

The Art of the Small Solution

Mastering Dynamics and Complexity – Mastering Dynaxity

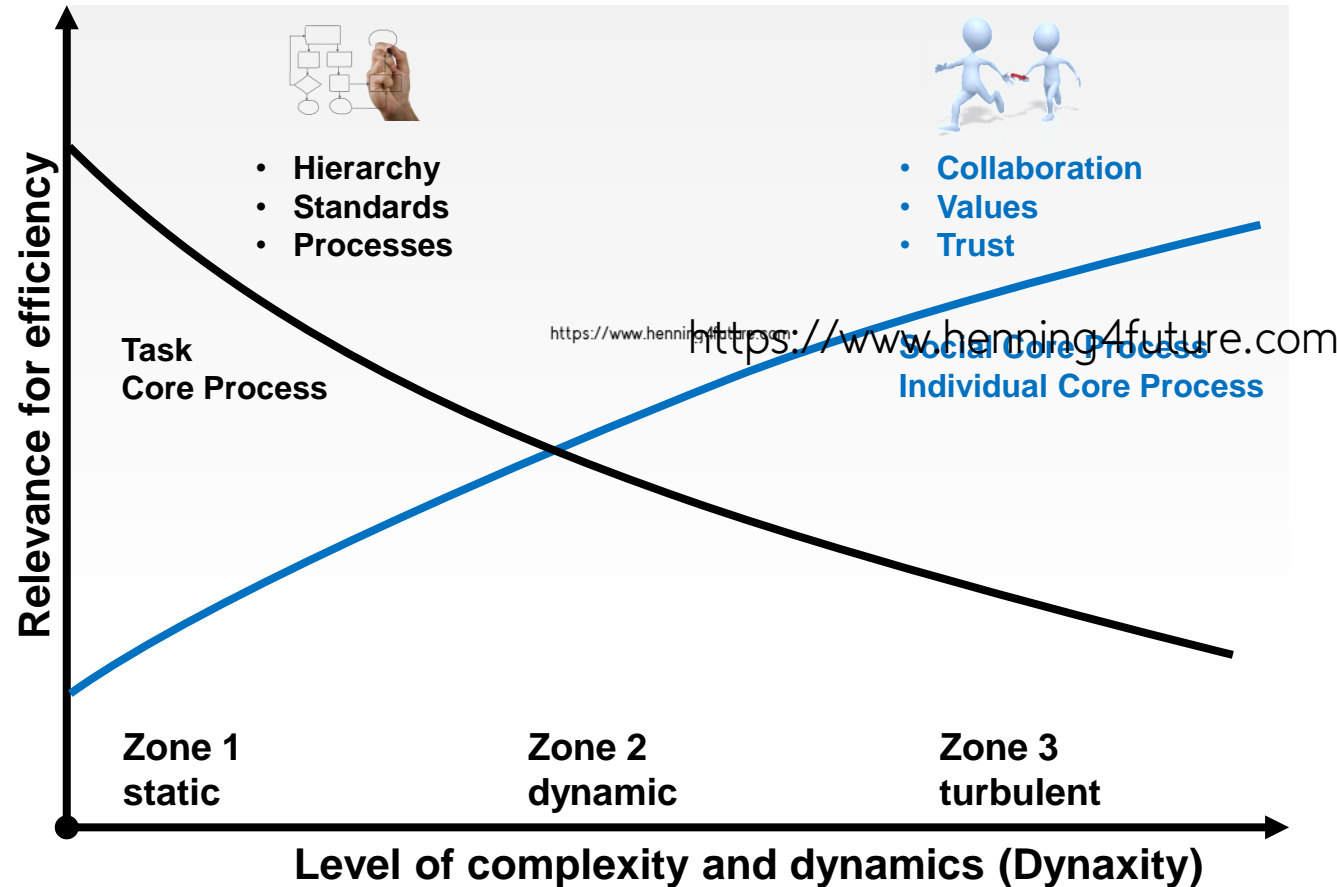
Seven Proposals

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We support our customers to maintain successfully in high complexity and dynamics



Collaboration issues are our key to solutions:

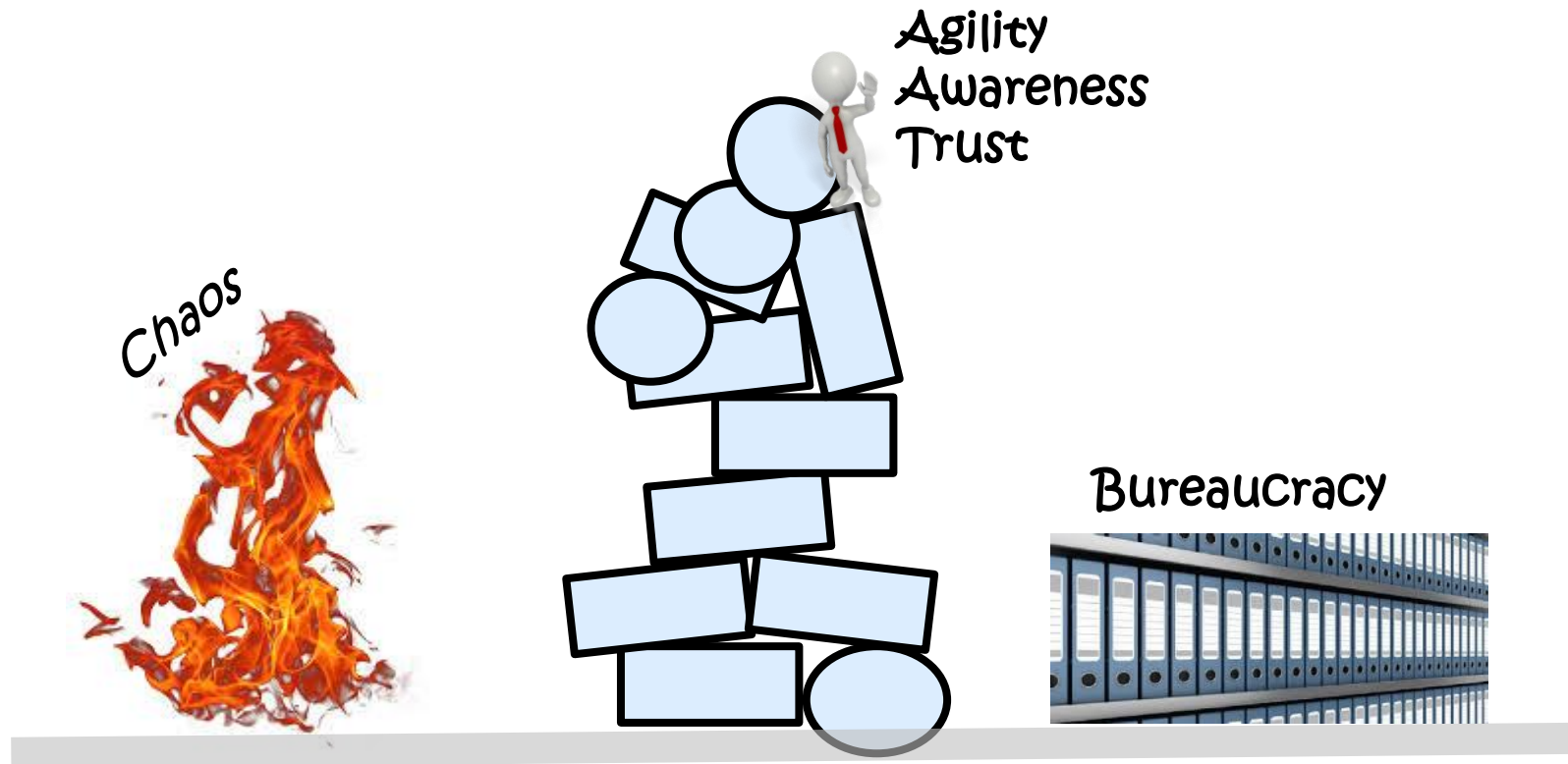
- We master the Complexity and Dynamics!
- Our solutions balance all 3 core processes (TCP, ICP, SCP)

Increased relevance of SCP and ICP:

- Focusing people and processes towards the Reason for Existing (RfE).
- We find guiding principles to handle uncertainties
- We create small solutions with high effect on the RfE

In other words: How to keep balanced?

For a turbulent Situation
three Competences are needed:



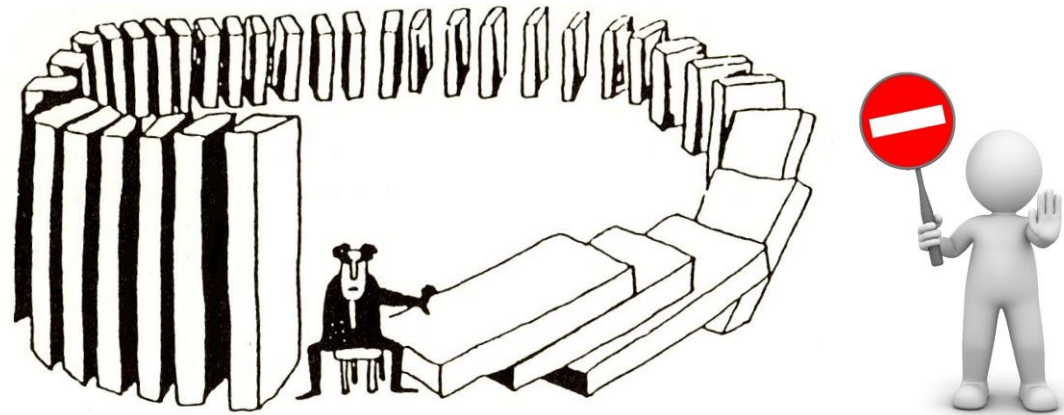
Why “art of the small solution”?

- The art of the small solution encourages people to master the complexity and dynamics that they are confronted with.
- It provides orientation in growing “Dynaxity“ – the combination of dynamics and complexity
- It helps to find the small change which is the most effective solution.
- It helps coping with the growing Dynaxity, especially if it is inevitable.
- In this context, the following rule holds: Perception before solution!
- There are seven propositions in this regard.



1. The small solution is not a easy solution.

- Error no. 1: The „we only have to...” solution. This usually does not work in complex situations.
- It is only possible to find the small solution if one admits to, perceives, perseveres and understands the complexity and dynamics of a situation in its whole diversity without immediately intending to react.
- The art of the small solution requires the ability to choose from the diversity of possible solutions the one which is the most effective while having the least unwanted side effects.

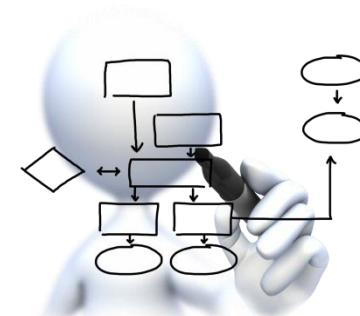


2. To admit to, perceive, persevere and understand the complexity and dynamics is always the first necessary step.

- Error no. 2: I reduce the object of investigation up to the point where it does not appear complex any more. This way I will not find a small solution.
- It is rather about:
 - Admitting to the abundance of the complexity and dynamics.
 - Creating awareness of the situation over and over no matter how dreadful it is.
- Perceiving not only the subject matter, but also
 - the management processes,
 - the surrounding financial conditions
 - the emotional sensitivities and
 - the "underworld"
- Persevering the abundance of the levels and "impossibilities" without immediately evaluating them, because:
 - "Each organization is perfectly designed to get the results it gets." (D.P. Hanna)

3. By means of observation the observed complex system starts to change it's behaviour.

- Error no. 3: A complex system can be observed while it is at rest.
- Each complex system already changes by being observed. It is important to perceive this.
- Particularly, it is relevant to be attentive as to whether the small solution comes about virtually by itself.
- An example:
 - In a hospital, the meals are cold when the patient receives them.
 - In order to observe lead times we attached labels to the food trays:
 - "This meal left production at xx.xx . It remains warm for 45 minutes."
 - Result: The problem was solved.

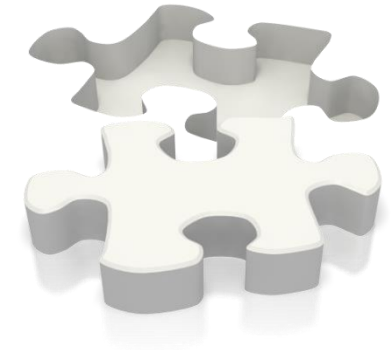


4. What is the *art* of the small solution?

- Error no. 4: It is best to look for the solution immediately.
- The art of the small solution consists of three parts:
 - A thorough diagnosis of the system which finds the "true" state of the system without intervening with "hasty reactions" occasionally.
 - A Redesign–Process, throughout which the abundance of possible small solutions is detected and accepted.
 - Subsequently choosing those small solutions which
 - create the biggest effect towards the desired purpose and
 - expect the least effort.
 - avoids undesired side effects.

5. Everything working towards the desired purpose are core processes. These are to be optimized.

- Error no. 5: I concentrate on one thing and everything falls into place.
- It is important to develop a love for detail without getting lost in details.
 - Understanding and designing the interactions between the details and their effect on the whole system.
 - This is called Task Core Process
- Understanding oneself in the proprietary role
 - and the contribution to the desired purpose of the given organization.
 - This is called Individual Core Process.
- Forming high performance teams which know what is important
 - and do not pit against each other but makes use of each other capabilities.
 - This is called Social Core Process.



6. The HOT Approach is useful here:

First Human, then Organization, then Technology.

- Error no. 6: I start with the (new) technology. Everything else will work out automatically.

- However, the HOT Approach comprises:
 - Looking at the needs and competencies of the relevant people first
 - and at their developmental potential.
 - Then analyzing the organizational framework,
 - which enable the people involved to work towards the goals of the company/the administration/the organization in the best way.
 - And only after that developing the best suited technologies, e.g.
 - Infrastructures
 - Work environments
 - Machines
 - Robots
 - etc.



7. A manager of complex systems needs: Intelligence, sensitivity and "laziness"

➤ Error no. 7: The more complex it becomes the more intelligent I have to be.

➤ Yes, I do need intelligence:

- I need to understand the things I have to manage, e.g.
 - How to bake bread in a bakery.
 - How to produce a tire.
 - How and where a jeans is created.

➤ But I also need to be sensitive,

- i.e. being capable of perceiving the emotional streams within my organization and
- understand them in their emotional sensitivities.

➤ And I need to be able to be "lazy" in a positive sense.

- Other words for "positive laziness" are: leisure, timeouts, phases of reflection, religious exercises, silence, etc.
- This means
 - Relaxed perception
 - Capability of reflection and
 - Being anchored in one's own sense of life
 - relaxed, resting in oneself, finding oneself, praying.



Seven proposals for “the art of the small solution”

1. The small solution is not easy.
2. To admit to, perceive, persevere and understand the complexity and dynamics is always the first necessary step.
3. By means of observation the observed system starts to change it's behaviour.
4. The art of the small solution is to find the solution with the least effort and the biggest effect towards the desired purpose and furthermore avoids undesired side effects.
5. Everything working towards the desired purpose are core processes. Optimizing these means:
 - Developing a love for detail without getting lost in details. Understanding and designing the interactions between the details and their effect on the whole system.
 - Understanding oneself in one's proprietary role and the contribution to the desired end.
 - Forming high performance teams which know what is important and do not pit against each other but make use of each other.
6. The HOT Approach is useful here: First Human, then Organization, then Technology.
7. From the manager of complex systems this requires: Intelligence, sensitivity and “laziness”; the latter in the sense of relaxed perception, capability to reflect and being anchored in one's own sense of life –relaxed, resting in oneself, finding oneself, praying.

Nine success factors for mastering complexity and dynamics (Dynaxity)

1	Creating awareness of the situation over and over no matter how dreadful it is. This is the necessary precondition for success.
2	Vision: Developing the meaning, reason for existing and goals together .
3	Building a network of people who bridge different players, points of view, and interests.
4	Getting rid of all dead weight.
5	Delivering the necessary (good) quality – not very good or excellent.
6	Strict and consequent project– and process management: Building a core team which knows its subject and concentrates on success 100%.
7	(Re–)Building trust and confidence (again and again).
8	Work, work, and work: In complex processes, there is no success without effort and teams of "heroes".
9	Celebrating successes is a must such that the motivation to let in on it over and over is maintained.

Source: Kutscha & Henning: Mission impossible - Erfolgsfaktoren im Projekt Toll Collect
In: Unternehmenskybernetik 2020, Berlin 2009, pages 67 ff.

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