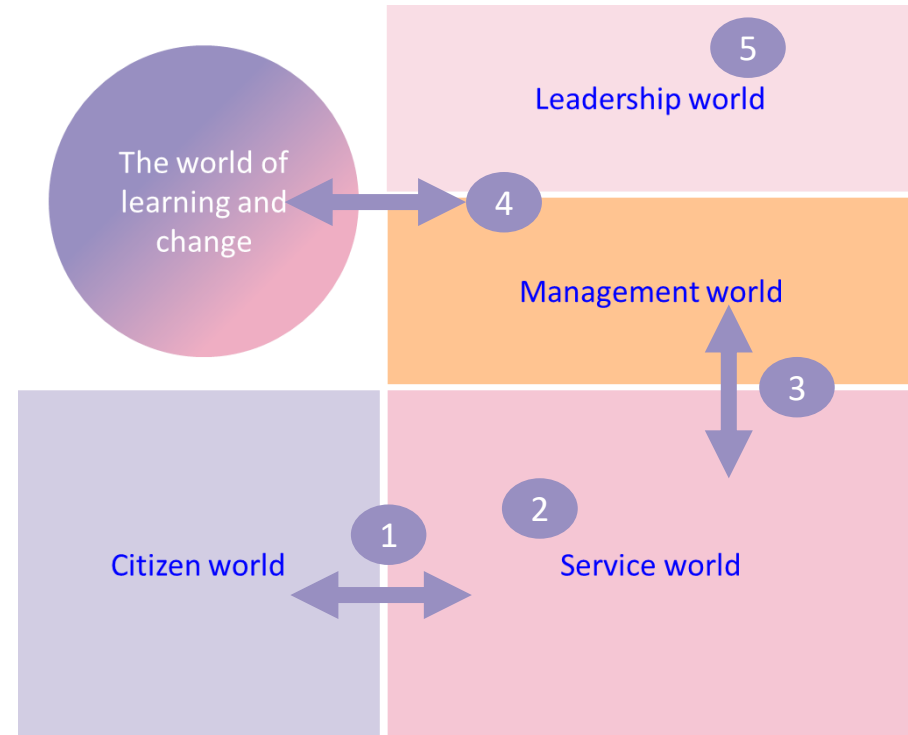


Organisations need to deal with complexity

Capacity, capability, connectedness and *variety* to understand and respond to:

1. The complexity of the world
2. Day-to-day work and turbulence
3. The complexity of the organisation
 - How the work works
 - Where to put the resources
 - Accountability
 - Change
4. What will be demanded of us in the future
5. Who we are, what our role is, our legitimacy, and balancing the needs of now and the needs of the future



Can we see where these functionalities are located in our 'system'?

Seeing the system to act on the system

Questions to ask

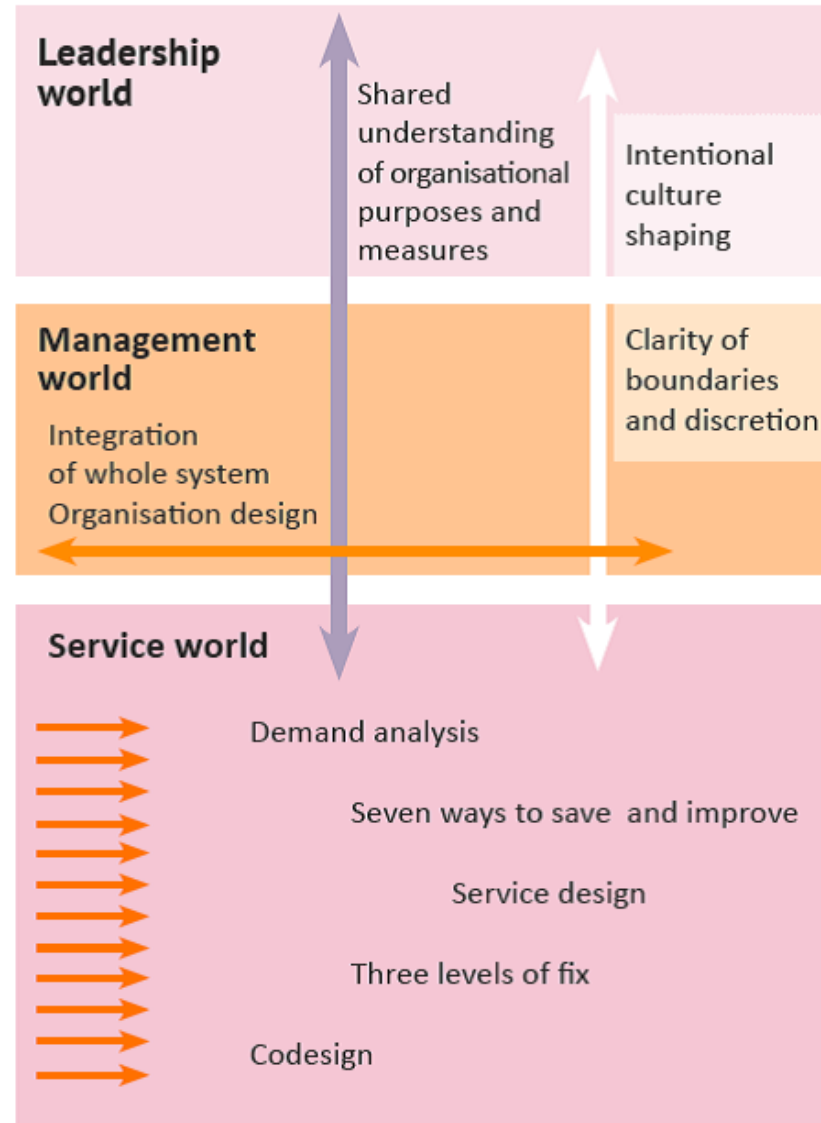
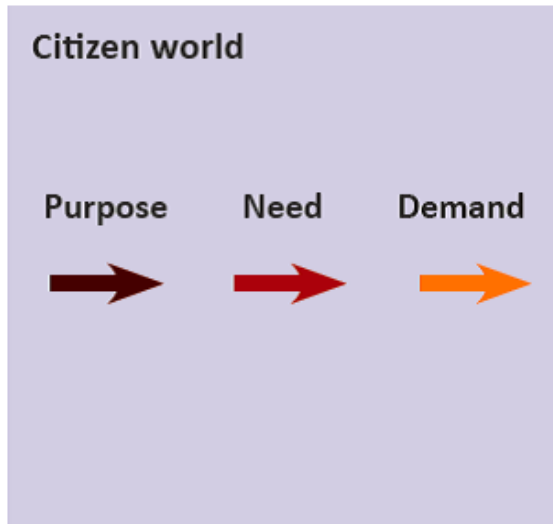
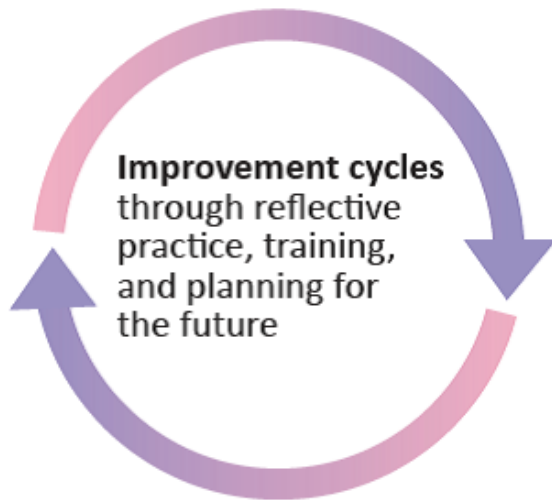
- Are the right interventions happening?
- Are delivery units working together?
- Are we putting our resources in the right place?
- Are we achieving effective results, and do we understand why?
- What's our role going to be in the future?
- What do we need to do and be to get to that future?
- How do we need to adapt ourselves to achieve that?

Elements of a functioning system

- System interventions
- On-the-ground co-ordination
- Intentional prioritisation
- Monitoring and understanding
- Planning for the future
- Balancing the needs of the here and now with the needs of the future

This is looking at the system **above** the level of direct delivery/impact

RedQuadrant five worlds model



Systems change framework

The big picture: outcomes are part of complex, adaptive systems

Who are we, and what are we here for? / Principles and practices

As we see the system, we might see our role differently or renegotiate boundaries



Our boundaries determine what the systems is and how we can look at it

Seeing the system – things you can see, and things that happen
What works, and what are the opportunities for improvement?

Intervening in the system helps up to see it better and from different angles



Seeing the system allows us to choose how and where to intervene

Intervening in the system – building on strengths and shaping positively

The results of our interventions can make us question every level of the framework



Interventions generate learning about how to work at every level

Learning

Is the system learning?

Are we learning?

This shows why the framework isn't 'step one, step two' etc

Types of learning

	Single loop learning – doing things right (Interventions)	Double loop learning – systems to ensure we do things right (Problem identification, governance)	Triple loop learning – are we doing the right thing? (Identity, purpose, system boundaries)
Us (systems changers)	Intervening in systems – e.g. learning to build systems infrastructure	Amending and improving our systems change framework	Reconsidering our role and function (e.g. delivery vs systems shaping)
The system (the place-based system for outcomes)	Intervening with and for citizens	Learning how our own system works as a system	Reconsidering what we should be doing as a whole system

Developing ways to learn *as a system*