

# Applying Systems Engineering to Organisational Design

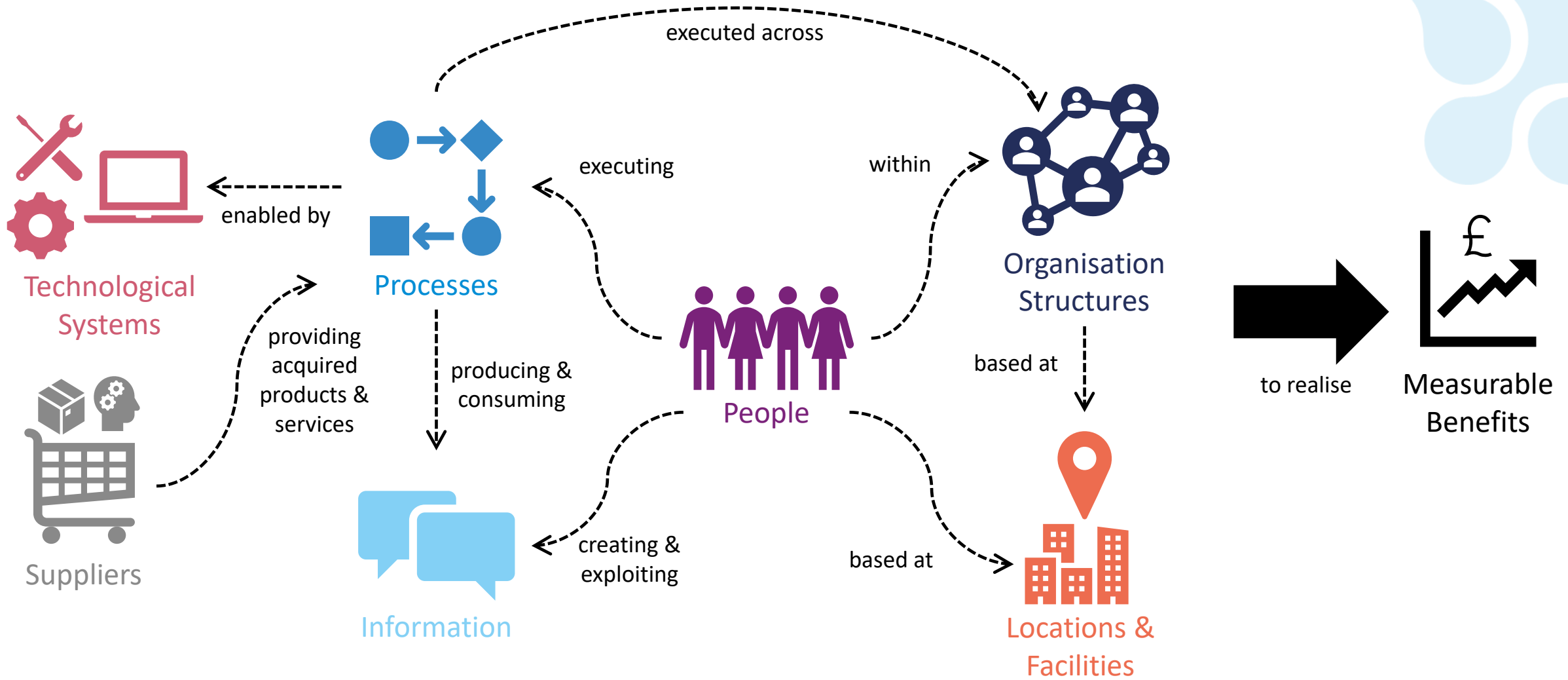
It is all about the connections and interfaces



**Optima**  
Systems Consultancy

# Organisations are Complex Systems

High-performing organisations require integration of a disparate set of components



# Successful Organisational Transformation

Requires a systems approach to be taken



Visible sponsorship of the change



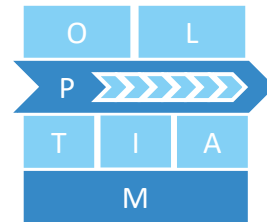
Certainty and clarity on the objectives and end-state



Consideration of the impact of the change on people



Experienced change delivery resources



Focus on all aspects of operating model development



Effective planning and execution of change activities

# A Systems Approach to Transformation

Integrating proven approaches to transform organisations in a people-centric way



**Vision-Centric  
Benefits:**  
connected to the  
future

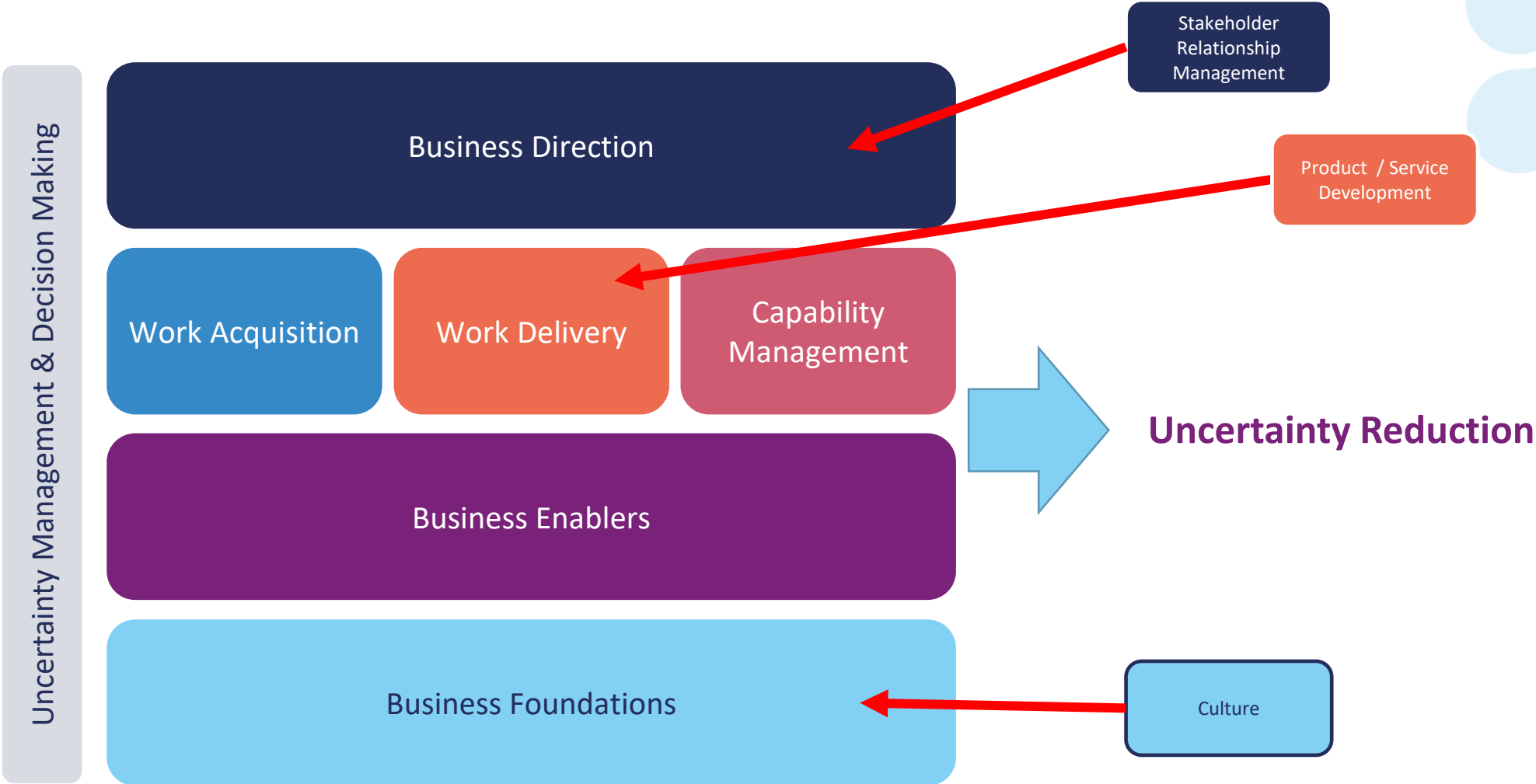
**Tailored  
Solutions:**  
connected to the  
need

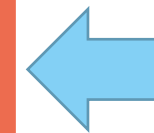
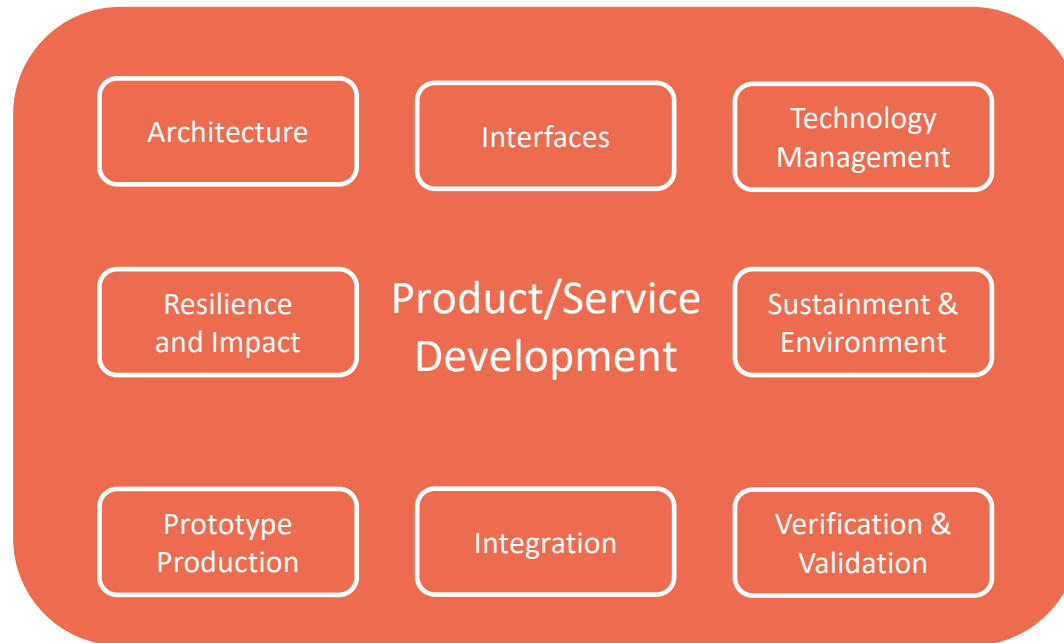
**People-Centric:**  
Connected to the  
people

**Transformation  
Journey:**  
Connected to the  
experience

# Generalised Business Model

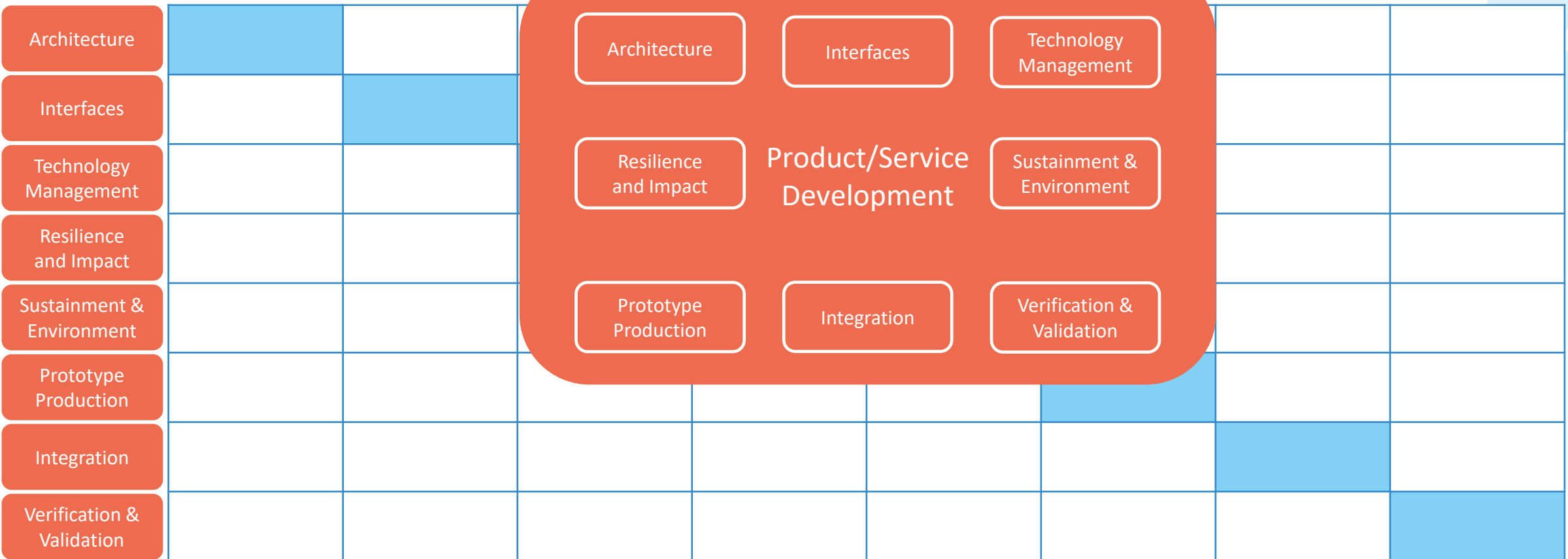
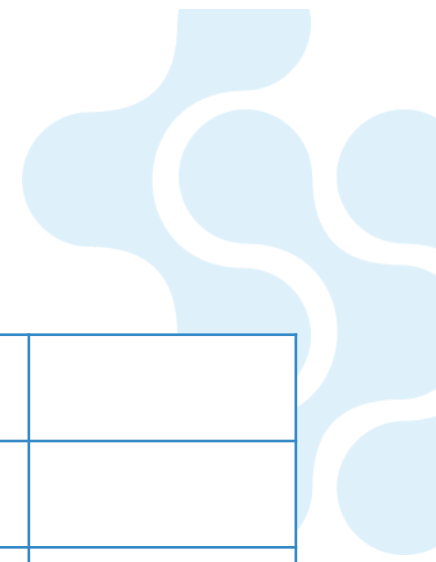
Allowing an evaluation of how well an organisation operates, especially at the interfaces

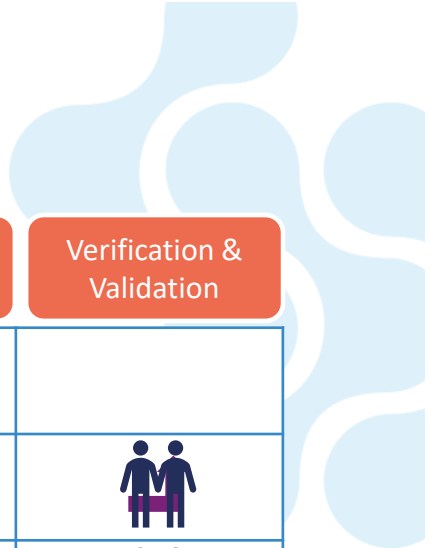




Product / Service Development







|                           | Architecture | Interfaces | Technology Management | Resilience and Impact | Sustainment & Environment | Prototype Production | Integration | Verification & Validation |
|---------------------------|--------------|------------|-----------------------|-----------------------|---------------------------|----------------------|-------------|---------------------------|
| Architecture              |              |            |                       |                       |                           |                      |             |                           |
| Interfaces                |              |            |                       |                       |                           |                      |             |                           |
| Technology Management     |              |            |                       |                       |                           |                      |             |                           |
| Resilience and Impact     |              |            |                       |                       |                           |                      |             |                           |
| Sustainment & Environment |              |            |                       |                       |                           |                      |             |                           |
| Prototype Production      |              |            |                       |                       |                           |                      |             |                           |
| Integration               |              |            |                       |                       |                           |                      |             |                           |
| Verification & Validation |              |            |                       |                       |                           |                      |             |                           |



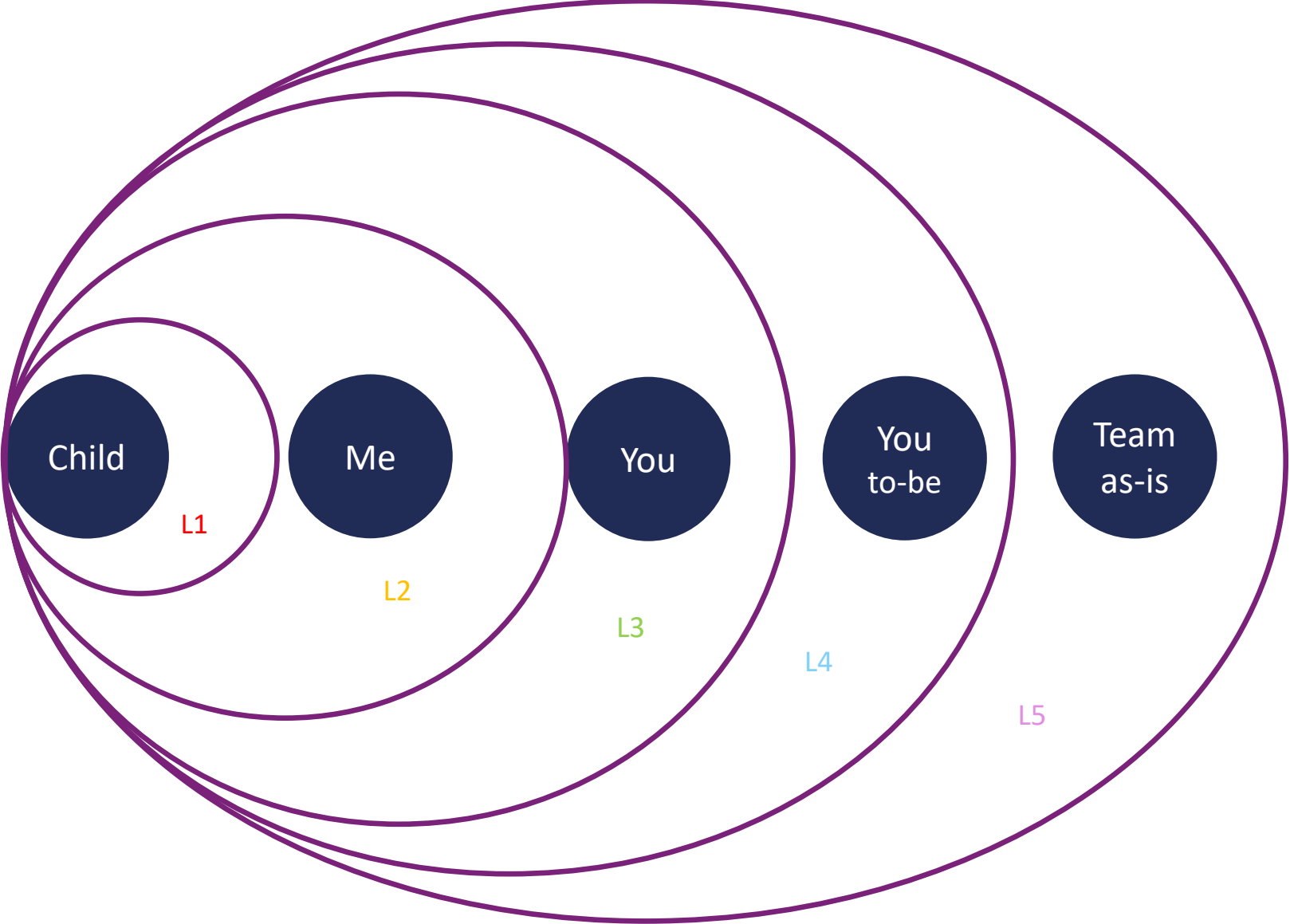
# Psychological Management is Key

Recasting Daniel Goleman's framework into an interpersonal behavioural competence model



# People Make it All Possible

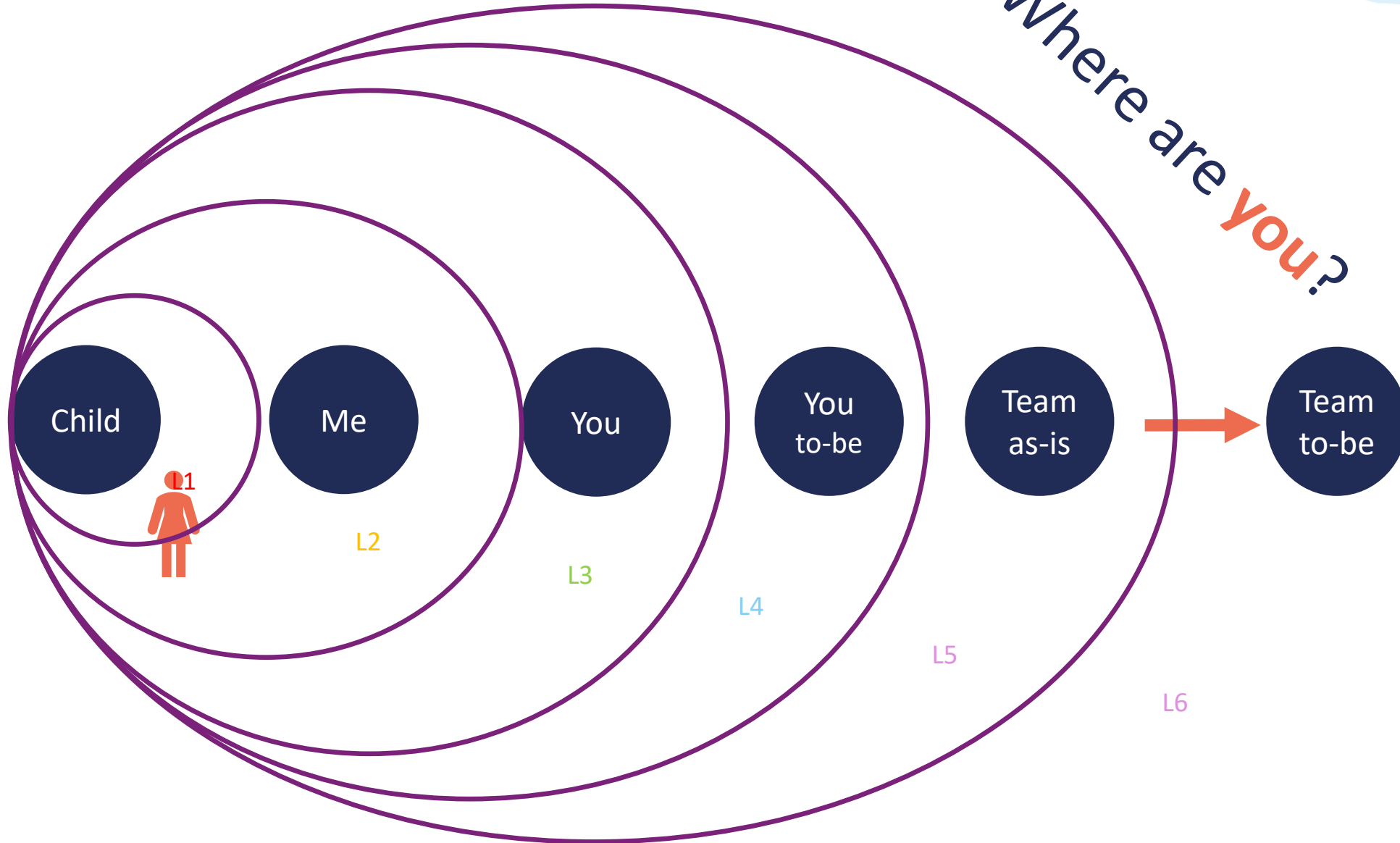
Text



People make change possible

... Or NOT!

Where are **you**?

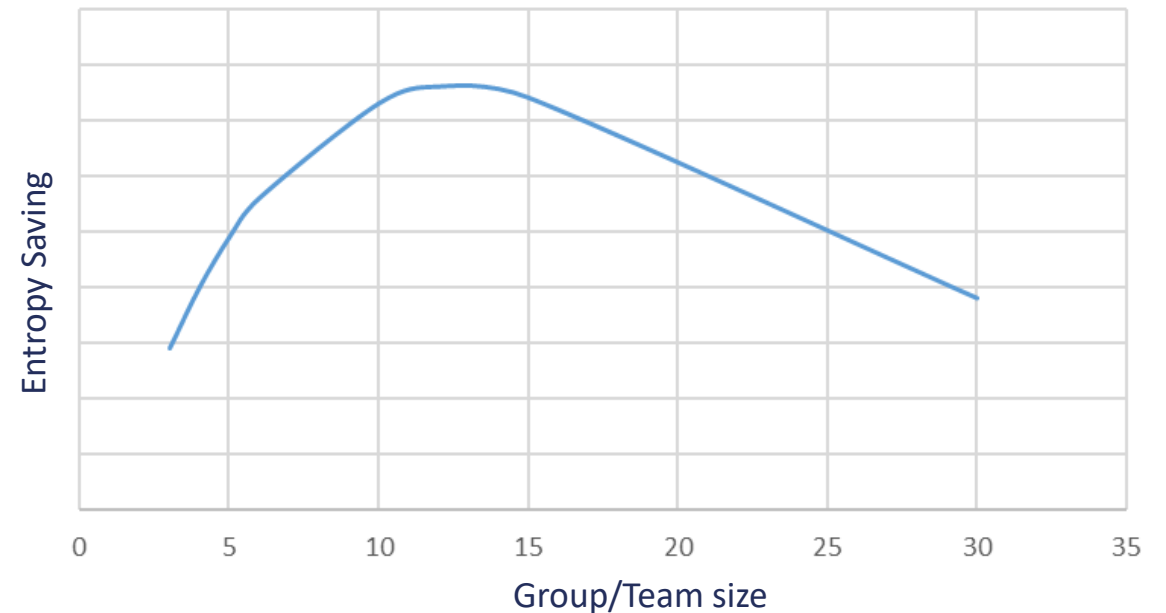


# Human Communication Capacity

Basic limits placed on the size of any organisational unit

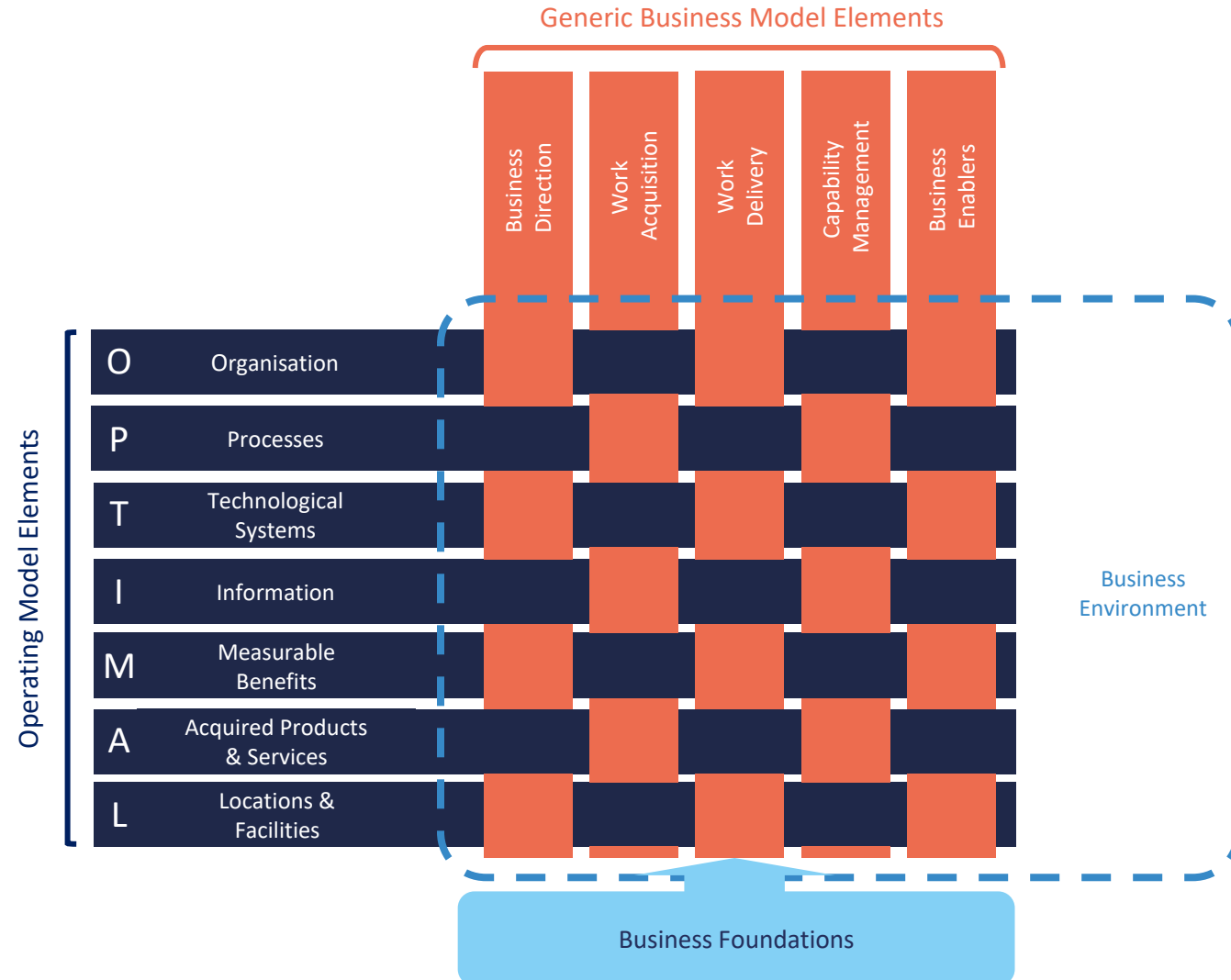
- 3-5: The family
  - Close knit communicate often and in detail
- 10-15: The street
  - Regular communication for a particular purpose
- 30-50: The village
  - Share and communicate about a common objective
- 150-200: The tribe
  - Share culture, values and practices

Optimum Group Size Based on Minimum Entropy



# The Operating Model Framework

A framework to develop efficient and effective operating models



# Delivering a Systems Engineered Organisation

Recognising the delivery itself is a people-centric system

Understand the current context, drivers, business needs and the impact of change  
**on the people**

Analyse

Develop and integrate the solution and test to ensure business needs are met  
**for the people**

Integrate

Identify and resolve post-implementation issues and determine the benefits realised  
**by the people**

Embed

Tailor an Operating Model solution to meet business needs and estimate the benefits  
**with the people**

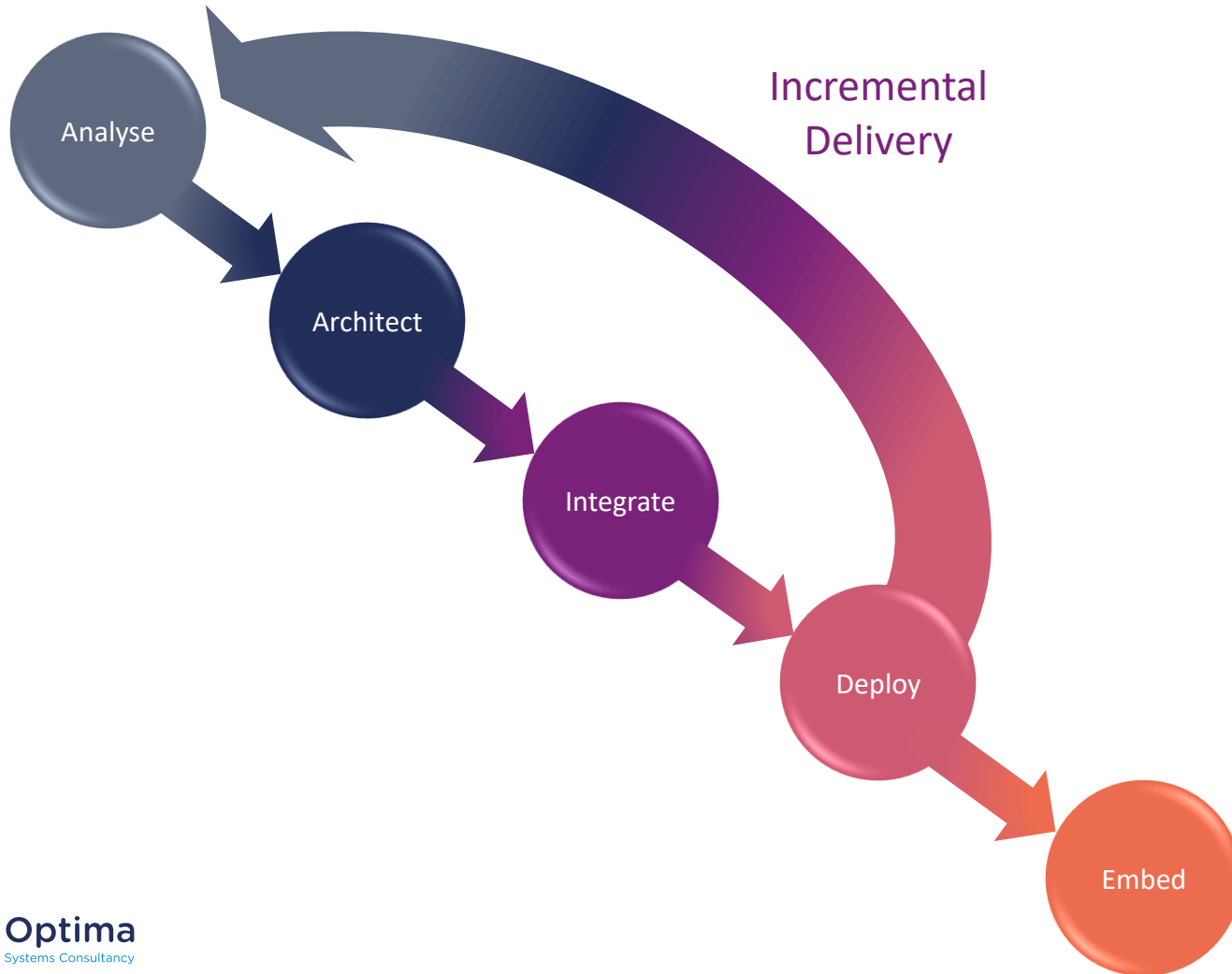
Architect

Deploy the solution and transition the organisation supported by training and coaching  
**of the people**

Deploy

# Delivering Transformation at Pace

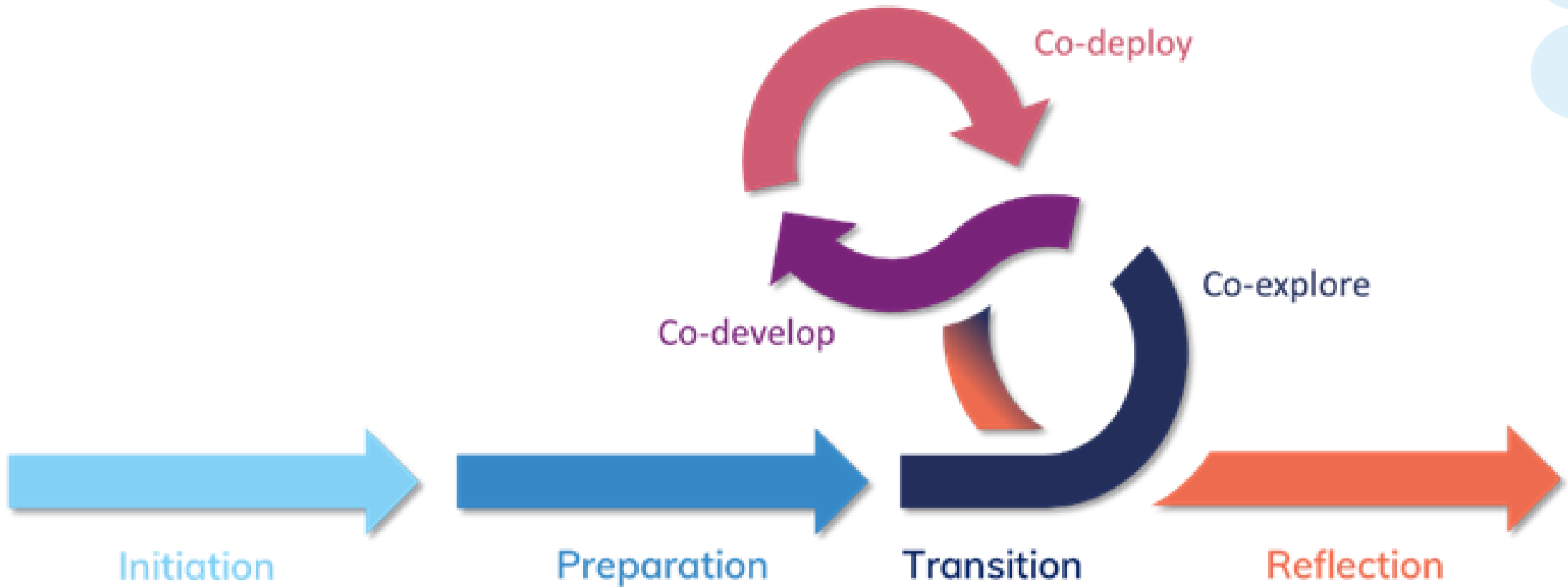
Incremental delivery enables transformation to occur in manageable sized units of effort



Collaborative facilitation throughout delivery ensures that people are effectively engaged in the change and the change is embedded in the organisation

# Transformation Journey Planner

Involving the people in the transformation



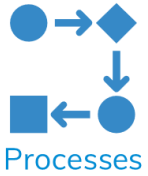


# Systems Engineering a Business

An organisation is a people-centric system



Organisation Structures



Processes



Information

Optimised systems are rarely hierarchical and stove-piped...

... so why are businesses?



People

People change organisations...

... but only when they are ready



# Authors

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