WHOLE SYSTEMS INNOVATION

Whole Systems Design Skills for Tourism Leaders

TASMANIAN TOURISM CONFERENCE

KATY COOPER | AUGUST 2021

Hello !
We're Neu21 and we revolutionise the way organisations and their people think, innovate and experience work.

INTRODUCE YOURSELF | WHO. WHERE FROM?

FILL OUT A CARD

WHOLE SYSTEMS THINKING

Every system is perfectly designed to get the results it gets”

W. Edwards Deming

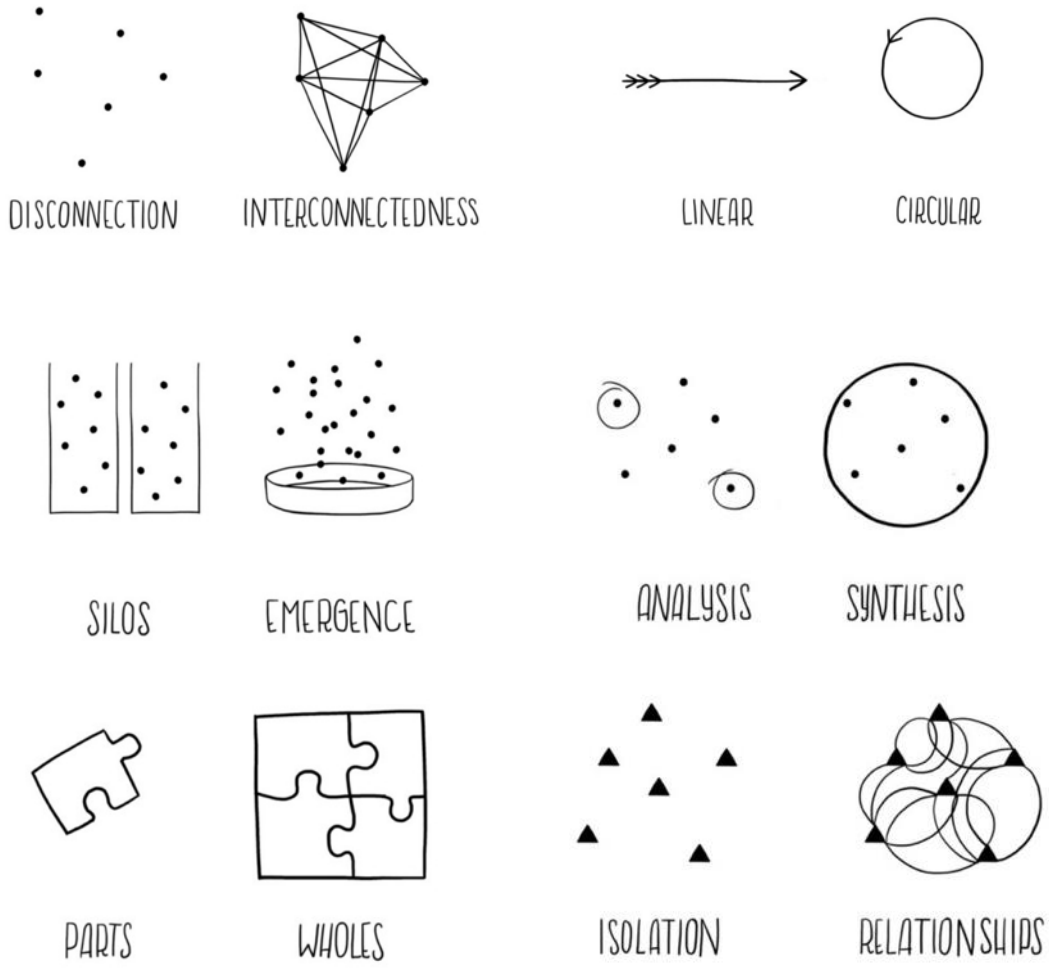
DEFINITIONS

A SYSTEM:
A set of interdependent objects interacting dynamically for a common purpose.

SYSTEMS THINKING:
The art and science of making reliable inferences about behaviour (of a system) by developing an increasingly deep understanding of the underlying structure of that system.

SYSTEMS THINKING IS ABOUT

- Looking at the whole instead of focusing on components
- Understanding components within their context, not in isolation
- Paying attention to the interactions between components
- Seeing cycles instead of linear cause and effect



DEFINING A SYSTEM

A system is a group of interacting, interrelated, and interdependent parts or components that form a complex and unified whole.

Ecological systems and human social systems are living systems; human-made systems such as cars and washing machines are nonliving systems.

Most systems thinkers focus their attention on living systems, especially human social systems. However, many systems thinkers are also interested in how human social systems affect the larger ecological systems in our planet.

Systems have several defining characteristics.

- Every system has a purpose or goal within a larger system.
- All systems have parts that are arranged in a specific way for the system to carry out its purpose.
- Systems change over time in response to feedback. The word feedback plays a central role in systems thinking. Feedback is information that returns to its original source such that it influences that initial source's subsequent actions. The cause generated an effect and the effect feeds back to influence the initial causal source.

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WHAT SYSTEMS CAN YOU THINK OF?

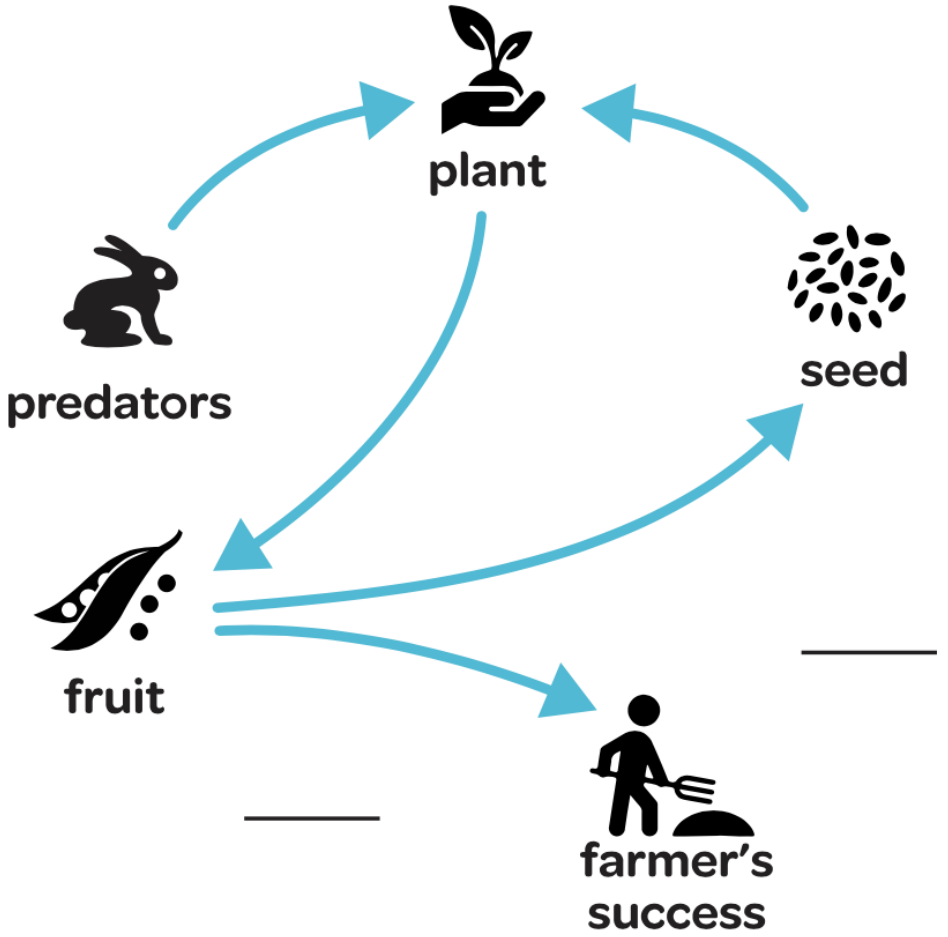
Handout – My Org as a System

Making Meaningful Connections

Connections exist in systems, in learning and in relationships with others.

The ability to make meaningful connections is a vital part of thinking and learning.

A systems thinker continually makes meaningful connections and consciously weaves them together to produce clearer thinking and new ideas.



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WHAT CONNECTIONS EXIST IN THE SYSTEM YOU IDENTIFIED?

- List the parts of that system. Be as specific as you can.
- What is the purpose or goal of your system?
- How do things change over time in the system?
- Build a connection circle.
- What other systems are similar? How are they similar?
- What new insights did you gain about your system of interest?

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WHAT IS YOUR PURPOSE FOR BEING, AS AN ORGANISATION?

FILL OUT A CARD

WHAT ARE THE CORE INPUTS YOU NEED?

FILL OUT A CARD

WHAT ARE THE CORE SERVICES (OUTPUTS) YOU OFFER?

FILL OUT A CARD

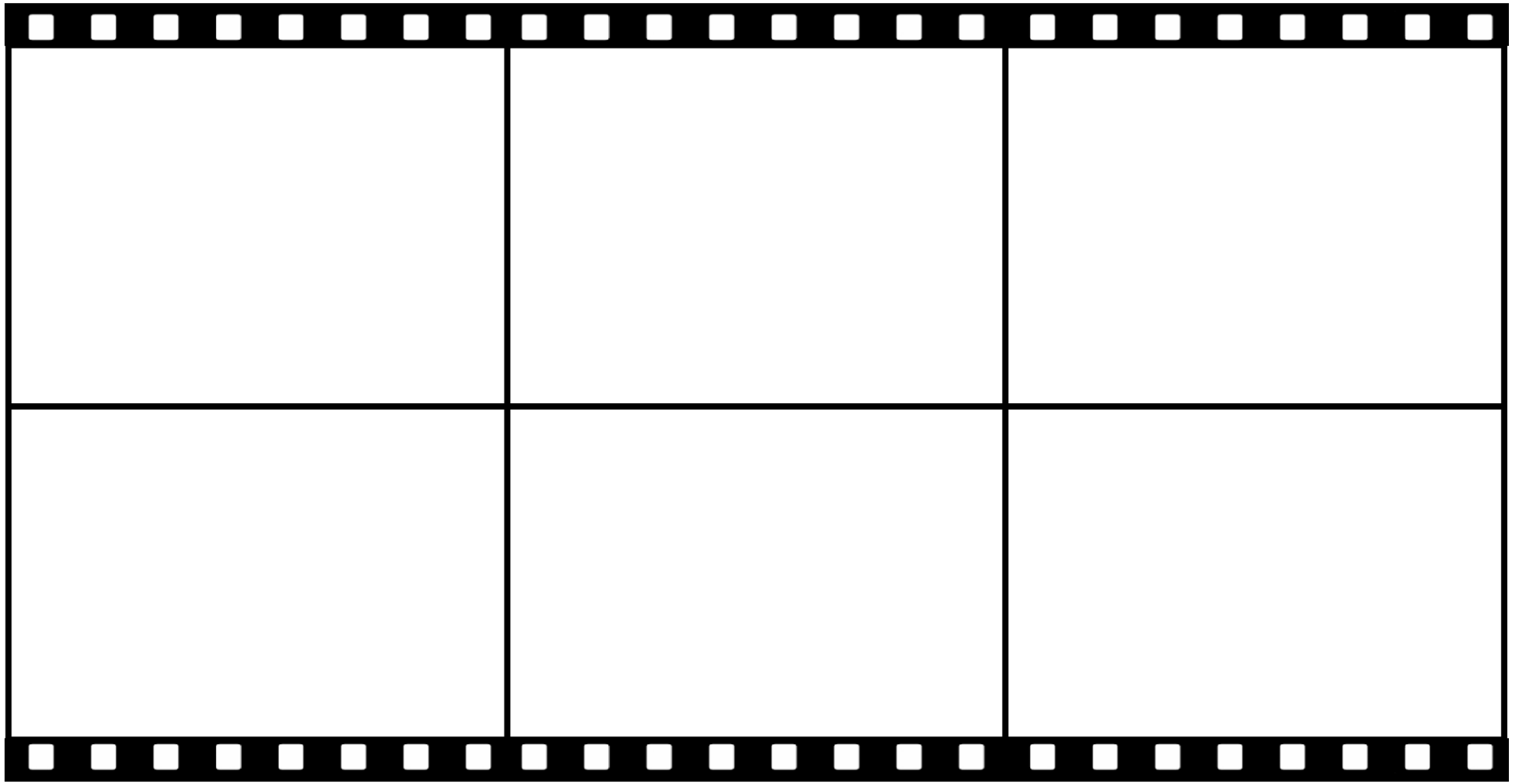
WHAT ARE YOUR KEY RELATIONSHIPS?

FILL OUT A CARD

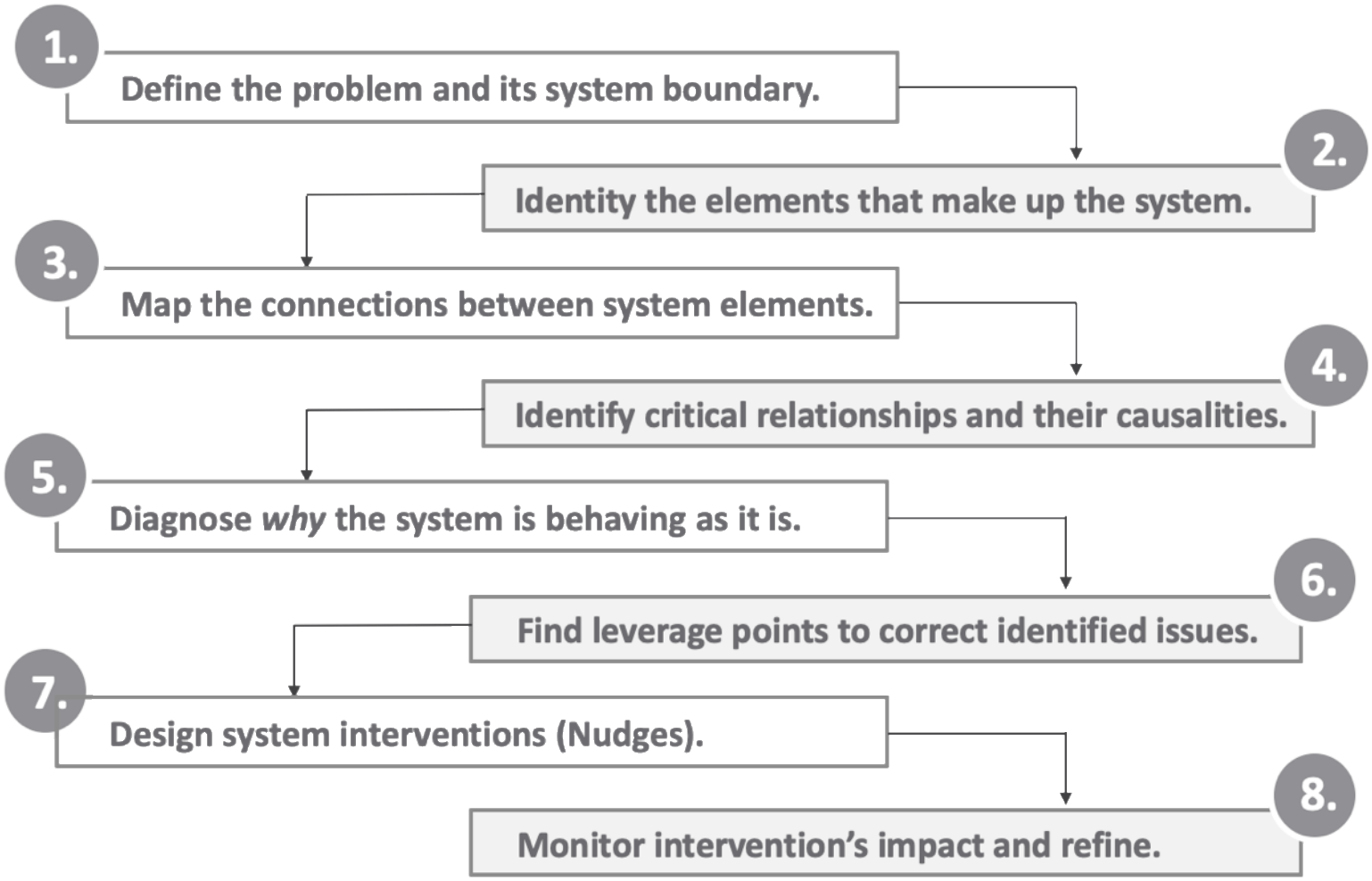
WHAT IS THE TOURIST EXPERIENCE ACROSS THIS SYSTEM?

TAKE ONE

DESCRIPTION:



THE 8 CORE STEPS OF THINKING/DOING IN SYSTEMS



HOW TO INFLUENCE A SYSTEM?

The NUDGE theory

A positive reinforcement and indirect suggestion as ways to influence behaviours and decision-making of groups or individuals.

Small moves smartly made can have a big impact.

WHAT IS OBVIOUS FOR US TO TRY?

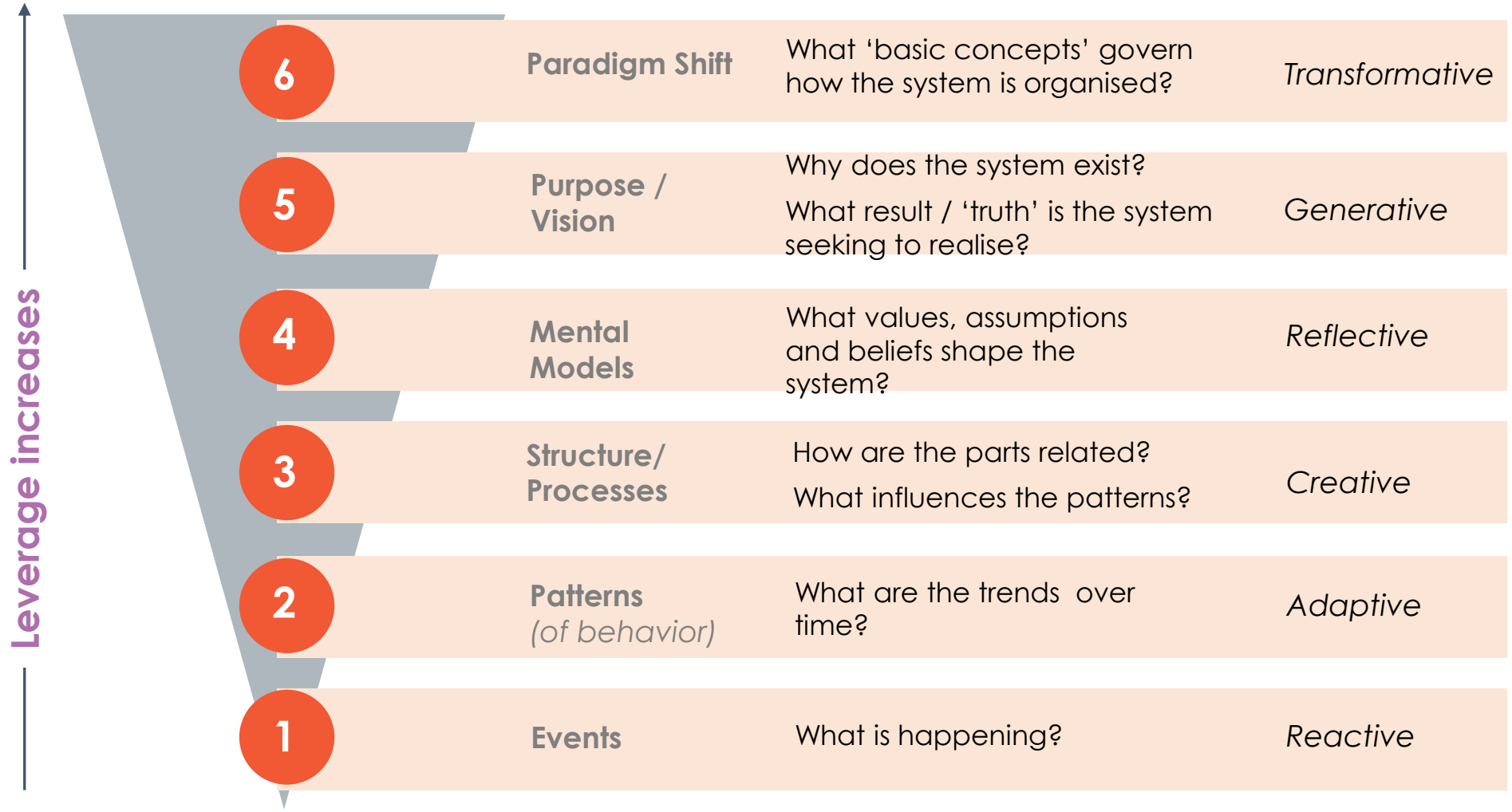
USER JOURNEY MAP

STAGES / DOING									
HUMAN INTERACTIONS									
OBJECT INTERACTIONS									
THINKING / FEELING									
EXPERIENCE	(positive emotions)								
PROBLEMS / IMPACT									

TIPS FOR WHOLE SYSTEMS DOING

1. A system is not just your team, your property or your organisation – keep an eye out for systems that are interacting with yours
2. Focus on the purpose for which a system was created over the processes and procedures of the system
3. Look at patterns over time and feedback loops rather than cause and effect
4. Think in terms of the whole over the parts
5. Busyness and excessive focus on short-term gains interferes with taking a systems approach
6. See what is actually happening over what we want to see
7. Nudge, review, change…. REPEAT

LEVELS OF SYSTEMS THINKING



	LEVEL	INQUIRY	ACTION MODE
6	Paradigm Shift	What 'basic concepts' govern how the system is organised?	*Transformative*
5	Purpose / Vision	Why does the system exist? What result / 'truth' is the system seeking to realise?	*Generative*
4	Mental Models	What values, assumptions and beliefs shape the system?	*Reflective*
3	Structure/ Processes	How are the parts related? What influences the patterns?	*Creative*
2	Patterns *(of behavior)*	What are the trends over time?	*Adaptive*
1	Events	What is happening?	*Reactive*