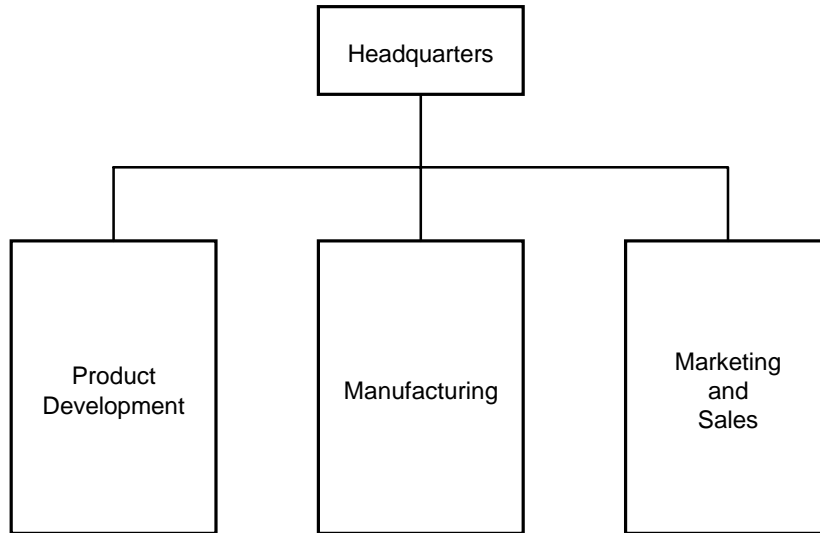


Systems Thinking: Managing the White Spaces in an Organization

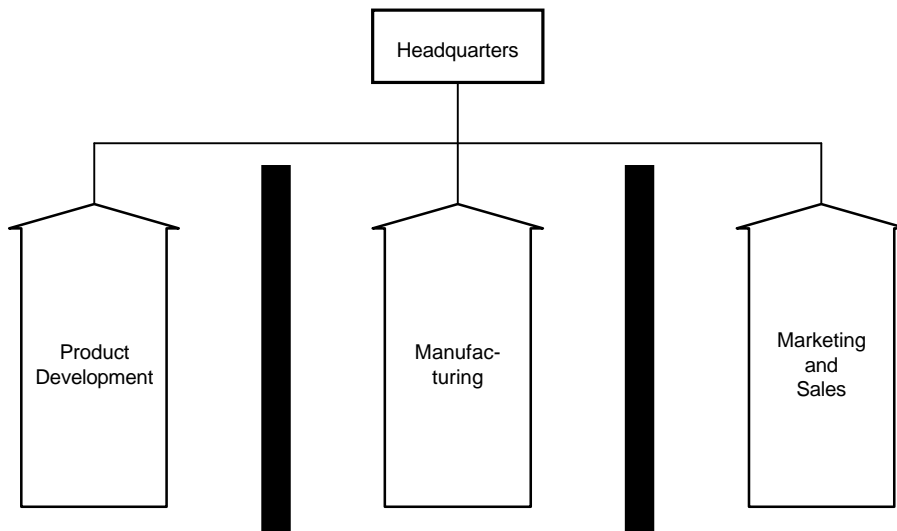
Systems Thinking and Business Processes

- *Business processes* are “the way that the work gets done”
 - The processes of an organization may, or may not, bear much relationship to the organization chart
- *System*: An interdependent group of items forming a unified pattern
- *Systems thinking for business processes*: Explicitly considering and improving process interdependencies

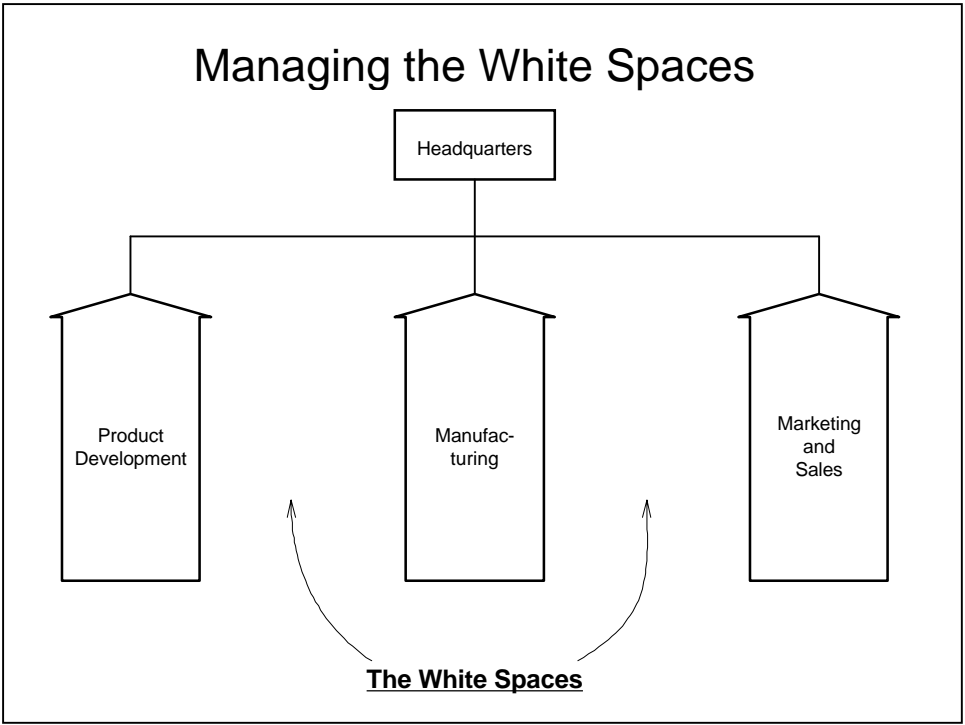
Functional View of an Organization



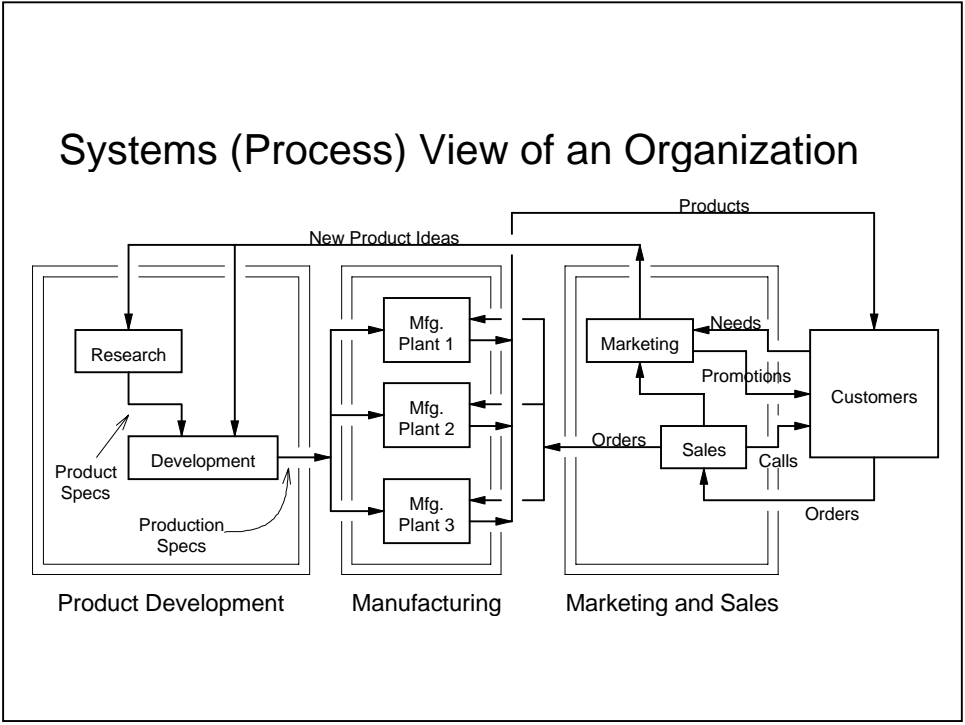
The Silo Phenomenon



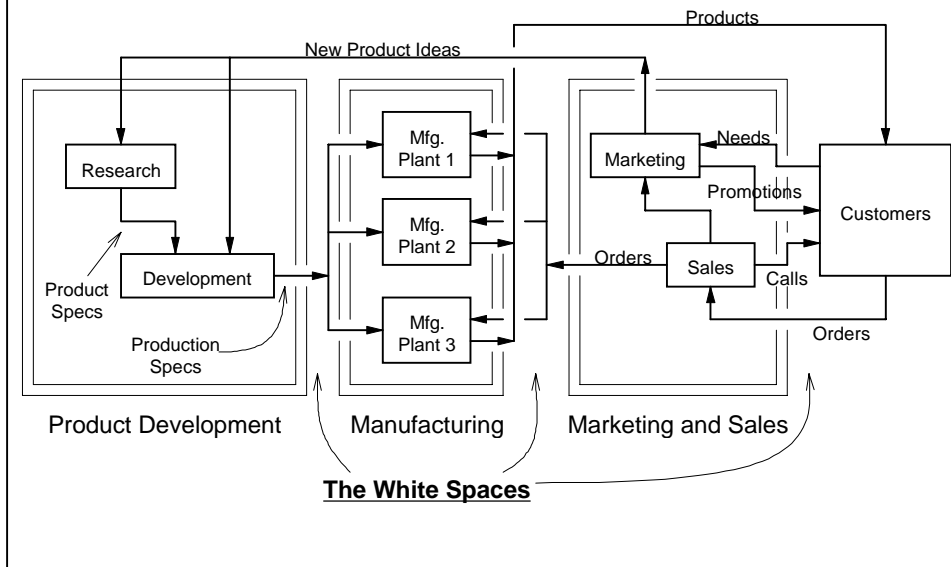
Managing the White Spaces



Systems (Process) View of an Organization



Managing the White Spaces in the Systems



Why Systems Thinking is Important

- Information technology and new management methods are changing many business processes to improve performance
- As these changes are made, we often find that the bottlenecks move to the interfaces between processes
- Systems analysis provides specific methods to address these types of difficulties