

Recursive canvases in management consulting: applied systems thinking or not?

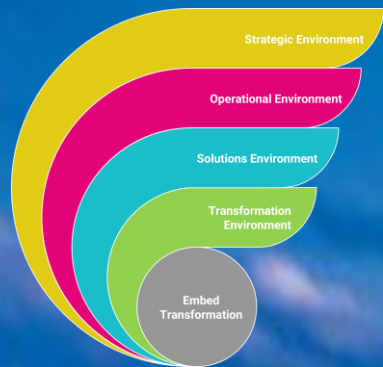
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ICMR 1 (Ground)
Day TWO 10:30–10:55



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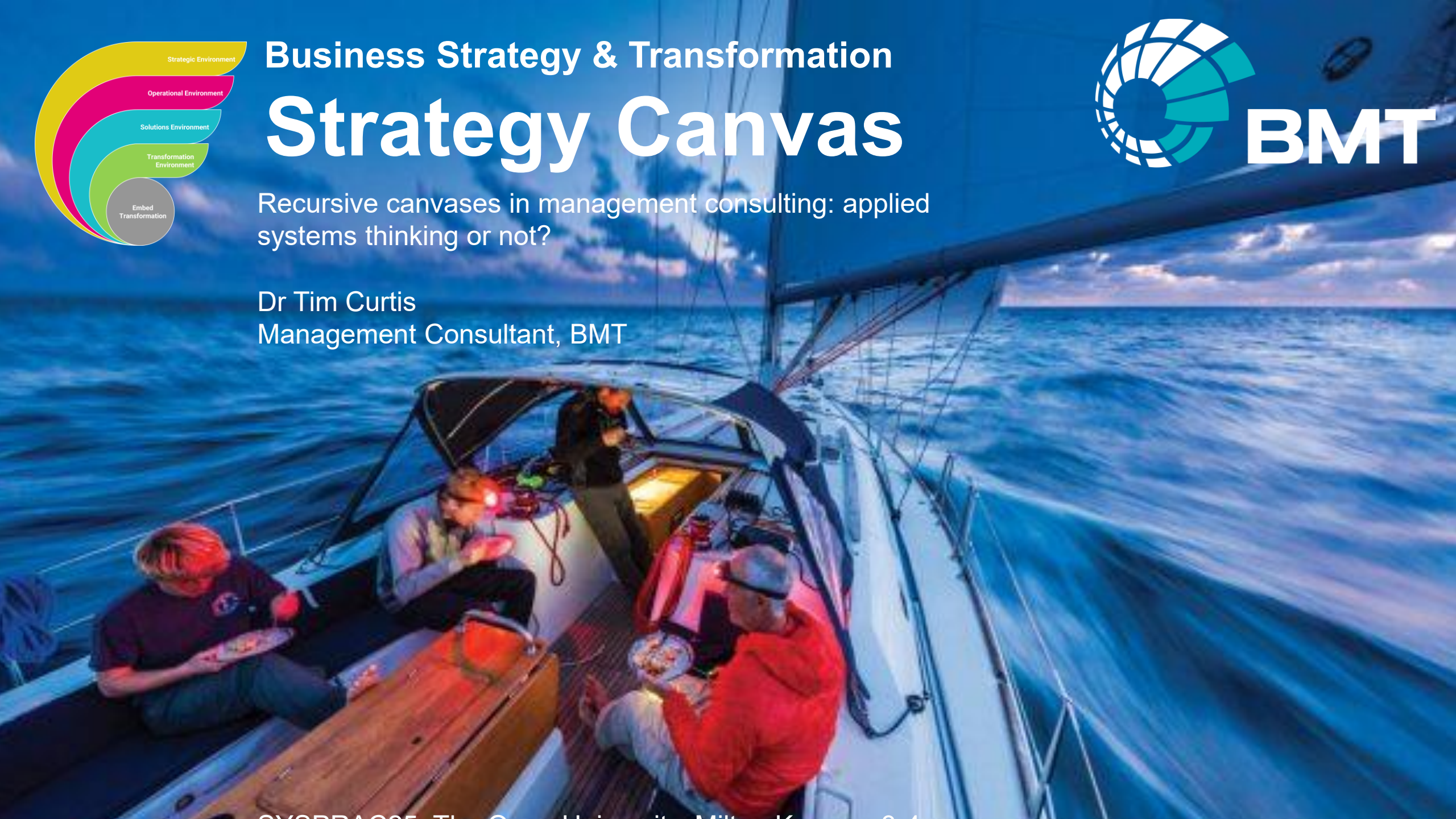
Business Strategy & Transformation

Strategy Canvas



Recursive canvases in management consulting: applied systems thinking or not?

Dr Tim Curtis
Management Consultant, BMT



CONTENTS

Recursivity

Background to canvases

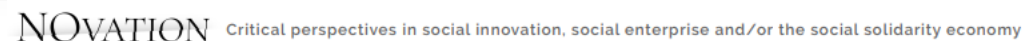
The Strategy canvas

VSM implementation

Feedback

Structural & Process recursivity

- The recursive structure of the firm is not a hierarchy of command, but a hierarchy of autonomy.” (Beer, 1972, Brain of the Firm)
- **Self-similarity across levels:** The same thinking tools (e.g. boundary critique, feedback loops, stakeholder mapping) can be applied to a team, a department, an organisation, or the system of systems.
- **Nested systems:** Organisations are composed of subsystems (teams, units, individuals), each of which can be treated as a system in its own right.
- **Reflective practice:** Recursive systems thinking encourages practitioners to apply systems thinking to their own methods, assumptions, and interventions.
- **Learning loops:** Recursion supports double-loop and triple-loop learning (Argyris & Schön, 1978), where not just actions but underlying norms and frameworks are questioned and refined

[illegible]

* University of Northampton



STRATEGISE

INVOLVE

DEFINE

As-Is
Value

DESIGN

To-Be
Value

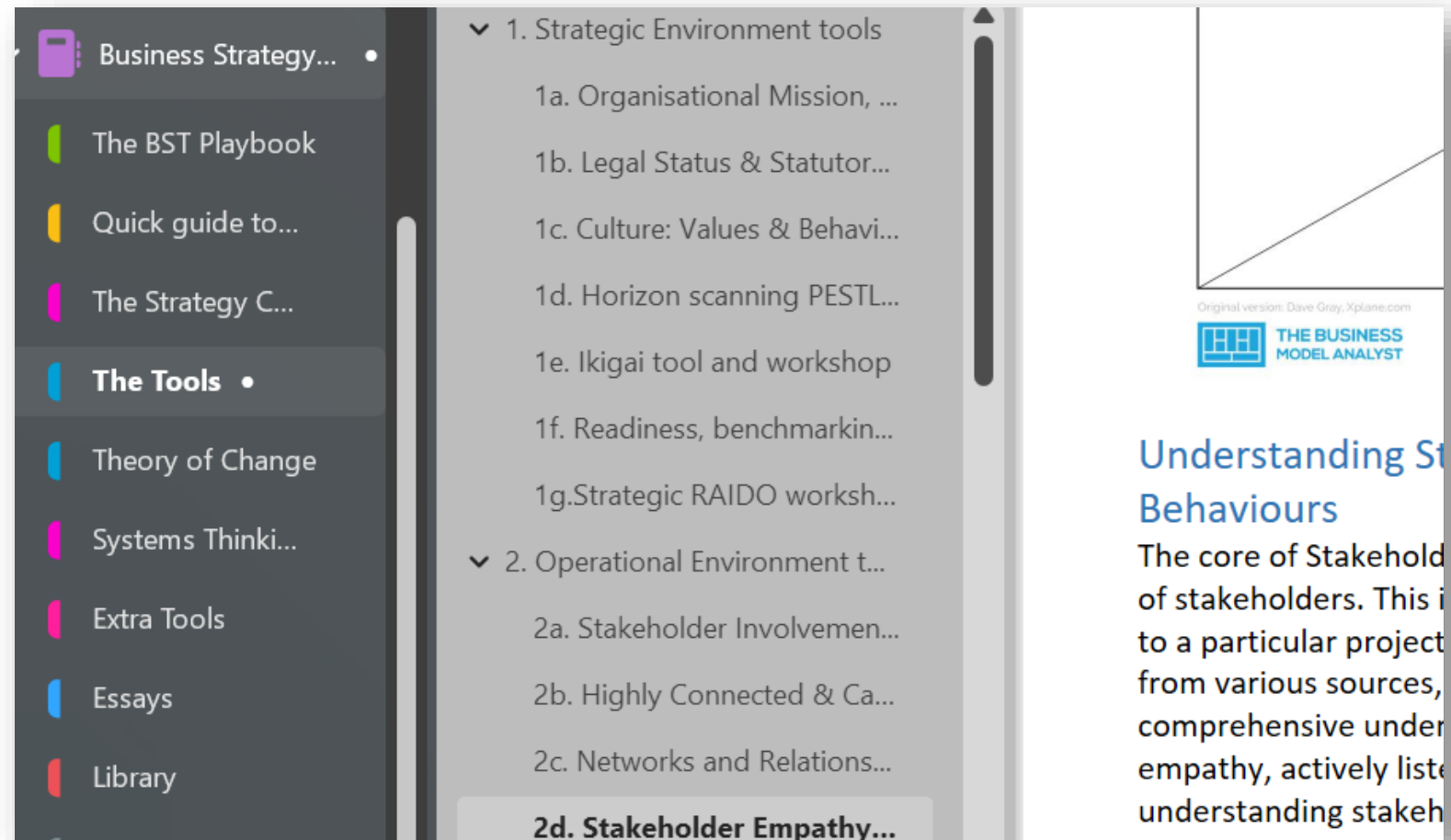
TRANSFORM

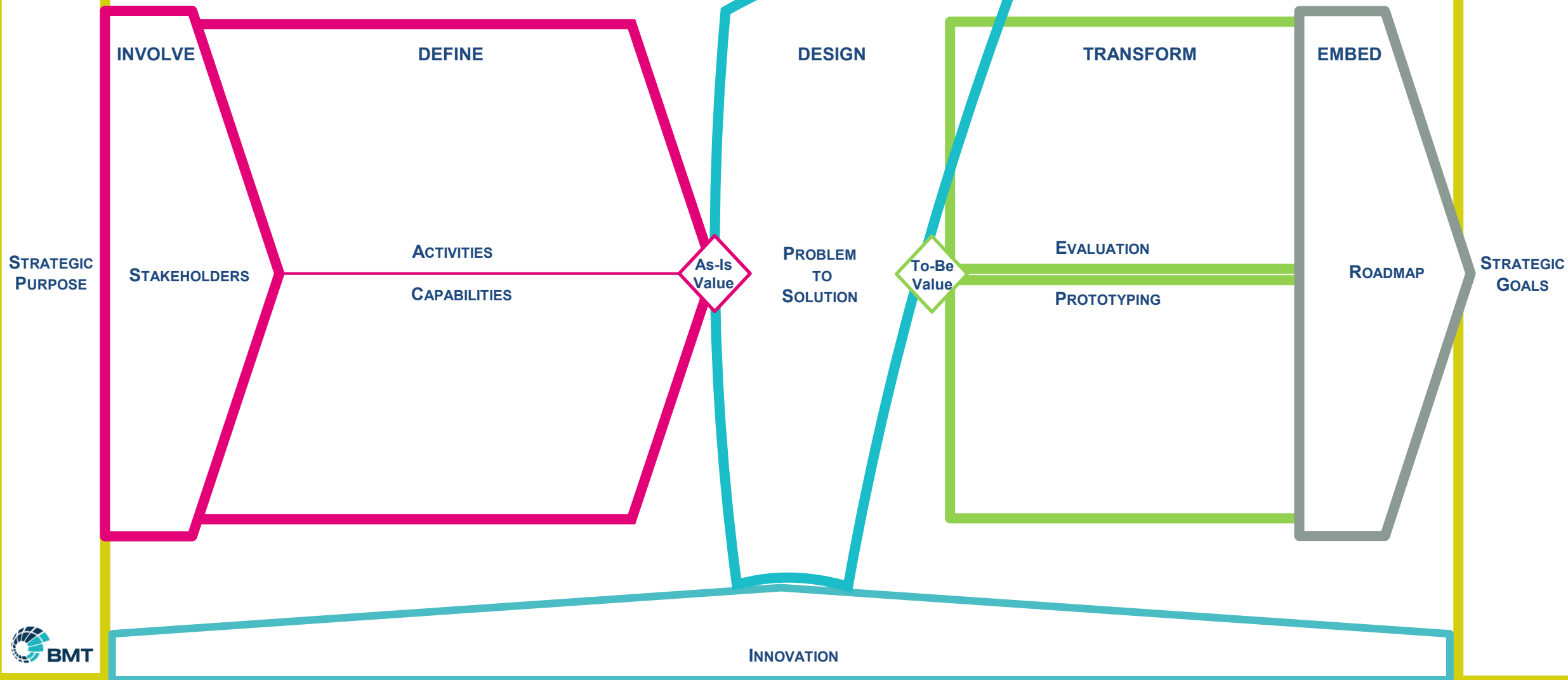
EMBED

INNOVATE

What is the Strategy Canvas?

- development of Osterwalder's Business Model Canvas, made more suitable for non-commercial clients
- Mural based model used alongside a Playbook of guidance and tools,





ORGANISATIONAL VISION

MISSION & PURPOSE STATEMENT

INDUSTRY DYNAMICS

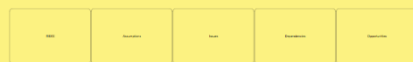
LEGAL STATUS

STRATEGIC MISSION & PURPOSE

VALUES

BEHAVIOURS

EVIDENCE OF VALUES & BEHAVIOURS IN ACTION



STRATEGIC PRESSURES



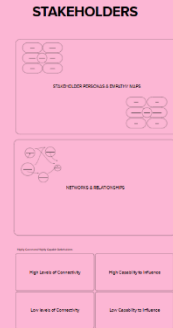
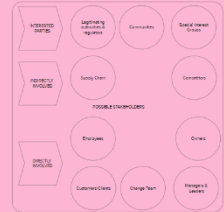
LONG						
MEDIUM						
SHORT TERM	Political	Economic	Social	Technological	Legal	Environmental

Operational Environment

Solutions Environment

Transform Environment

Embed Environment



INVOLVE & AGREE

ACTIVITIES & CAPABILITIES

AS-IS VALUE

PROBLEMS & OPPORTUNITIES

TO-BE VALUE

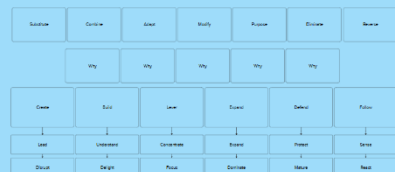
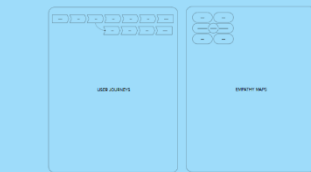
EVALUATION & PROTOTYPING

BUSINESS CASE

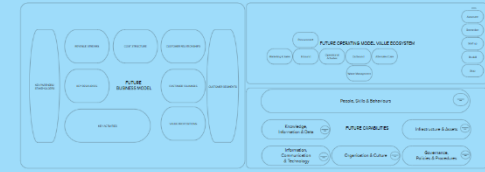
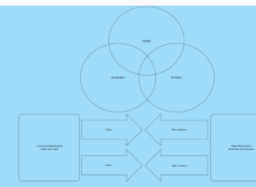
CHANGE ROADMAP

MEASURE IMPACT

STRATEGIC VISION & GOALS



PROPOSED CHANGES & INNOVATIONS



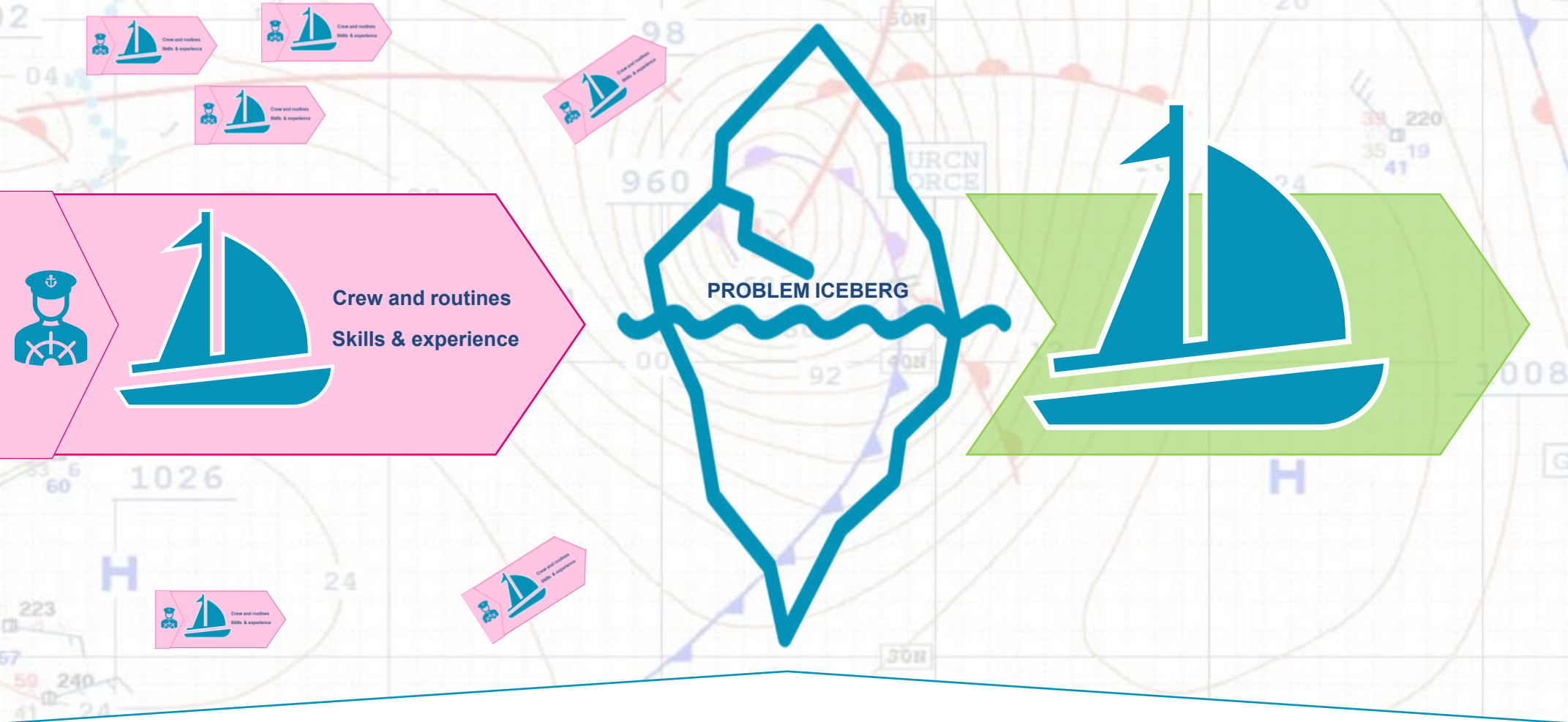
Principles of use

- Putting people at the heart of change:
 - The playbook and canvas directs the change team to INVOLVE those affected by the proposed changes to be identified in the STAKEHOLDER environment in the DEFINITION of the problem space, as well as in the prototyping of the CHANGE design and supporting the organisation to EMBED change.
- Working across the canvas:
 - Wherever the change team are starting, all the environments need to be considered and compared to ensure that the change programme is comprehensive and considered
- Evidence led change:
 - The canvas, especially when used in Mural, encourages the change team to collate the evidence (documentary and workshop) of their deliberations, for audit and transparency purposes

TIDE

BMT Business Transformation Strategy Canvas

TAIL WIND



NEW TECHNOLOGY



Strategic Environment

Operational Environment

Solutions Environment

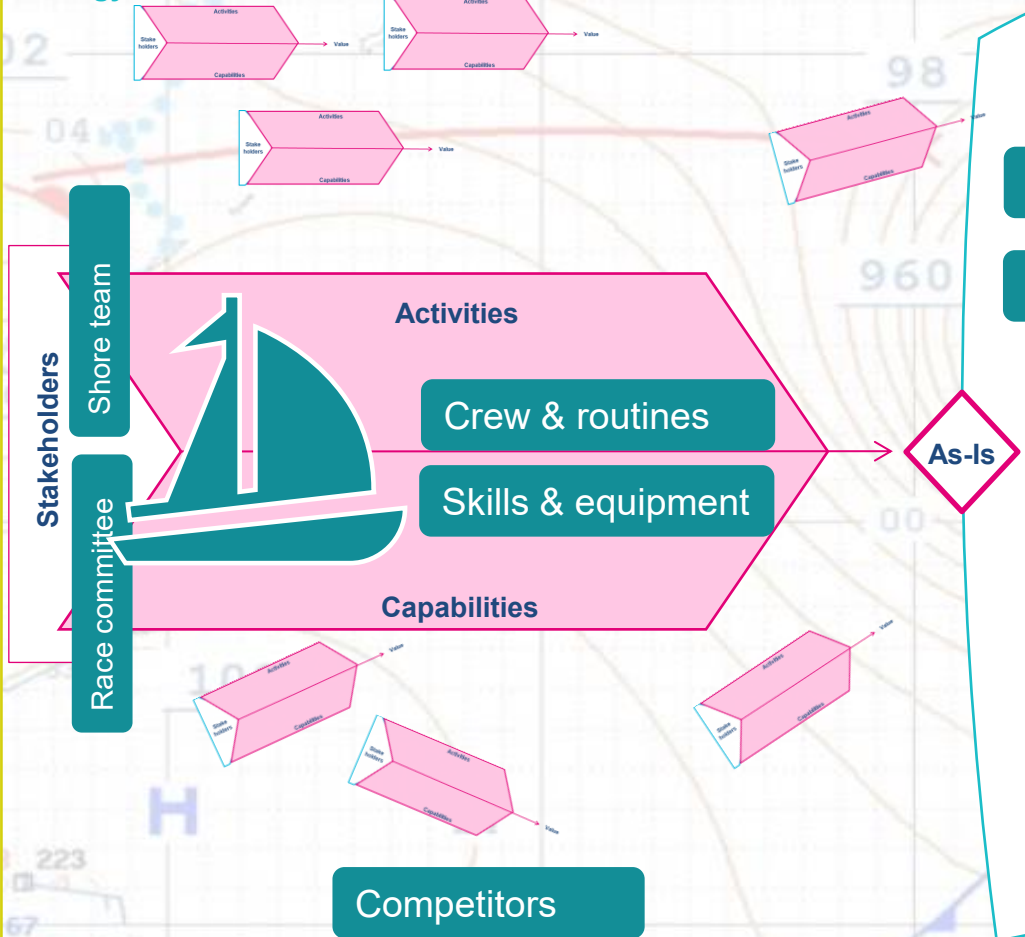
Change Environment

To sail & win races

1. STRATEGIC PURPOSE



BMT Business Transformation Strategy Canvas



Changing wind

3. STRATEGIC PRESSURES

Changing tides

Crew tired

Incorrect sails

New sails are better but more difficult to use

10. EVALUATION

9. PROTOTYPING

Try out rigging new sails onshore

Rehearse new routines before race

11. ROADMAP

To win prizes and Get attention & admiration

2. STRATEGIC GOALS



Upskill the crew

8. INNOVATION

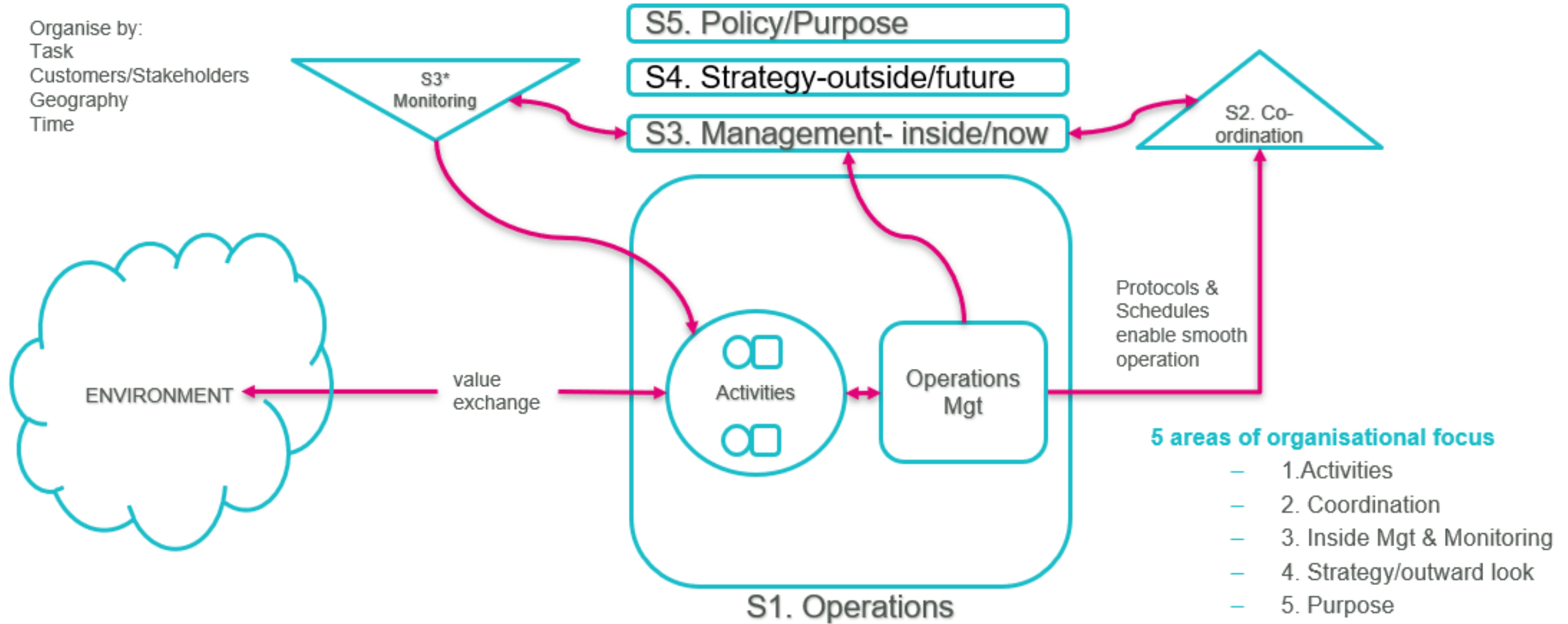
Different sails



- Strategic Environment
- Operational Environment
- Solutions Environment
- Change Environment

VSM- the minimum components of organising

Organise by:
Task
Customers/Stakeholders
Geography
Time



In-model VSM implementation

Business model

S5/S4 Policy/Purpose

Operating model

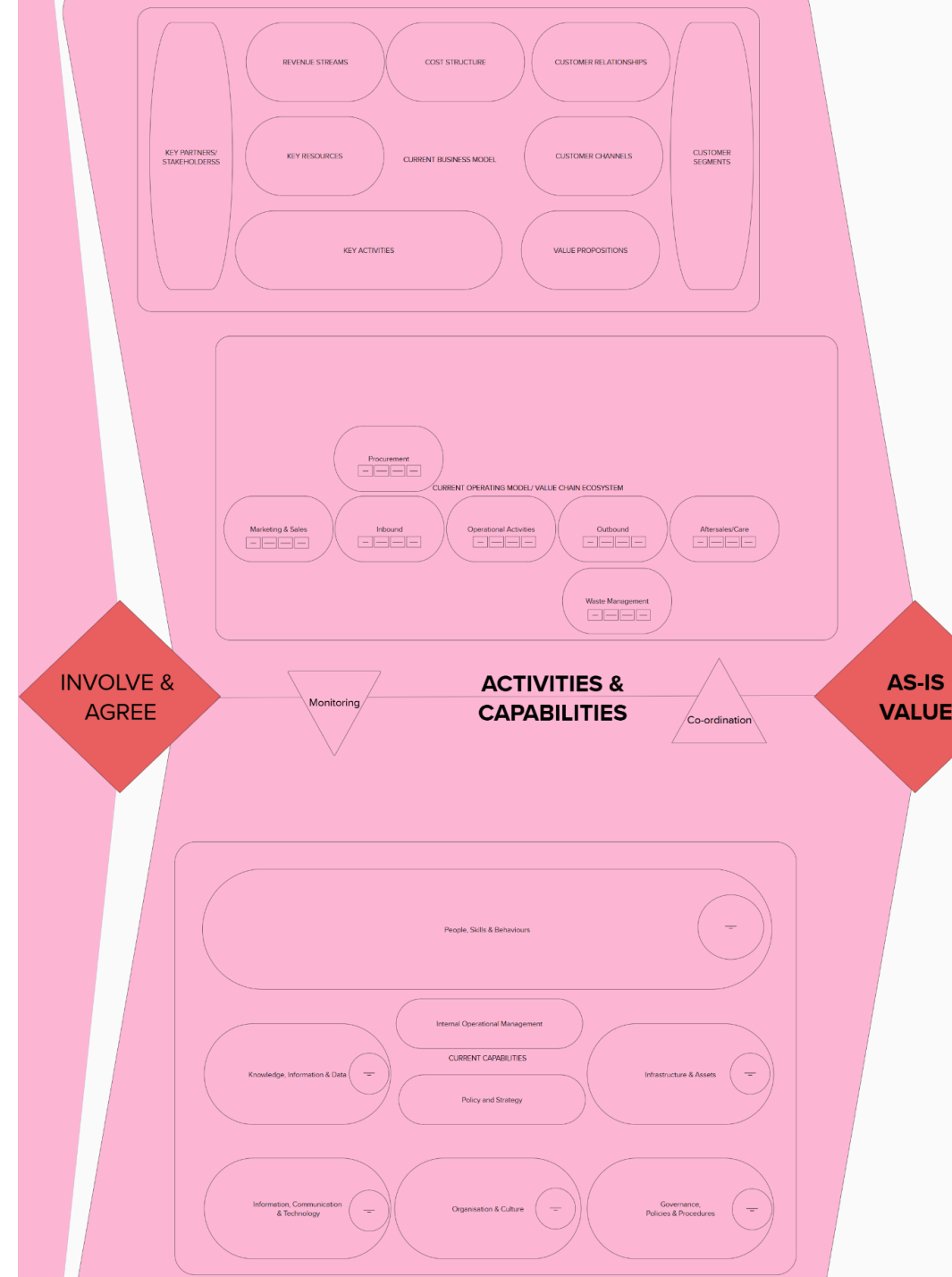
S1 Operations

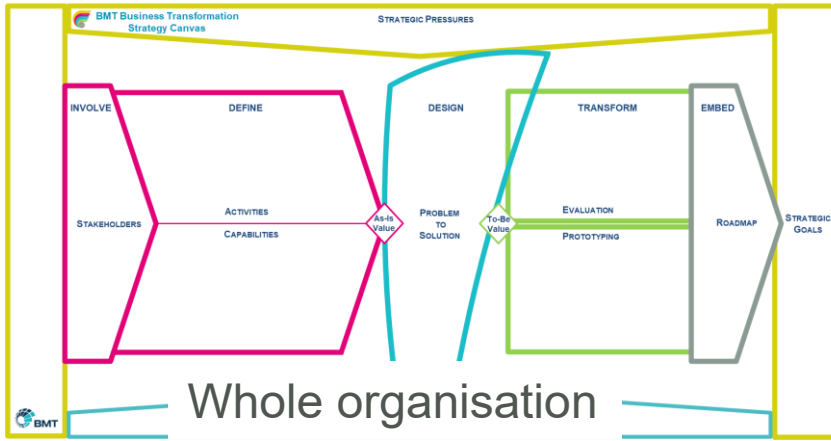
S3* Monitoring

S2 Coordination

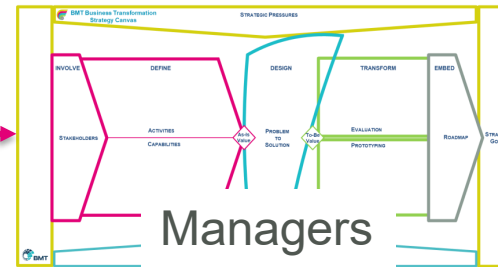
Capability model

S3 Management

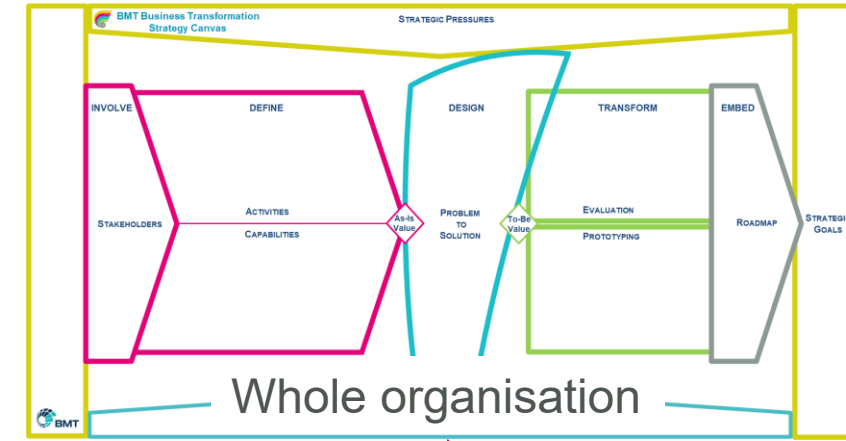




Structural or Functional recursivity



Different
Departments



The canvas provides a **consistent and repeatable** template for considering the whole organisation at the strategy level, down to an individual operating unit, and be built back up to the strategic level again, the outcomes at the micro scale adding together to the strategic outcomes.

What next?

- Are the Strategic Pressures/Activities/Innovation/Transform/Embed environments meaningful?
- How would you express them?
- Would you agree that it's a recursive model?
- What would enhance or improve this approach?



THANK YOU!