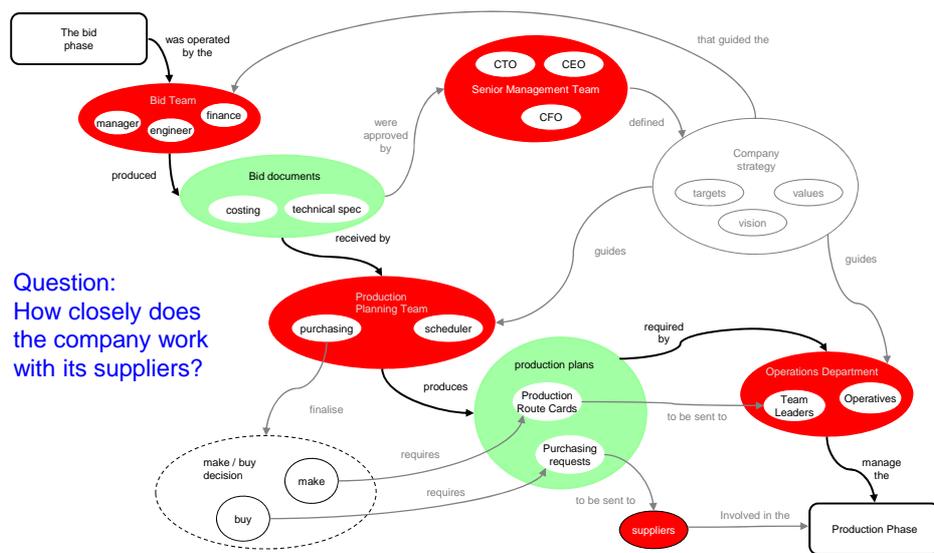


Example: 'widget production planning' – scene 2 - control



Question:
How easy was the strategy to understand?

Example: 'widget production planning' – scene 3 – key decision



Question:
How closely does the company work with its suppliers?

Does your organisation suffer from similar issues?

Yes

No

Would applied organisational systems modelling be useful ?

Yes

No

Key points about systems thinking for organisations ...

- Be clear on the type of system you are investigating
- Be aware of all different parts in the system
- Be clear on the type of methodology you need to use
- Scope the system
- Give purpose to the exercise
- Depict the system with a simple and effective technique

Further Information ...

Dr Ben Clegg

Operations and Information Management Group

b.t.clegg@aston.ac.uk

0121 2043063