

## PROJECT

### Organisation design for an island government

## PRACTITIONER

Benjamin Taylor, RedQuadrant

## APPROX. DATE

Various interventions, 2016–2020

## SITUATION AND CONTEXT

Guernsey's government sought to its internal structures and governance, taking an approach that was more joined-up and more focused on a 'commissioning' approach

Political and service leaders wanted a coherent, effective centre—but didn't want to impose a standard corporate model.

## SYSTEM OF INTEREST

The internal governance, coordination, and delivery mechanisms of Guernsey's public service.

## APPROACH TAKEN

We used the Viable System Model (VSM) alongside principles of organisation design and systemic inquiry to diagnose the existing structure and co-create a new model.

## MODELS AND INSIGHTS DEVELOPED

- VSM revealed weak coordination functions and overloaded operational units
- Strategic and operational domains were confused or blurred
- The new design clarified systemic roles and improved viability

## KEY INTERVENTIONS UNDERTAKEN

- Ran diagnostic sessions using VSM
- Facilitated co-design with civil servants and politicians
- Ran Organic Systems Framework 'Encounters With The Other' experiential training to support effective merging of cultures
- Mapped systemic functions and identified required roles and interfaces

## RESULTS

- A new operating model for central government agreed
- Clarified accountabilities and reduced duplication
- Leaders gained a systemic way of thinking about governance

## AFTERTHOUGHTS

VSM gave people a non-threatening way to talk about what wasn't working.

## CONCLUSION

A systemic organisation design helped Guernsey build a centre that works—for its unique context.