



# **A Systems Approach to Modern Leadership**

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# Let's get organized

- On your own, for an org of interest
  - Give a **Politics** Score: 1(low) to 5(high)
  - Give a **Red-tape** Score: 1(low) to 5(high)
  - **Multiply** the numbers together
  - Determine your “**Level of Hope**” as...
    - “**Lots**” if your answer is 1-4
    - “**Some**” if your answer is 6-10
    - “**Pray**” if you answer is 12-25
- Stand when you are done

# Let's get organized

- You will have **4 minutes**
- Self-organize into groups that...
  - are **no bigger than 6**
  - have **similar hope scores**
- Your group will need
  - Flip chart page
  - 3 colors of post-its
  - Marker
- Choose **one example** change initiative

Modern leaders help facilitate  
continuous organizational change

# Why change is hard (part 1)

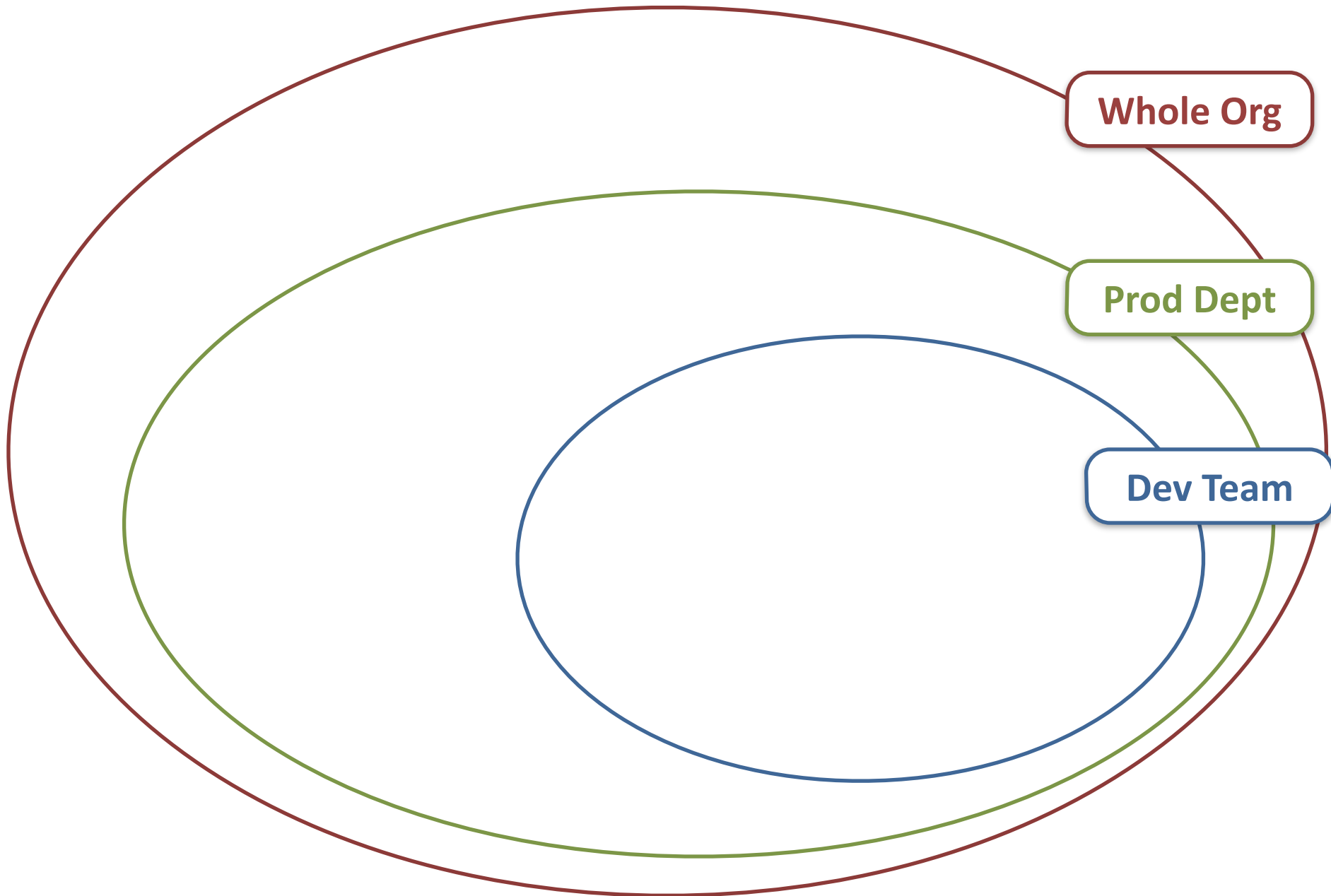
- What people are supposed to do is **unclear**
- Why people should change is **uninspiring**
- Behaviors, activities or outcomes are not supported by the **system**
- We spend a lot of time focusing on the parts of the system and not enough time seeing the system as a whole



Modern leaders help facilitate  
continuous organizational change  
by seeing the system

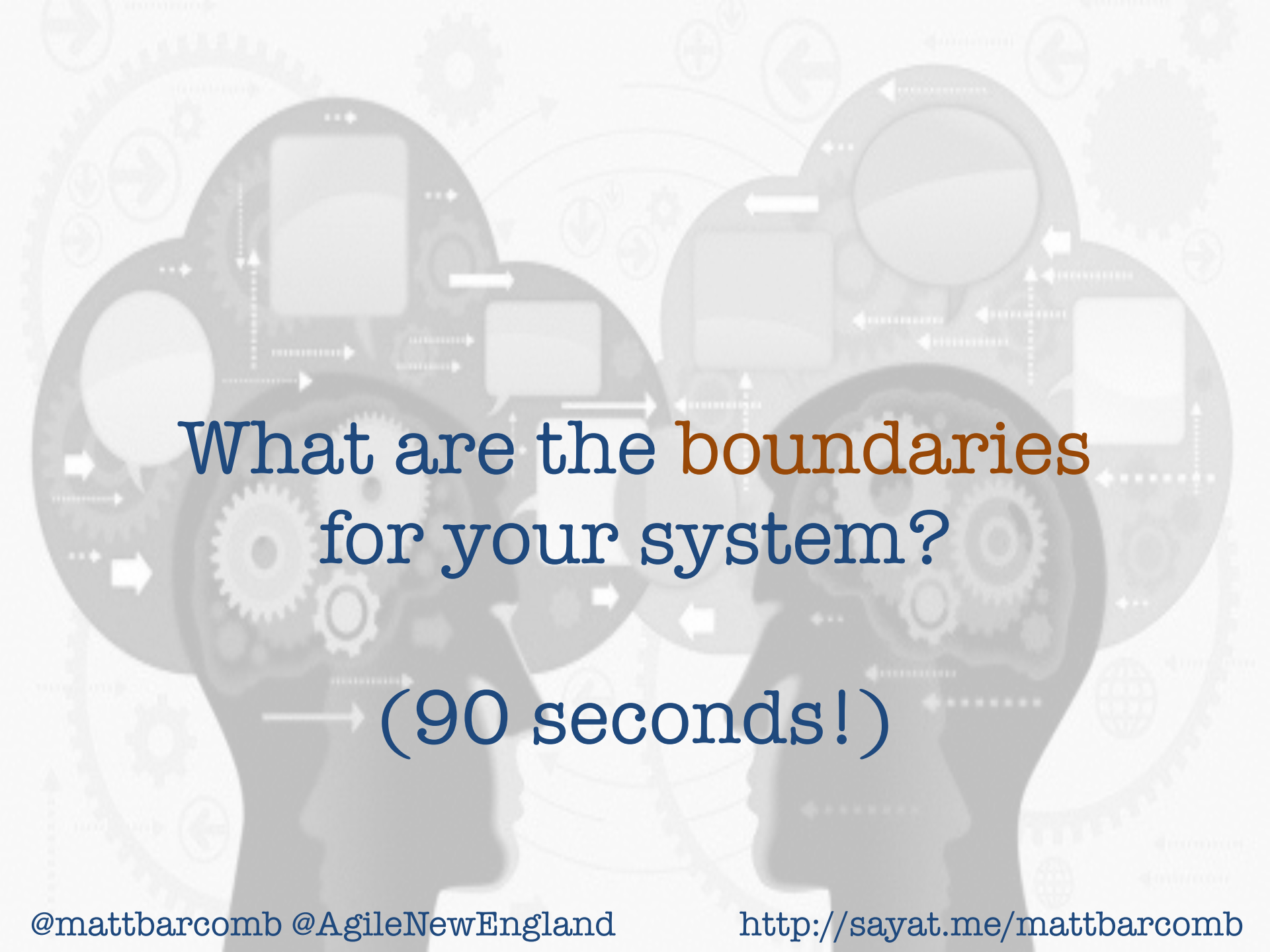
In order to see the system,  
think about its

boundaries,  
parts &  
connections



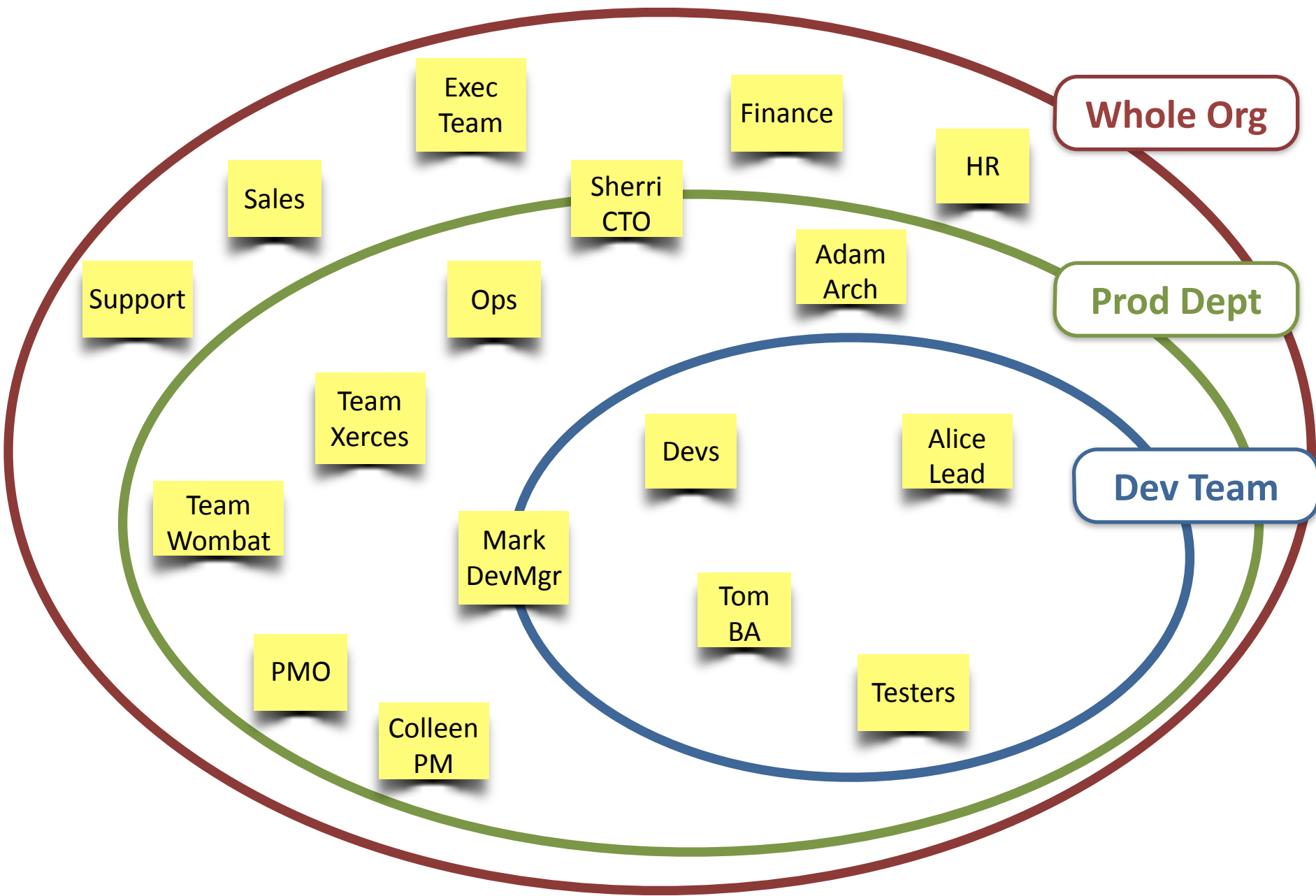
First we determined boundaries



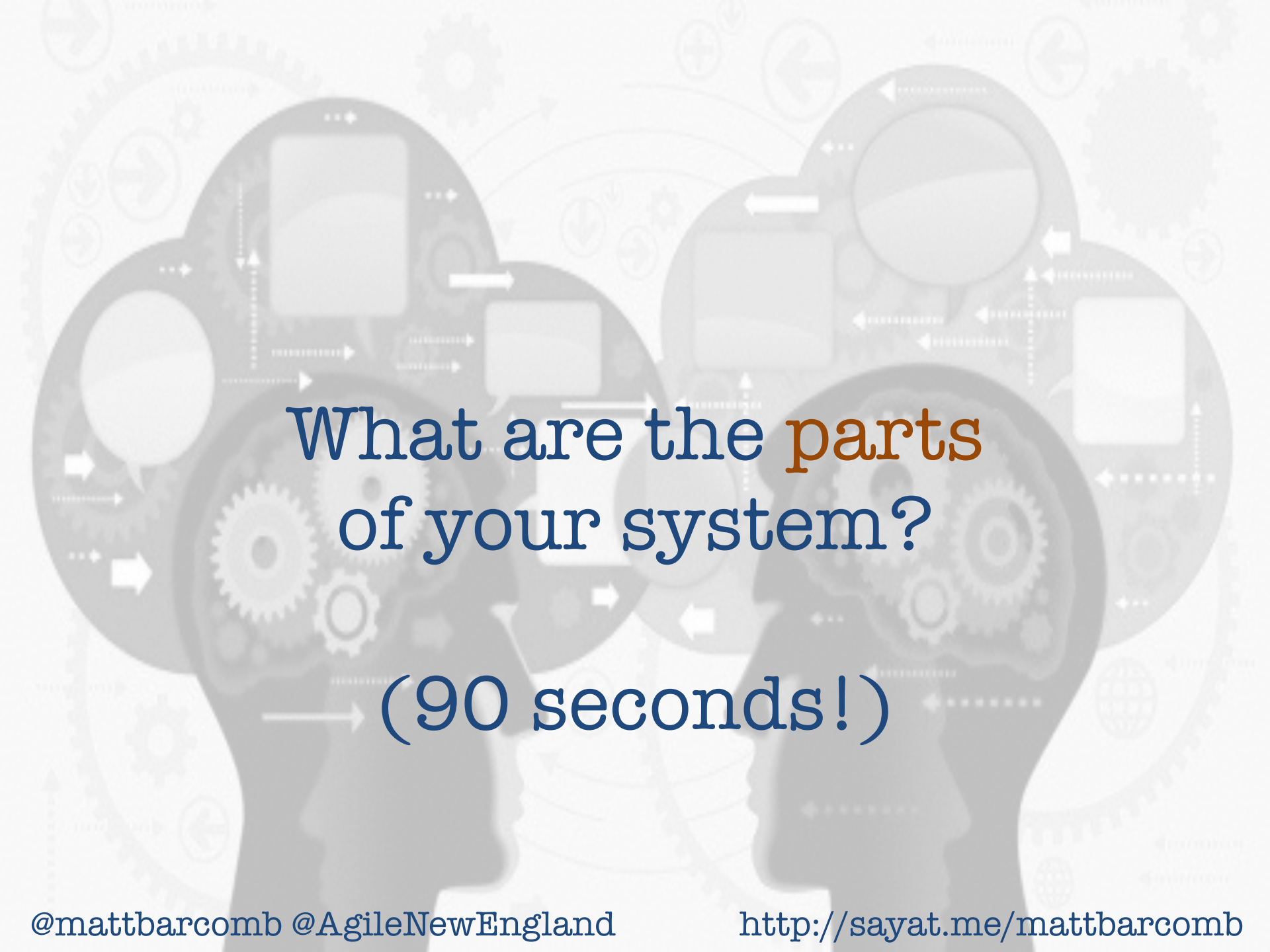
The background features a light gray, semi-transparent graphic. It consists of several silhouettes of human heads in profile, facing right. Inside and around these heads are various icons: gears of different sizes, arrows pointing in various directions (some straight, some curved), and speech bubbles. The overall theme is one of interconnectedness, thought, and systems.

What are the **boundaries**  
for your system?

(90 seconds!)

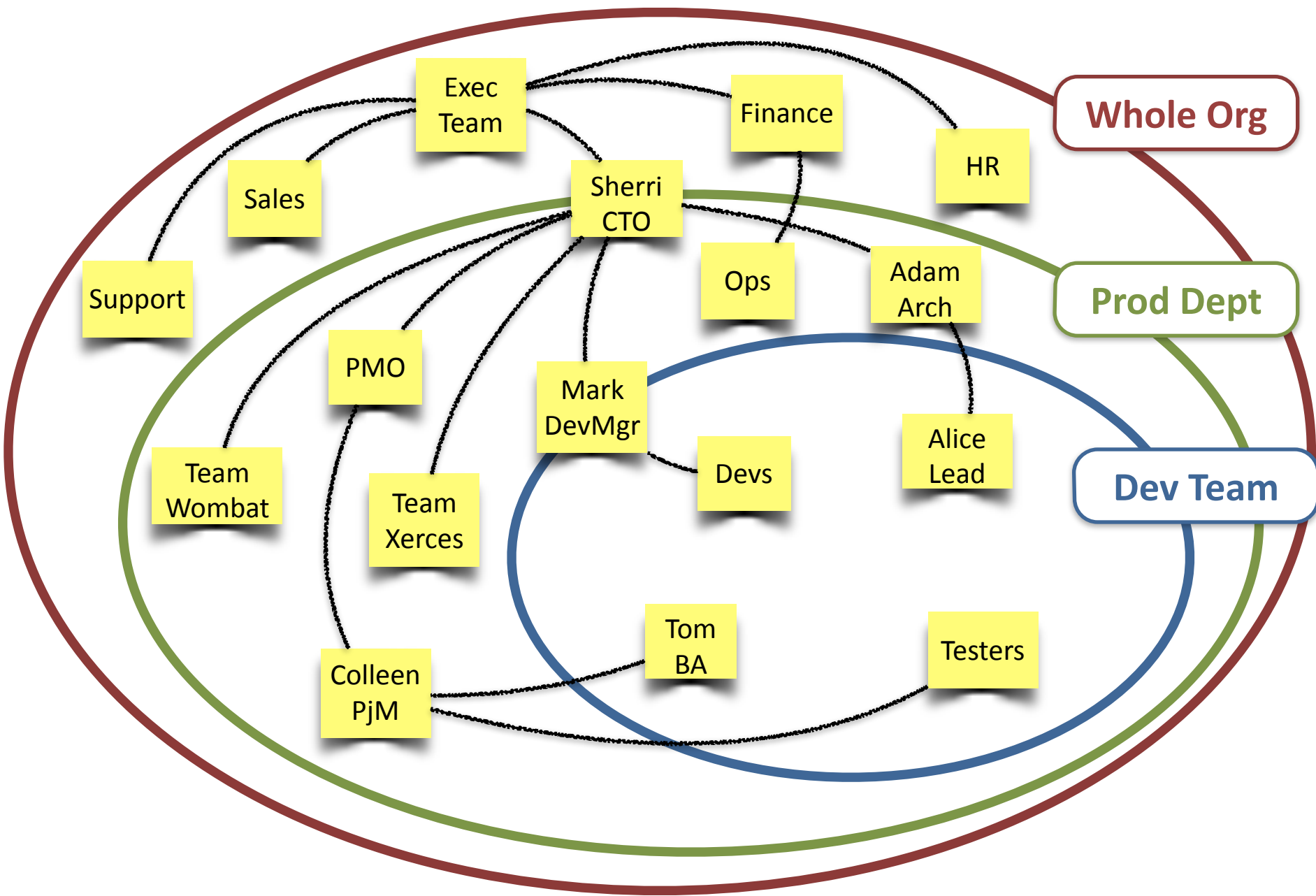


Next we identified parts

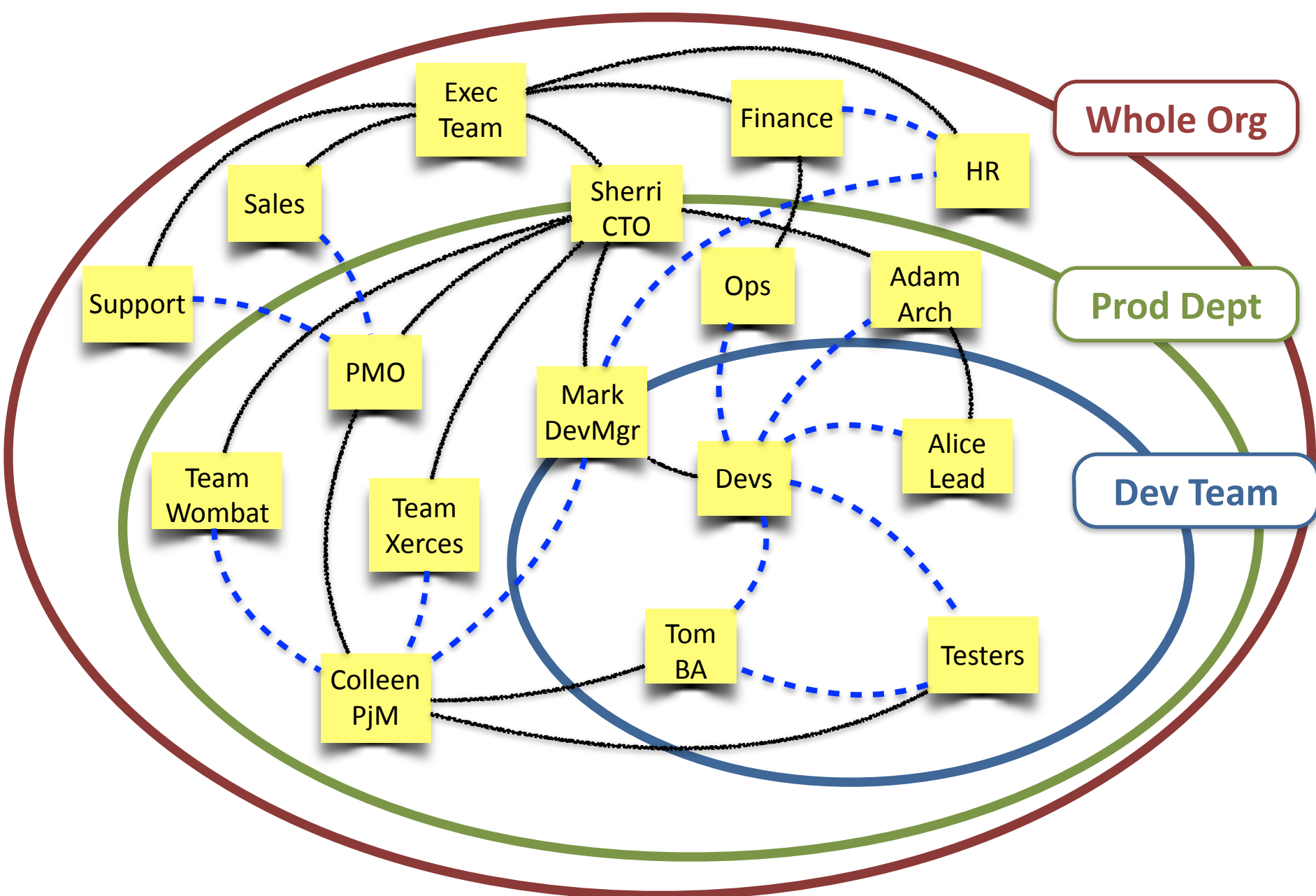
The background features a complex graphic with silhouettes of human heads facing each other. Inside and around these heads are various icons: gears, arrows, speech bubbles, and abstract shapes, all in a light gray color. The overall theme is technology, communication, and systems.

What are the **parts**  
of your system?

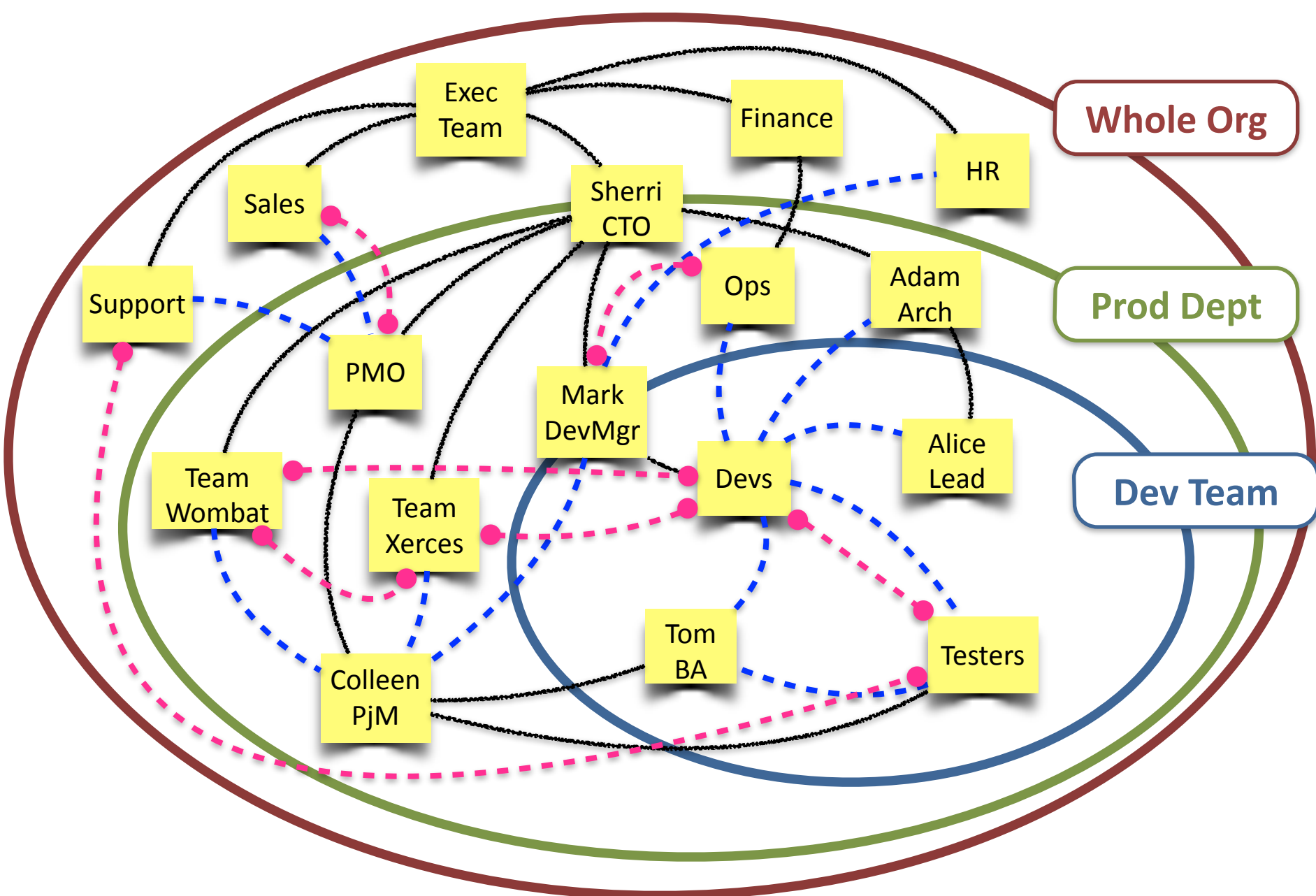
(90 seconds!)



Then we added decisions



Then we added workflow



Then we added relationships





What are the **connections**  
within your system?

(decisions, workflow, relationships)

(90 seconds!)

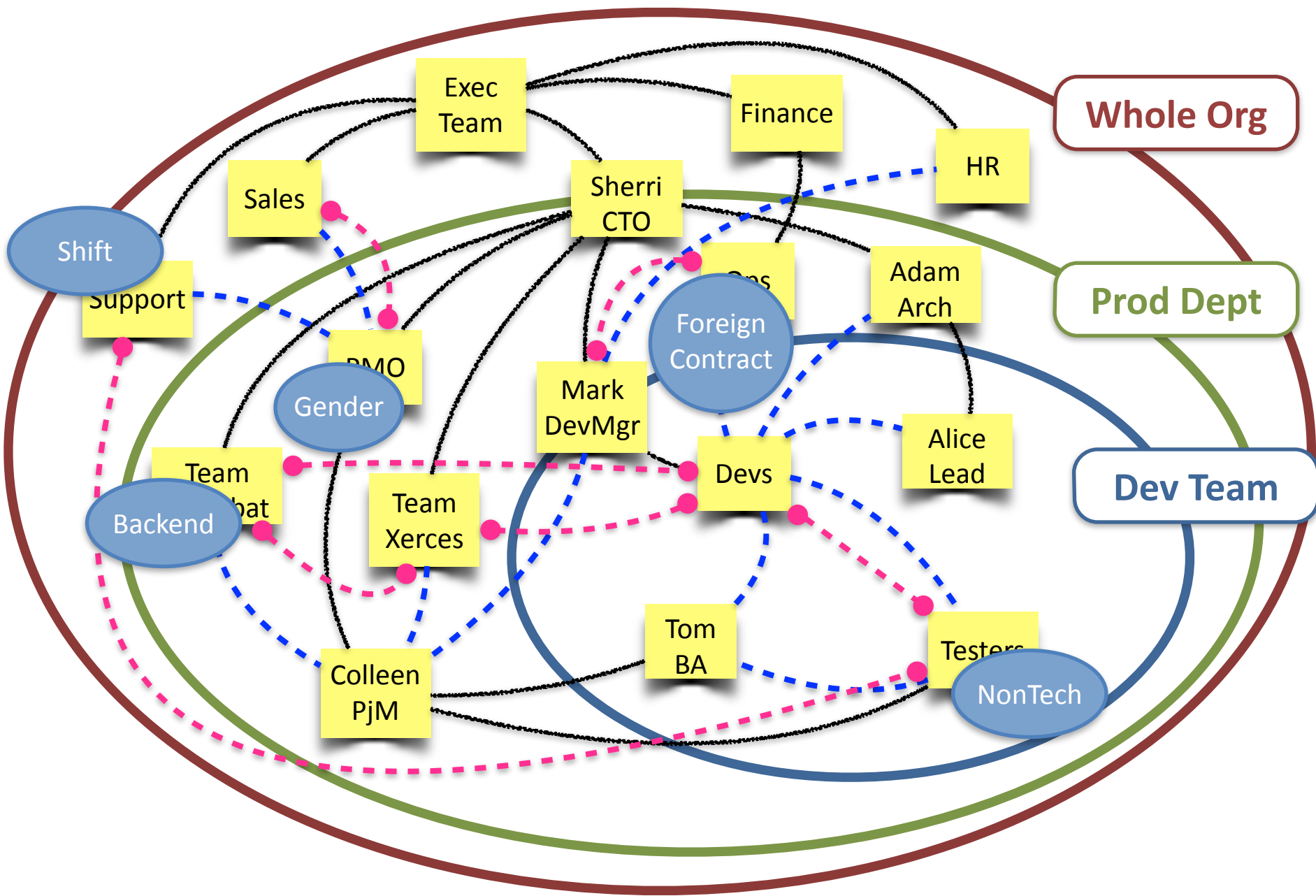


Modern leaders help facilitate  
continuous organizational change

by seeing the system  
and understanding its influences

To understand a  
system's influences look for

differences,  
containers &  
exchanges

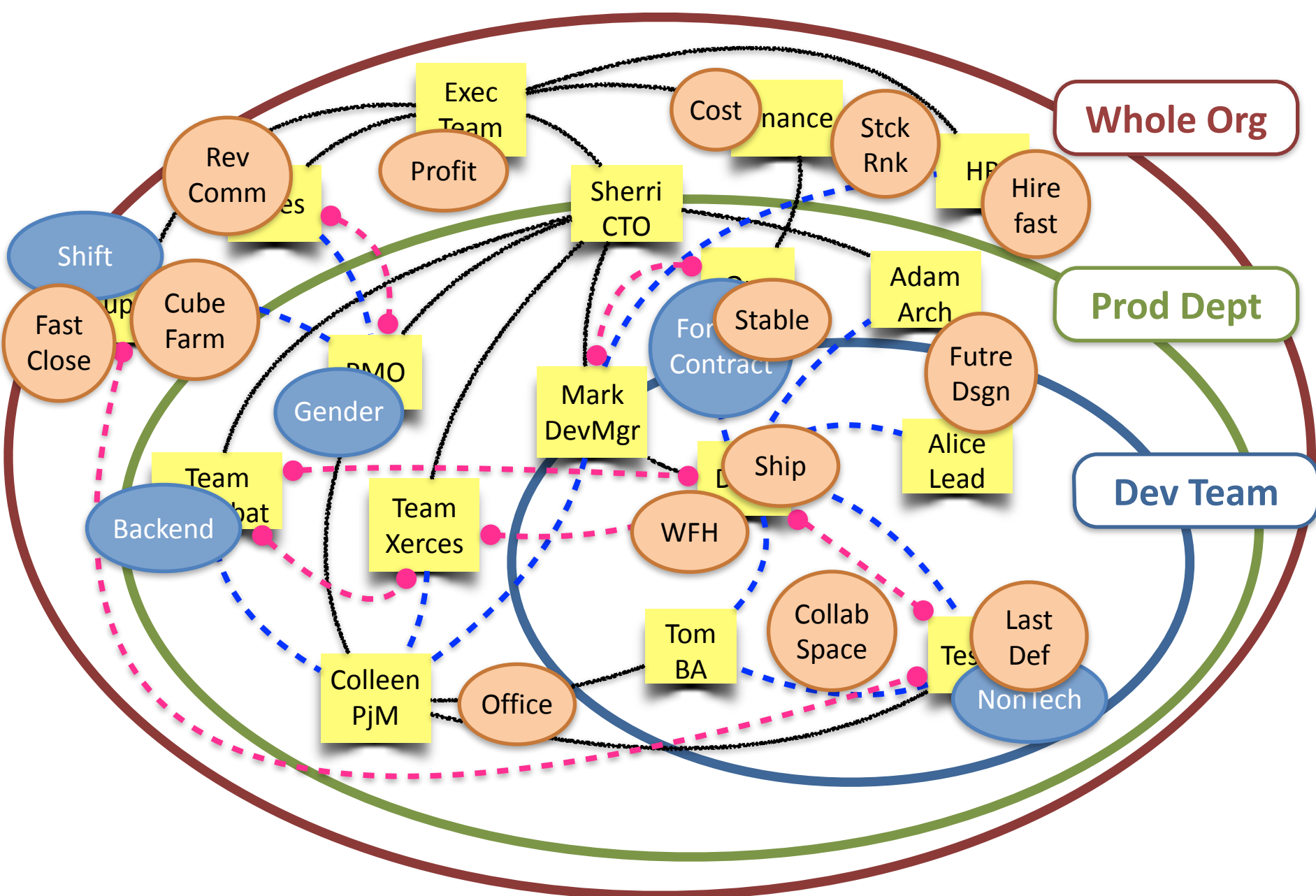


Next we labeled important differences



What important differences  
influence your system?

(90 seconds!)



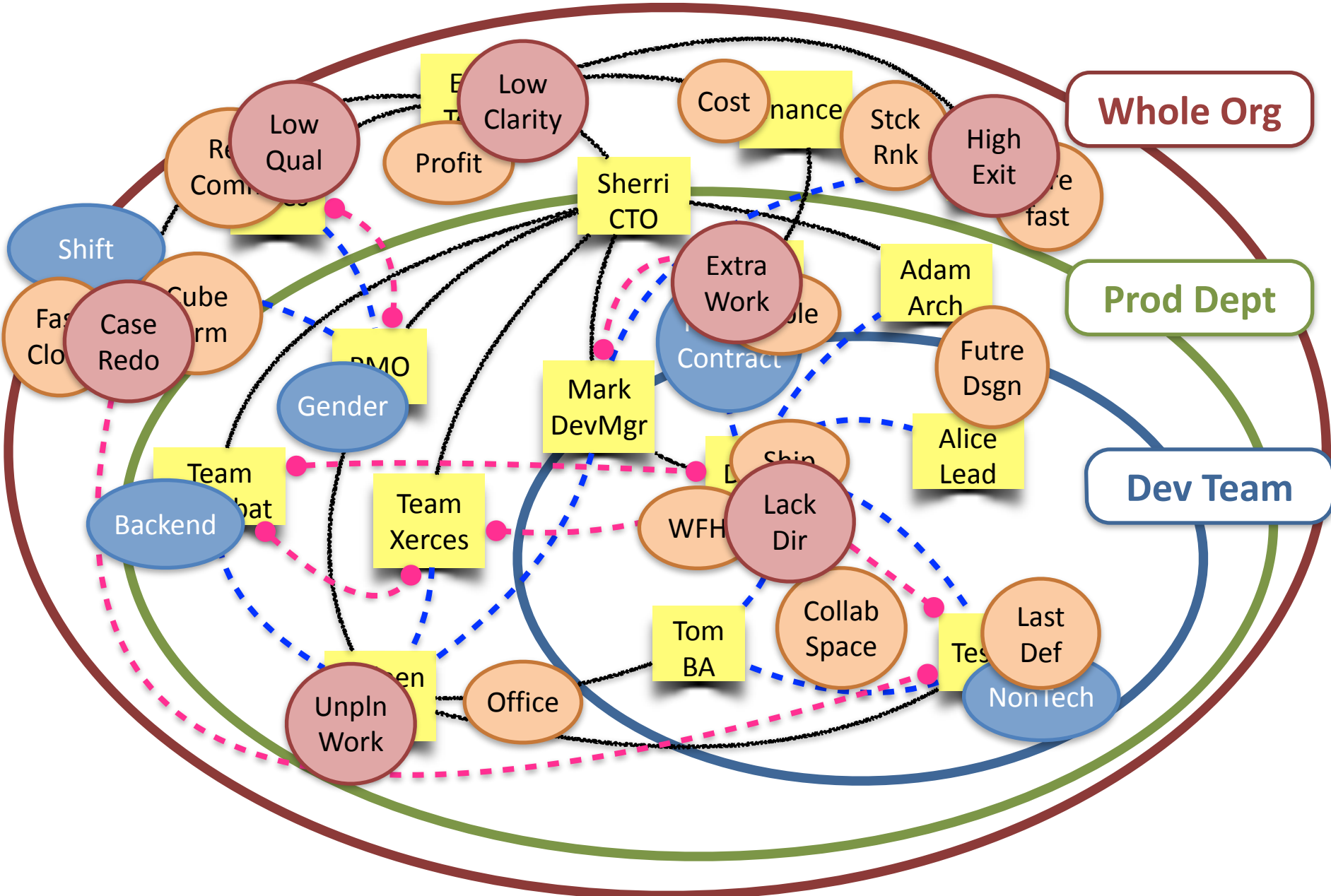
Then we labeled containers

The background features a complex graphic with silhouettes of three human heads in profile, facing right. Inside and around these heads are various icons: gears, arrows, speech bubbles, and abstract shapes. The overall theme is technical and cognitive. The text is centered over this graphic.

What containers  
influence your system?

(90 seconds!)





Then we added consequences





What are the **consequences**  
that influence your system?

(90 seconds!)

Modern leaders  
embrace uncertainty

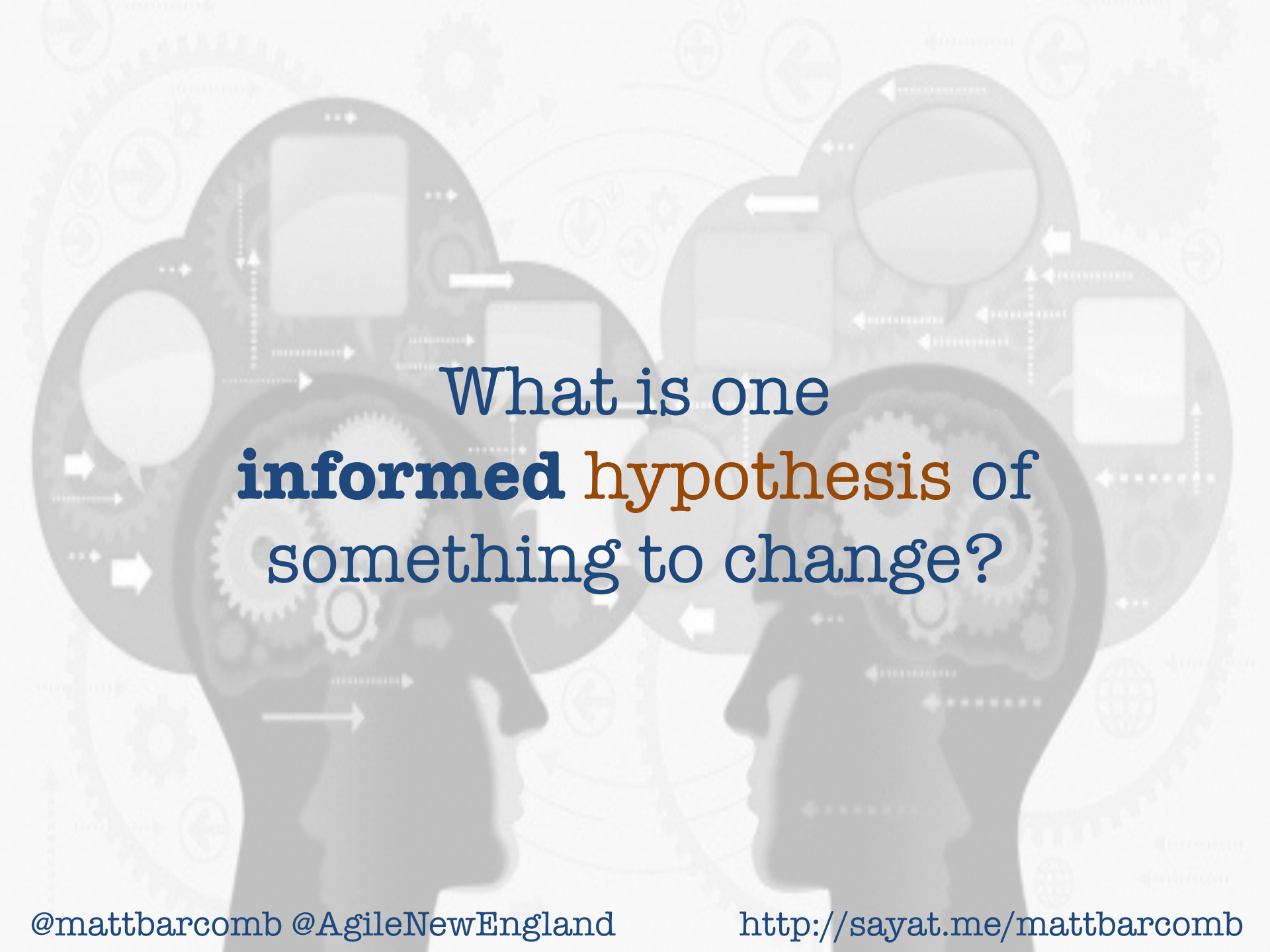
# Why change is hard (part 2)

- People-systems are made up of parts that are **continuously contextually variable**
- People-systems are made up of parts that are **simultaneously parts of other systems**
- Change in people-systems will create **unintended outcomes**
- All the outcomes from a change to a people-system are **impossible to predict**

Modern leaders  
embrace uncertainty

by designing experiments

Experiments start with  
an **informed** hypothesis



What is one  
**informed hypothesis** of  
something to change?

With organizational experiments  
consider **simplification** first





What are things you could  
**simplify** that may help?

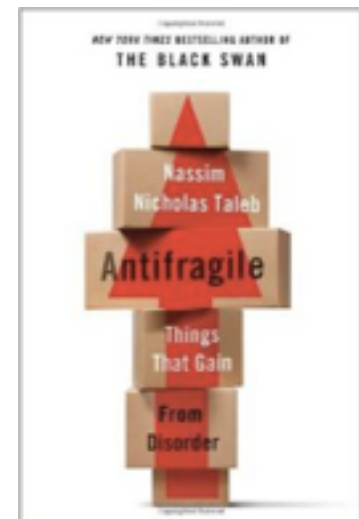
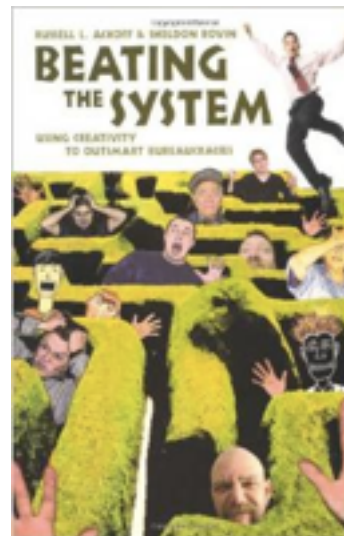
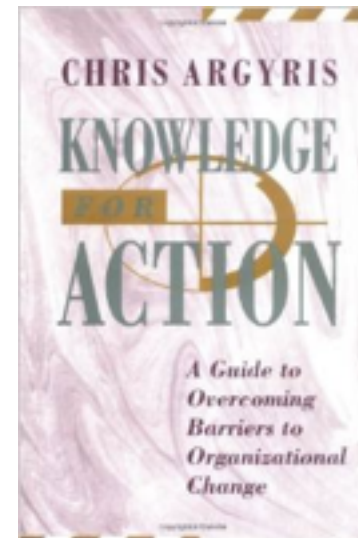
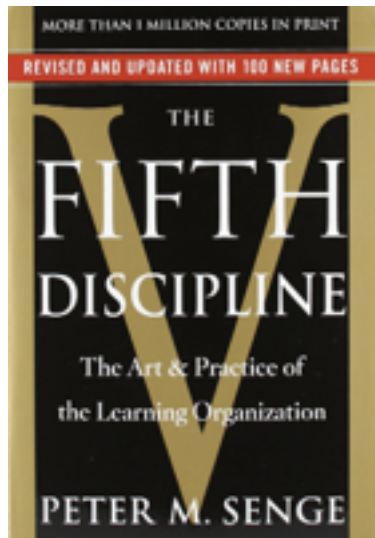
Experiments are both  
actionable and sense-able



What is one **actionable** and  
**sense-able** experiment

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by seeing the system  
and understanding its influences

Modern leaders embrace uncertainty  
by designing experiments



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# Modern Leadership

## Q&A

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more questions, ideas & experiences at **odbox.co**

