

# People and organizations - a coupled problem

People and organizations



Prelude

Definition and Distinctions

Whole group participation

Wrap-up

# People and organizations

Who?

Why?

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What is the question?  
Adoption. Transformation.

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All truths are partial

Intent: To point to an important part  
of the bigger picture

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All truths are partial

The realm of reductionism might not  
help so much

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## Coupled Problem?

– multi-dependent, emerging,  
unpredictable, not possible to  
reduce to smaller problem

People and organizations

# Holon

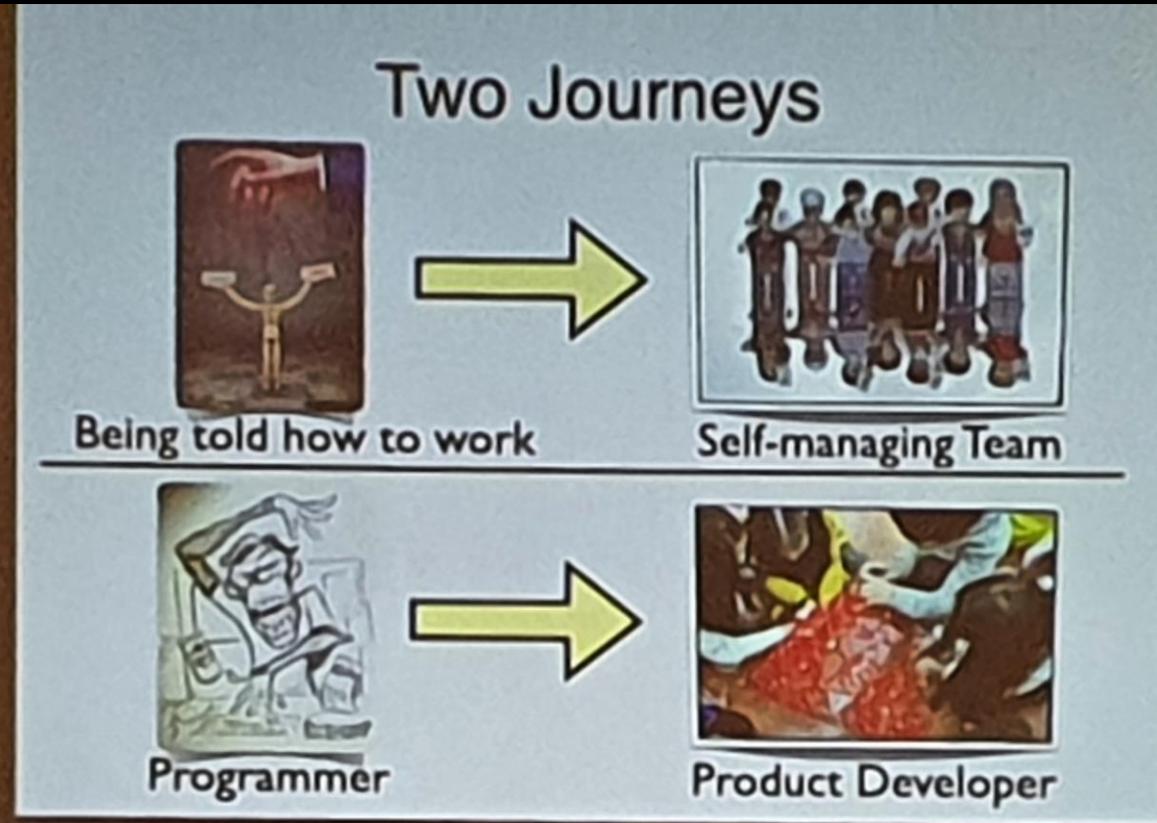
*“A holon is something that is simultaneously a whole in and of itself, as well as a part of a larger whole”*

# People and organizations

2020: All organizations are rational – until  
you put people in

2021: Technical? Practices? Scrum?

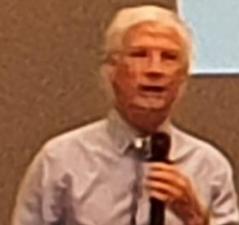
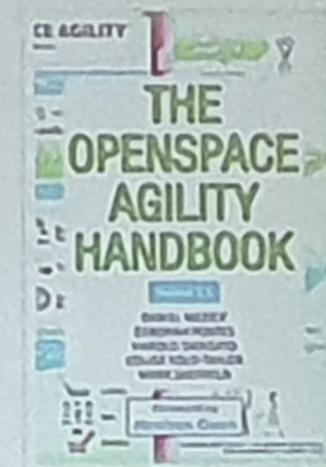
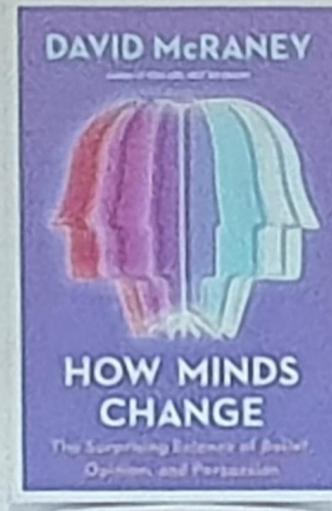
# People and organizations



# People and organizations

own vs rent: others

change  
research  
before & after  
2016  
re-affirms its  
KEY  
importance



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Consider:  
Your Brain is a prediction engine

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*“We don’t just passively receive the world  
– we actively generate it”*

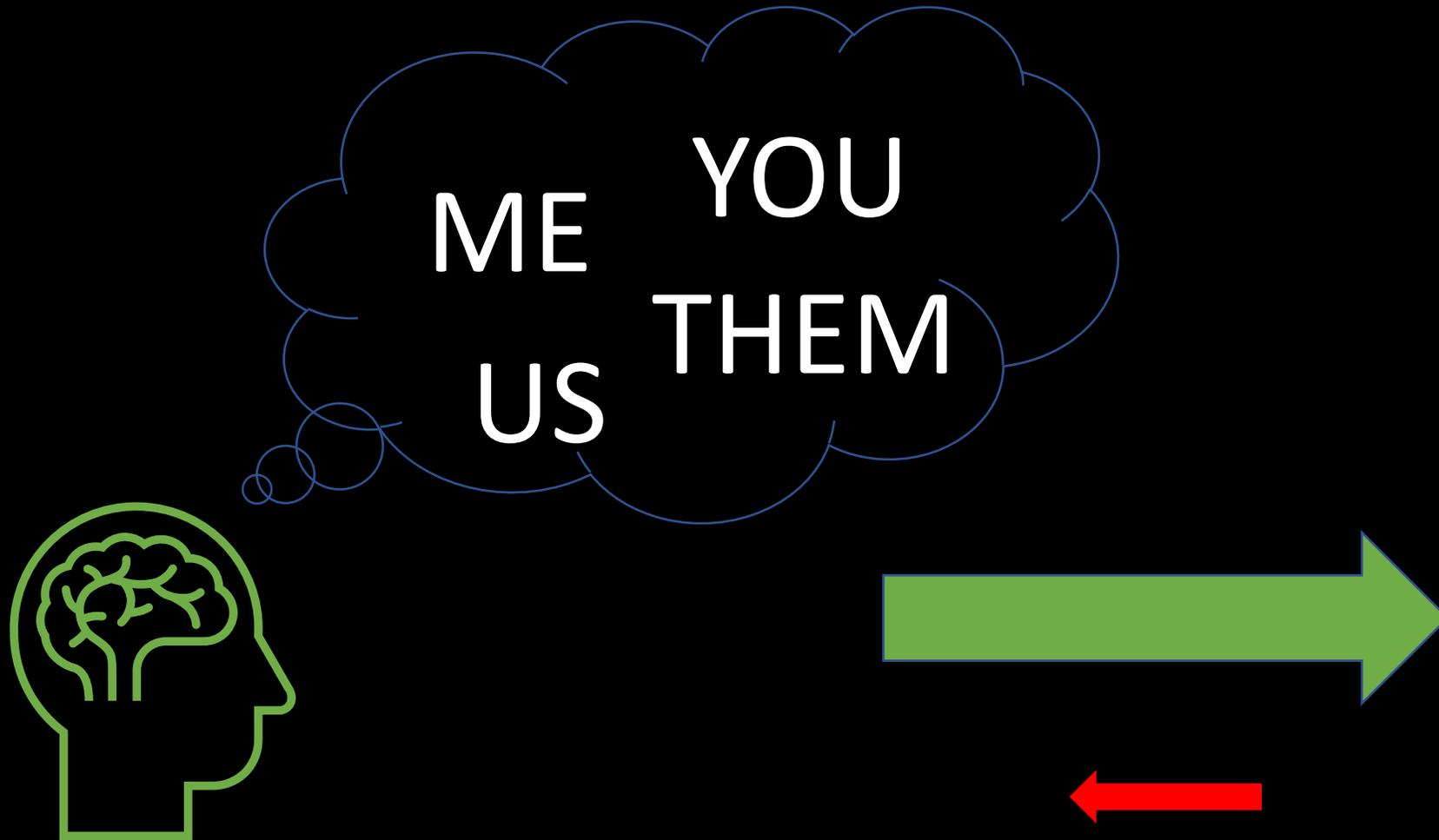
Anil Seth, Your brain hallucinates your conscious reality



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Your Brain has automated  
perception, sense-making and  
actions

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What?

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Your Brain has in other words  
formed a lot of subconscious habits

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The automation includes things like:

- Relations
- Attention filters (Analytical? Emotional?)
- Self-image, Self-appreciation
- Sense-making
- Emotions
- When to go into fight flight

....

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The automation includes things like:

- How we do things around here
- How we act towards each other
- Who is who and who is lead

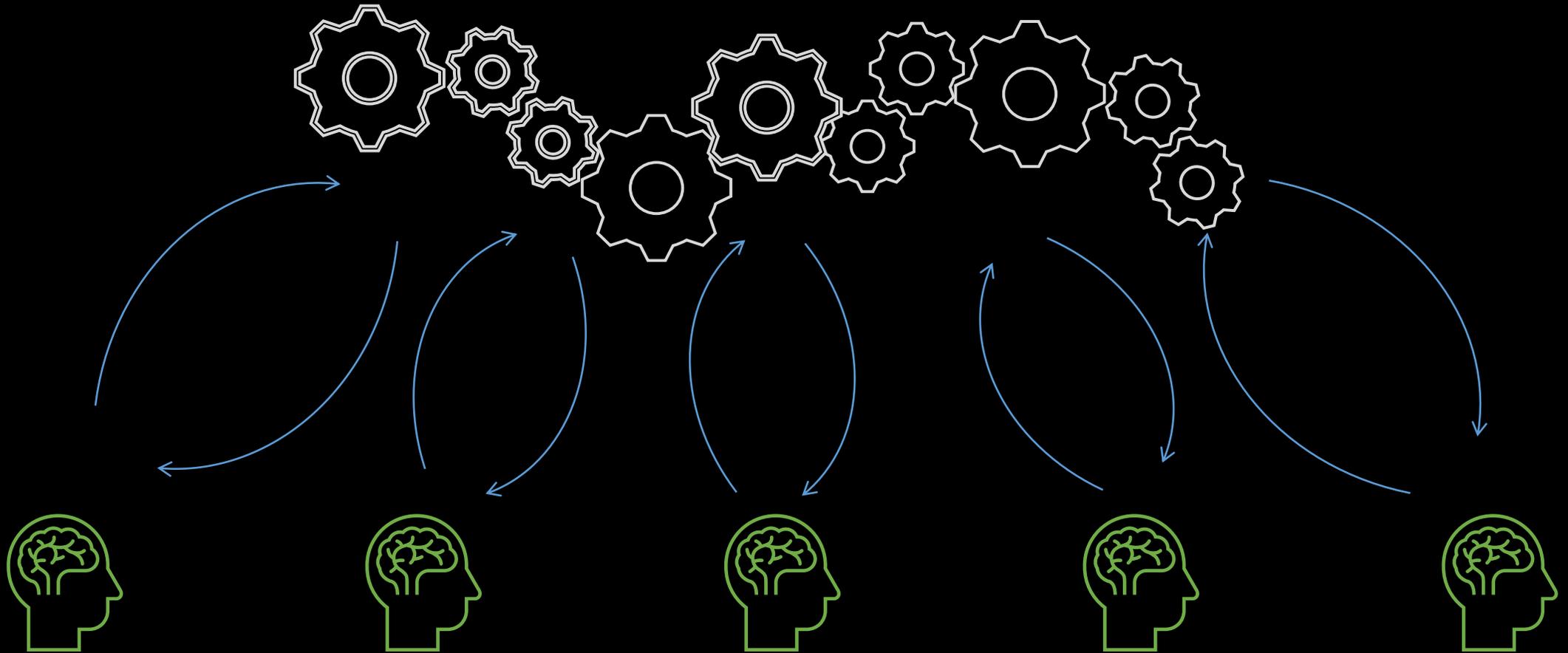
*“Culture”*

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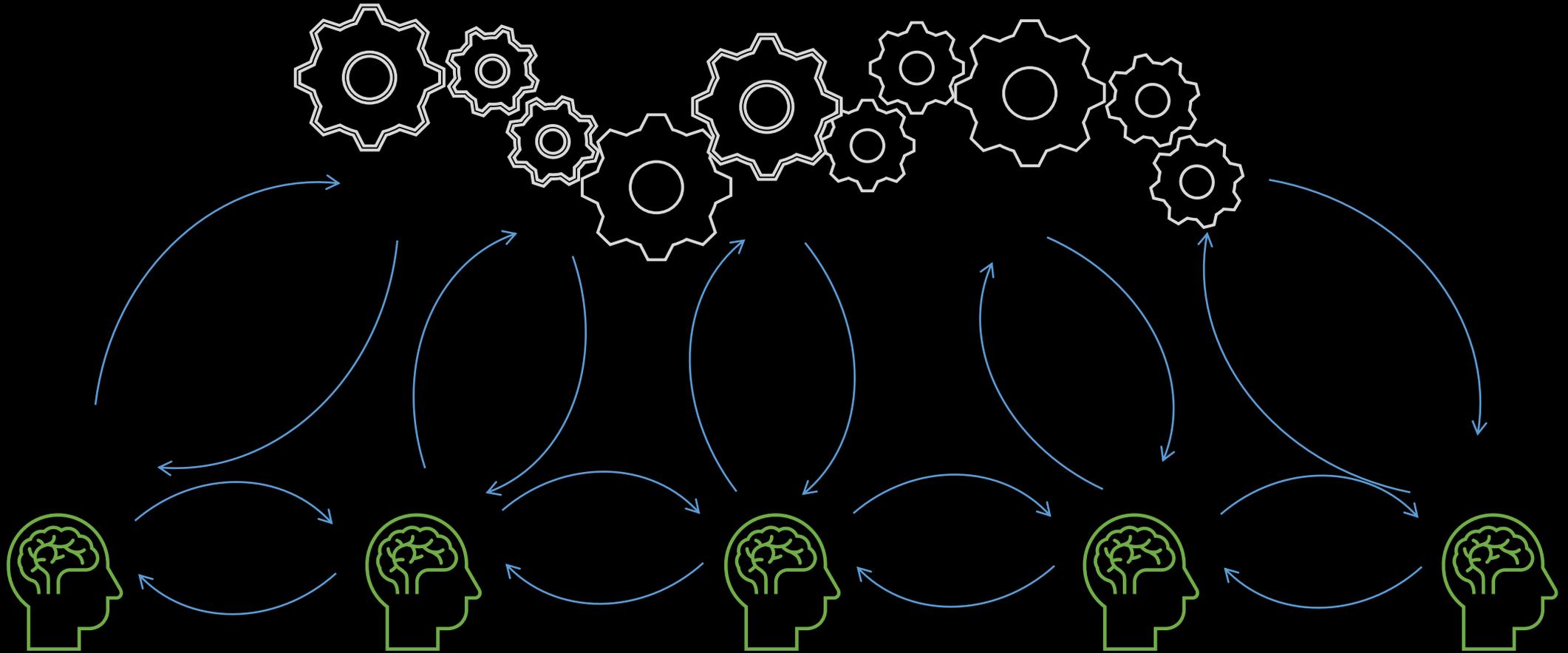
The automation includes things like:

*“Culture”*

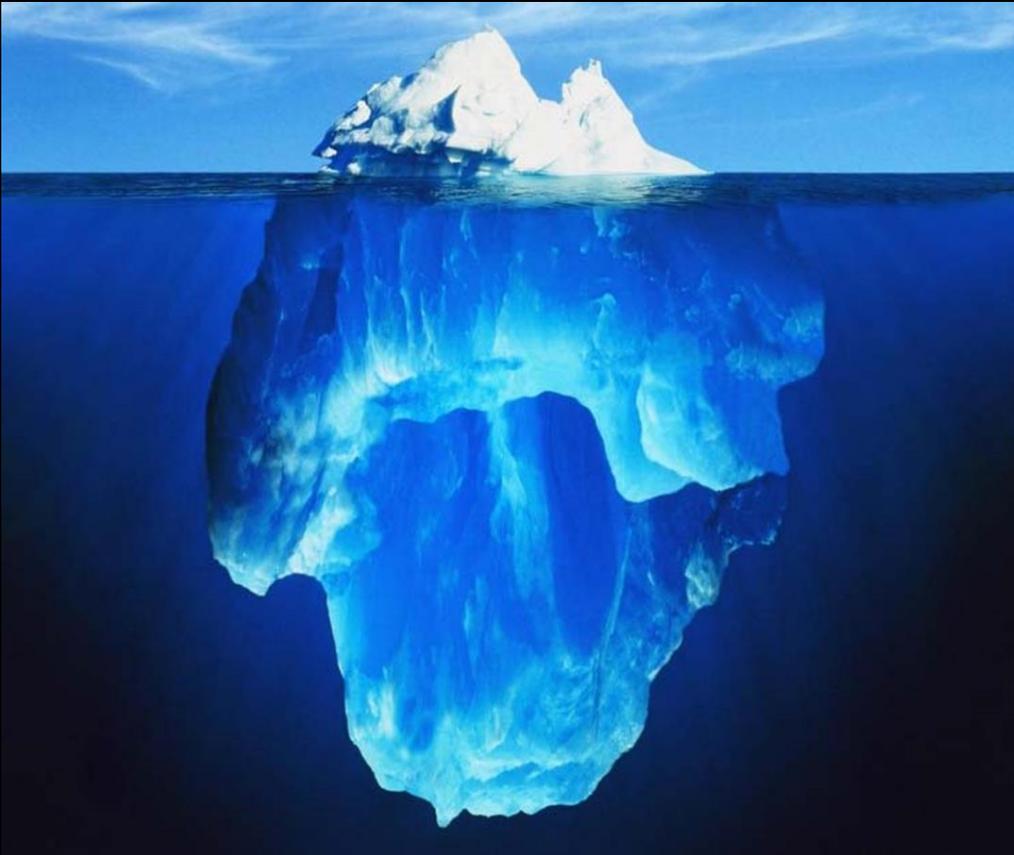
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# People and organizations



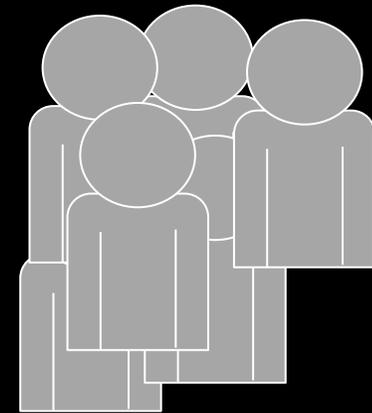
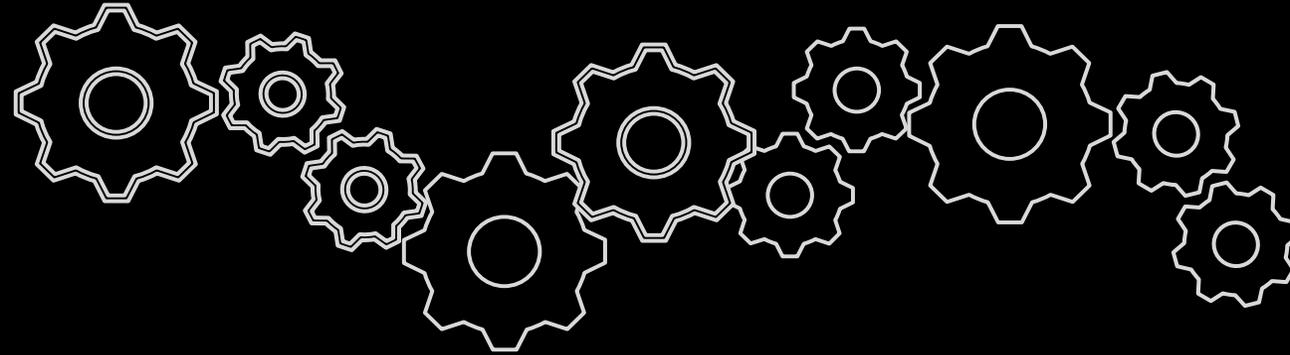
# People and organizations



Subterranean forces:

- Fight/Flight
- Belonging
- Status/Rank
- Us/Them
- ...

# People and organizations



People and organizations  
- an entangled, emerging  
possibility

With use of both the  
analytic and the empathic  
networks of our brains

Thank You!