THE PARADOX OF INSIDE/OUTSIDE: AN EXERCISE IN COMPLEXITY

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MECHANISTIC VIEW OF ORGANIZATIONS

- ORGANIZATIONS ARE LIKE MACHINES
- A CONCENTRATION ON THE PARTS RATHER THAN THE WHOLE
- HIERARCHY WITH AN ORGANIZATION PLAN-IMPORTANCE OF POSITIONS
- COMMAND AND CONTROL
- STATUS QUO IS THE GOVERNING PRINCIPLE
A MACHINE VIEW OF LIFE AND ORGANIZATIONS (WHEATLEY)

- REPLACE FAULTY PARTS
- REENGINEER THE ORGANIZATION
- INSTALL A NEW BEHAVIOR OR ATTITUDE
- CREATE A BETTER FIT
- RECHARGE OUR BATTERIES
- FEAR OF CHANGE AND RESISTANCE TO IT
MANAGEMENT’S TASKS IN A TRADITIONAL ORGANIZATION

- Enforce control
- Keep information contained
- Maintain the status quo and squash innovation
- Accountability to external elected officials
- Silo-based
- Inequality between positions and rewards
- Individual rather than team-based
THE TRADITIONAL ORGANIZATION AND THE COMMUNITY

• INVISIBLE WALLS-TWO CULTURES
• RELATIONSHIPS BETWEEN ORGANIZATIONS ARE FORMAL
• RELATIONSHIPS WITH COMMUNITY RESIDENTS ORGANIZED AROUND SILO PROJECTS AND ACTIVITIES
• COMPETITIVE
• PATERNALISTIC-WE KNOW WHAT YOU NEED
ORGANIZATIONAL AND COMMUNITY COLLABORATIVE SKILLS

• AN EXERCISE
WHAT TRADITIONAL ORGANIZATIONS IGNORE ABOUT THE INDIVIDUAL

• PEOPLE CARRY SPIRITUAL QUESTIONS AND QUESTS INTO THEIR WORK
• PEOPLE NEED ACKNOWLEDGEMENT FOR THEIR CONTRIBUTIONS
• EMOTIONS ARE A PART OF OUR LIVES AND WORK
• PEOPLE HAVE LIVES OUTSIDE OF WORK
CONTRIBUTIONS

• AN EXERCISE
A SYSTEM IS AN INSEPARABLE WHOLE. IT IS NOT THE SUM OF ITS PARTS. IT IS NOT GREATER THAN THE SUM OF ITS PARTS. THERE IS NOTHING TO SUM. THERE ARE NO PARTS.

WHEATLEY
SOME PREMISES ABOUT THE NEW PARADIGM

• FOCUS ON RELATIONSHIPS AND NOT FACTS AND POSITIONS
• INTERCONNECTEDNESS—WEBS OF RELATIONSHIPS
• CONSTANTLY EVOLVING
• CONCENTRATION ON PROCESS RATHER THAN OUTCOMES
• DIFFERENT IN DIFFERENT PLACES
• ORDER OUT OF CHAOS—ALWAYS MESSY
ORGANIZING PRINCIPLE OF THE NEW SCIENCE

- LIFE SEeks ORGANIZATION, BUT IT USES MESSES TO GET THERE. ORGANIZATION IS A PROCESS, NOT A STRUCTURE
- ORGANIZATIONS ARE LIVING SYSTEMS
ORGANIZING IS ABOUT DEVELOPING NEW RELATIONSHIPS

• SHARING A SENSE OF PURPOSE
• EXCHANGING AND CREATING NEW INFORMATION
• LIFELONG LEARNING
• PAYING ATTENTION TO THE RESULTS OF OUR EFFORTS
• CO-ADAPTING AND CO-EVOLVING
• BEING ALERT TO CHANGES FROM ALL DIRECTIONS
SECRETS OF SELF-ORGANIZING SYSTEMS

• CHANGE IS THE ORGANIZING FORCE
• STRUCTURES AND SOLUTIONS ARE TEMPORARY
• PEOPLE AND RESOURCES COME TOGETHER FOR NEW INITIATIVES
• ORDER IS THE ABILITY OF THE SYSTEM TO ORGANIZE, REORGANIZE, AND GROW MORE COMPLEX
THREE CONDITIONS OF SELF-ORGANIZING SYSTEMS

1. **IDENTITY AND PURPOSE**
2. **INFORMATION AND ITS CHANGING MEANING**
3. **RELATIONSHIPS**
COMPLEXITY THROUGH ROTATION

• AN EXERCISE
HORIZONTAL STRUCTURES

- MATRIX STRUCTURES
- PORTFOLIO ORIENTATION
- TEAM-BASED WITH EXTERNAL PARTNERS
- PROCESS ORIENTED AND GOALS ORIENTED
LEADERSHIP IN A COMPLEX ENVIRONMENT

• MOVE THE ORGANIZATION ON A SELF-ORGANIZATION PATH
• BEGIN WITH A STRONG INTENTION AND NOT ACTION PLANS
• HAVE CONFIDENCE IN INHERENT INTELLIGENCE OF THE ORGANIZATION
THE FUTURE

- THE FUTURE STEMS FROM THE ACTIONS, VALUES, AND BELIEFS WE ARE PRACTICING NOW.
- THE FUTURE IS CREATED EVERYDAY BY WHAT WE CHOOSE TO DO NOW
IF I WERE DIRECTOR

• AN EXERCISE
QUESTION?

• Is it possible to blend the machine model with the systems model and its complexity aspect?
MORAL

• ALL OF LIFE RESISTS CONTROL. ALL OF LIFE REACTS TO ANY PROCESS THAT INHIBITS ITS FREEDOM TO CREATE ITSELF.

• MARGARET WHEATLEY