



Leadership for Change Programme Master Class 1


Systems Thinking with Myron Rogers


Thursday 17th September 2015


Welcome!













Working the Whole System: Revealing the Dynamics that Create Enduring Capacity for Change





About Myron Rogers

Myron is a leader in the theory and application of complexity and living systems approaches for generating the capacity for change in complex organisations and the co-author of 'A Simpler Way' with Margaret Wheatley.

Myron works with private and public sectors in large scale change projects. His clients are major corporations, government agencies, health care, religious, schools, not-for-profit organisations in the UK and globally.



Myron Rogers

The Phillips Kay Partnership LTD



a simpler way

Margaret J. Wheatley and Myron Kellum Rogers
How to transform organisations for the future

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There is no theory of everything...

CHART OF KNOWLEDGE			
HOW SPACE EITHER GOES ON AND ON OR STOPS AT SOME POINT	ATOMS, MATTER, ETC.	REASON	WHERE
NATURAL SELECTION	ITCHES COME FROM AND WHERE THEY GO		
BASIC CHEMISTRY			
THAT SOUND YOU MAKE WHEN YOU CHEW	THE METRIC SYSTEM		
HOW DOGS FEEL EARTHQUAKES			
SOMETHING ABOUT LOVE			
LINGERING DOUBT	HOW TO UNTANGLE EARBUDS		
WHAT MY THERAPIST KEEPS SAYING	HELIUM		
LAVA/MAGMA	TIDES: MOON		
THE LAST TIME I SAW MY DAD			
FOSSILS AND TOOLS	RELA-		
	GRAVITY		

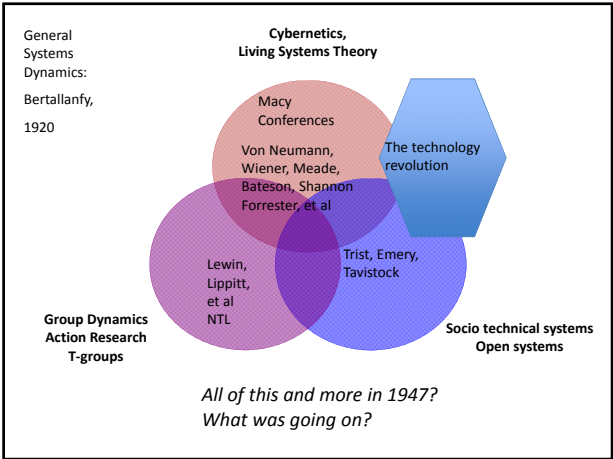
Earth Piece
Listen to the sound of the earth turning.

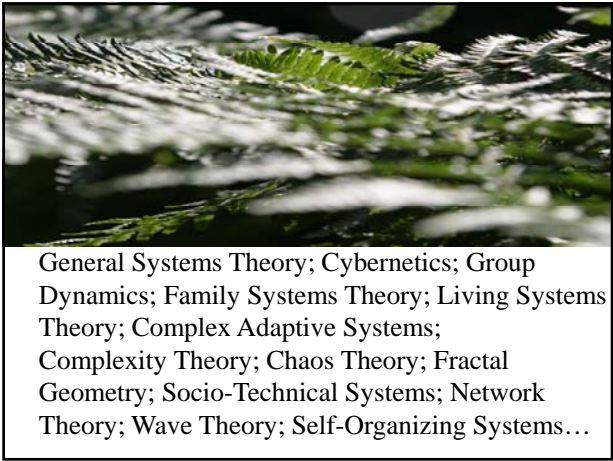
1963 spring

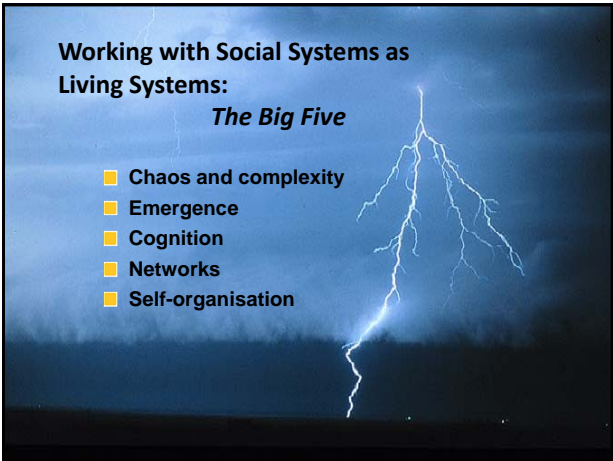
The universe is made up of stories, not atoms.

Muriel Rukeyser

A History of Systems Theory.
in 15 minutes.







Maturana & Varela - evolutionary biology

- Organisms, from single cells to eco-systems have a variety of characteristics in common
- They have evolved to be in a perfect relationship with their environment
- It is a symbiotic relationship, the organism/organisation defines the environment and the environment defines the organism
- If there is an external source of perturbation the organism acts to kill it, be it internal or external.
- If the organism is held perturbed for sufficient time it adapts to this new condition.
- Organisms are self-referencing, they act to preserve their own identity (autopoiesis)
- By cultural behaviour we mean the transgenerational stability of behavioural patterns ontogenically acquired in the communicative dynamics of a social environment.



From: *The Innovators: How a Group of Hackers, Geniuses and Geeks Created the digital Revolution.*

--Walter Isaacson

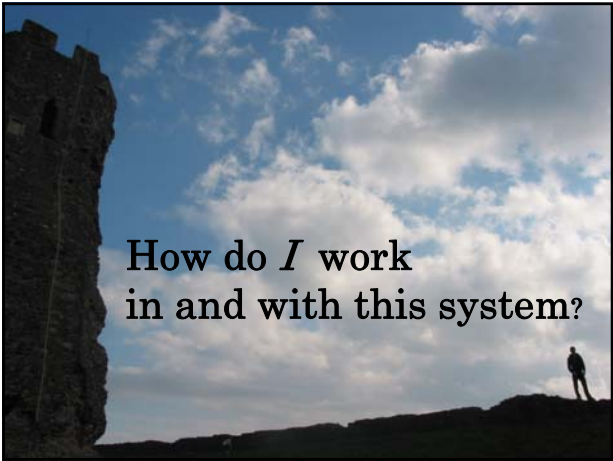
Innovation occurs when ripe seeds fall on fertile ground. Instead of having a single cause, the great advances...came from a combination of capabilities, ideas and needs that coincided in multiple places...When these disparate practitioners and theoreticians came together, they learned how to find a common parlance to trade ideas and exchange information.



How do systems work?

How does *this* system work?







Culture
eats
strategy





*"And I really don't think
there is much we can do
so it's not really a factor
during the flight because
there is not much
we can do about it."*

Linda Ham, MMT Leader



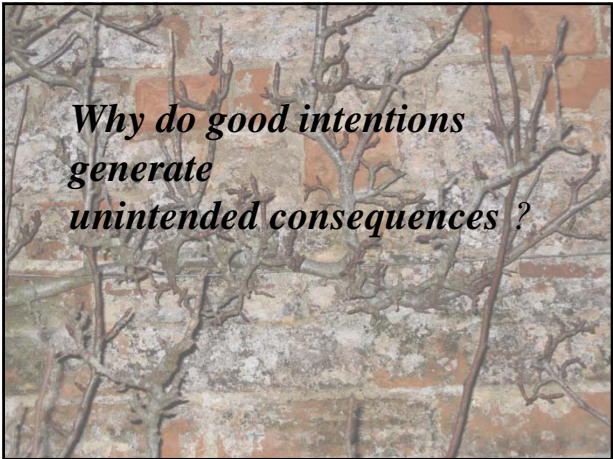
What goes on
below the surface
affects the surface

Andy Goldsworthy

Culture is VORACIOUS
It eats...

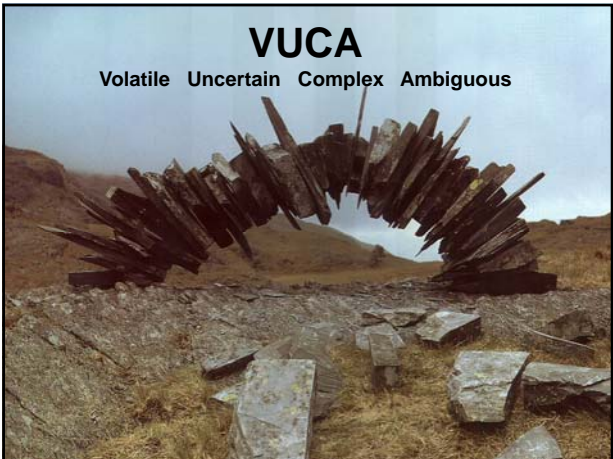
- Structure
 - Policy
 - Procedure
 - Process
 - Purpose
 - Intent
- Oh, and... **INNOVATION.**

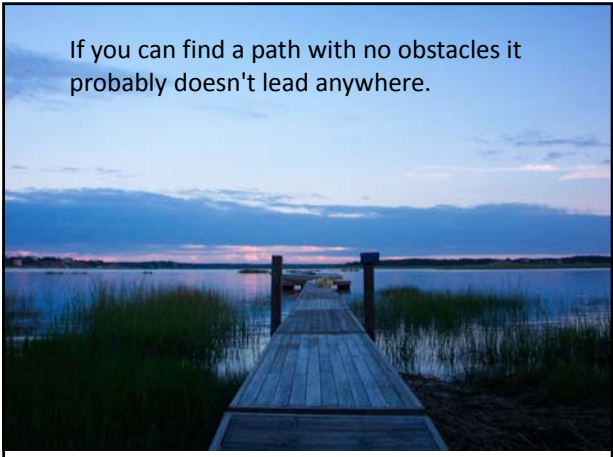
*Why do good intentions
generate
unintended consequences ?*

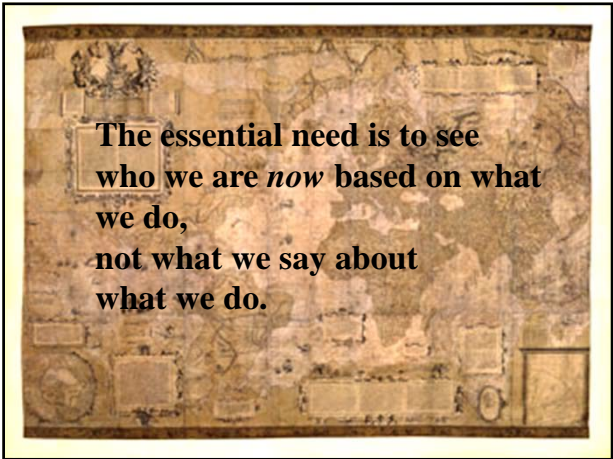


VUCA

Volatile Uncertain Complex Ambiguous









What was our intent?



What *really* happened?



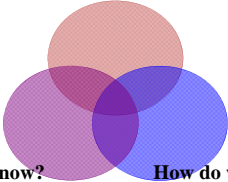
U.S. Army, AFTER ACTION REVIEWS

Why did it happen that way?

What have we learned?

What do we keep, create or abandon?

What are we trying to do?



How do we know?

How do we need to do it?

And Who Needs to Do It?

The following courtesy of
Professor Keith Grint,
University of Warwick

Myron Rogers Master Class 17th September

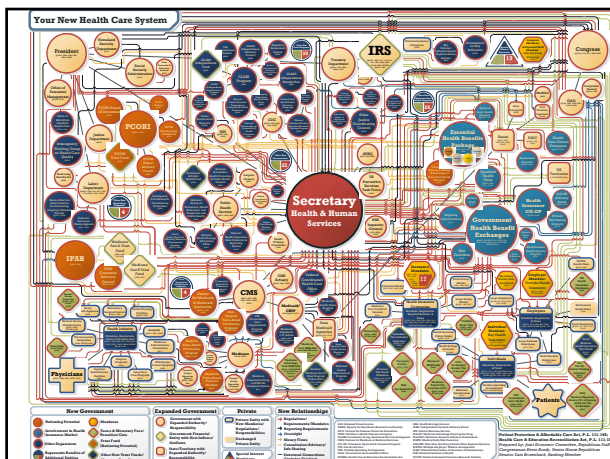
The NHS: ¼ century of change (AKA Restructuring)



~~3AAG: Documentation of Dept. of Health to split NHC and DH responsibilities~~

Major inquiries and the main legislation affecting policing 1960-2008

- 1960 Establishment of the Royal Commission on the Police
- 1964 Police Act – establishment of the Tri-Partite Structure for policing
- 1966 Home Office circular encouraging unit beat Policing
- 1968 Lord Denning ruling
- 1976 Police Act
- 1977 Fisher Report
- 1980 Home Affairs Select Committee Report on Sus Laws
- 1981 Royal Commission on Criminal Procedure, Byford Inquiry – The Yorkshire Ripper
- 1983 Home Office circular 114/83 (Financial Management Initiative)
- 1984 Police and Criminal Evidence Act
- 1988 Home Office Circular 106/88 (new management strategies for Police)
- 1989 Publication of the Operational Policing Review
- 1989 Taylor Report on the Hillsborough Stadium Disaster
- 1991 Royal Commission on Criminal Justice
- 1993 Audit Commission publishes *Helping with Enquiries*
- 1993 White Paper on Police Reform
- 1993 Publication of the Sheehy inquiry report
- 1994 Police and Magistrates Court Act
- 1994 Audit Commission publishes *Cheques and Balances*
- 1995 Core and Ancillary Tasks Review – Final Report
- 1996 Final Report on the Cassels Inquiry, Audit Commission publishes *Streetswise*, Police Act
- 1997 Police Act – Creates PTO and NCS
- 1998 Crime and Disorder Act
- 1999 Stephen Lawrence Inquiry report
- 1999 Patten Report – Future of Policing in Northern Ireland
- 2000 Regulation of Investigatory Powers Act
- 2001 Criminal Justice and Police Act, Cantele Report, Clarke Report,
- 2001 Home Office White Paper – Policing a New Century, Private Security Industry Act
- 2002 Police Reform Act-National Policing Plan, PCSO's introduced IPCC established
- 2002 Sir Richard Healey, HO Green Paper, *Policing*, *Building safer Communities together*, Anti-Social Behaviour Act
- 2004 National Policing Plan 2005-2008
- 2005 HMC report on workplace modernization, *HO report – Neighbourhood Policing*
- 2005 Prevention of Terrorism Act, Serious and Organized Crime and Police Act
- 2006 Terrorism Act, Police and Justice Act (Establishes the NPJA)
- 2008 Flanagan Report
- 2008 Policing Green Paper

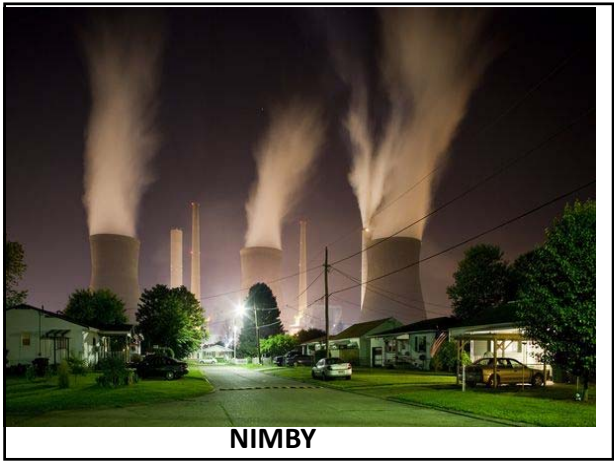




Structure

—Caius Petronius*, AD 66 *Ordered by Nero to commit suicide for being a troublemaker





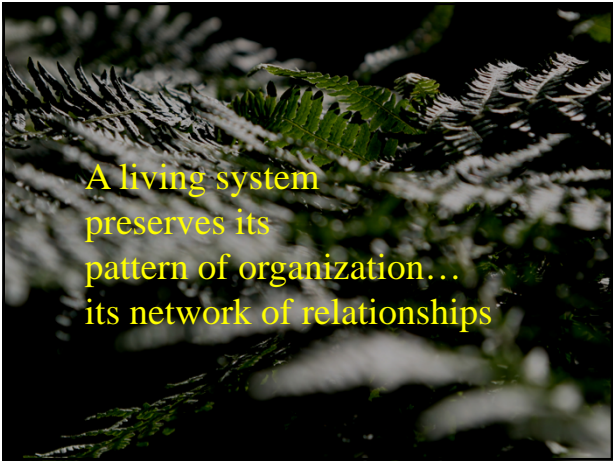
What is the
source
of safety?



A living system
preserves its identity.

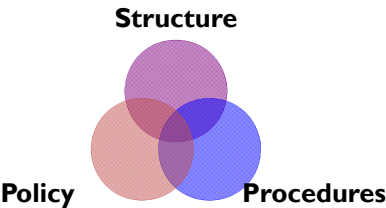
It will change
in order to preserve it.

© Myron Rogers, Margaret Wheatley, 1998

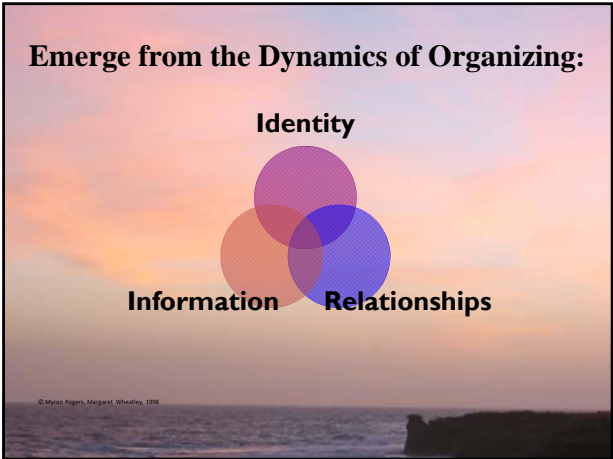


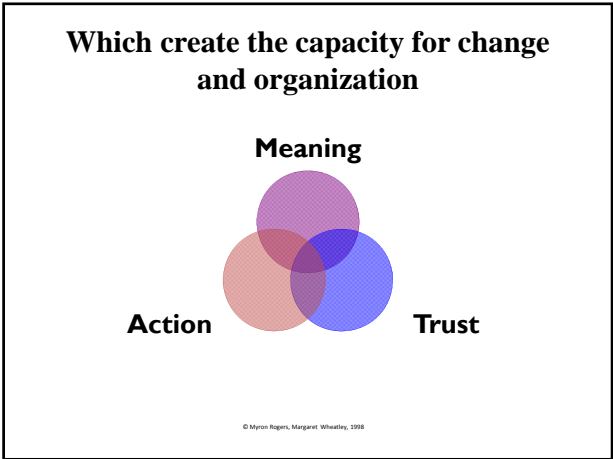
A living system
preserves its
pattern of organization...
its network of relationships

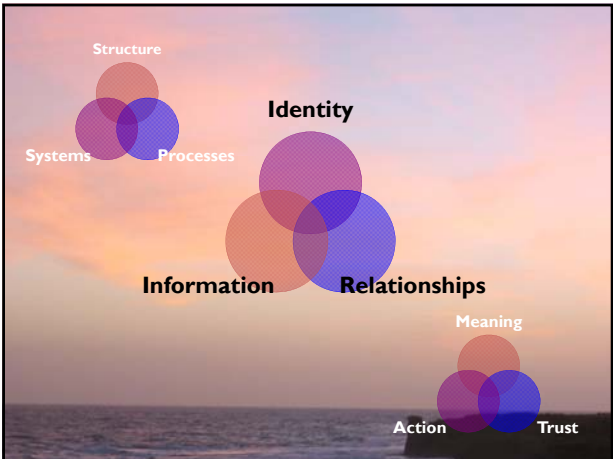
The Phenomena of Organization:



© Myron Rogers, Margaret Wheatley, 1997, 2002, 2010.







Identity

Actions are congruent with identity

Every change is a change in meaning

Human creativity is unstoppable

Shared significance is essential



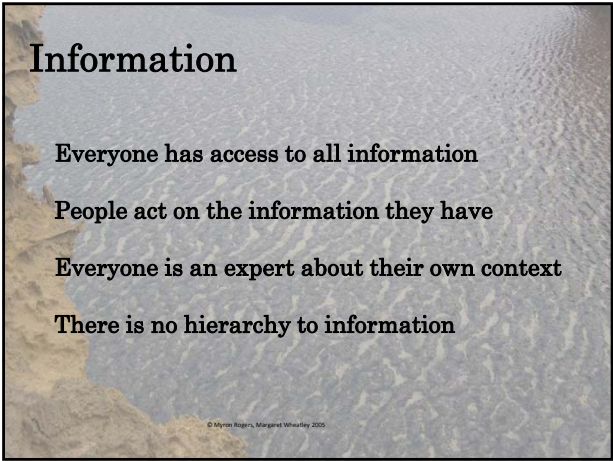
Information

Everyone has access to all information

People act on the information they have

Everyone is an expert about their own context

There is no hierarchy to information



Relationships

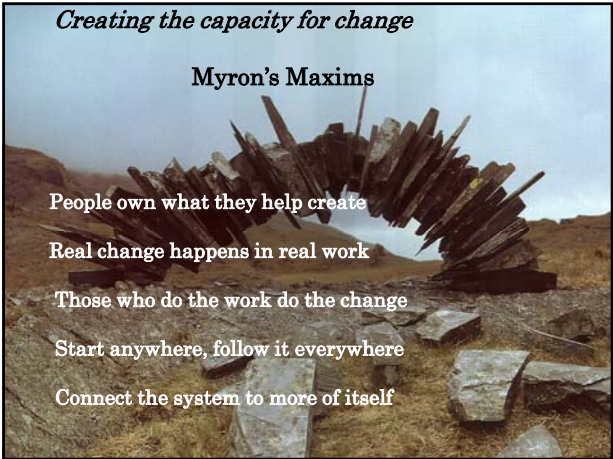
- Everyone has access to anyone
- Create health by creating more connections
- Clear agreements are essential
- Trust emerges



Creating the capacity for change

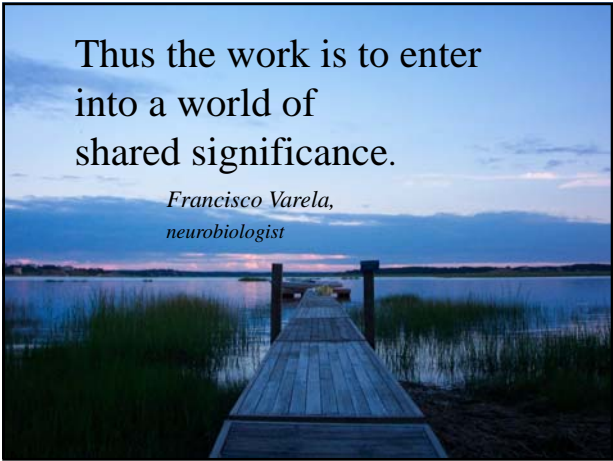
Myron's Maxims

People own what they help create
Real change happens in real work
Those who do the work do the change
Start anywhere, follow it everywhere
Connect the system to more of itself




Thus the work is to enter
into a world of
shared significance.

*Francisco Varela,
neurobiologist*

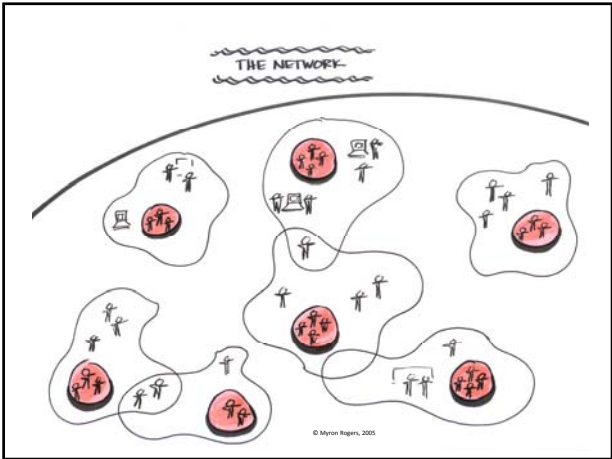


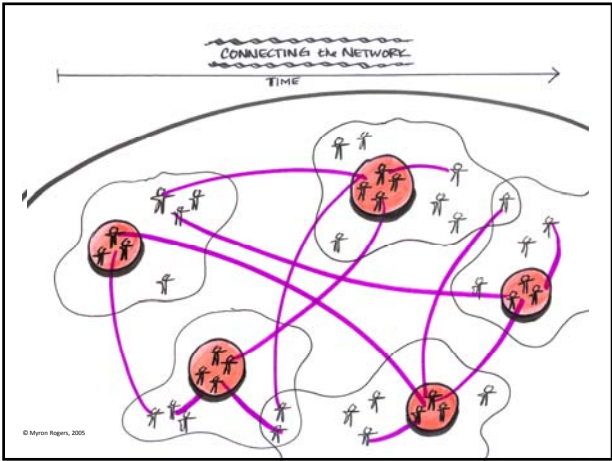
THE FRACTAL

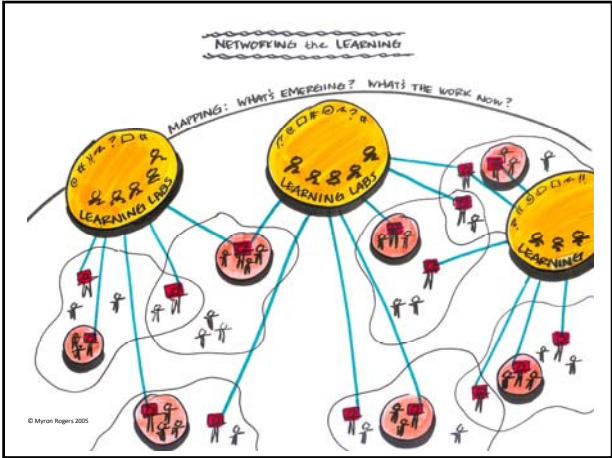


WHAT IS THE WORK?
HOW WILL WE DO IT?
HOW WILL WE KNOW WE DID IT?

© Myron Rogers, 2005







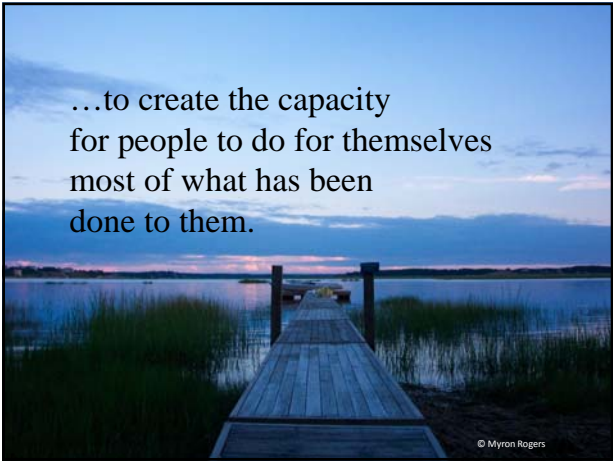


For inquiring minds:

What are the conditions we
need to create?

How can we create them?

Who needs to create them?



...to create the capacity
for people to do for themselves
most of what has been
done to them.







Our action
research project...

*How do we create the capacity for
collective change?*





