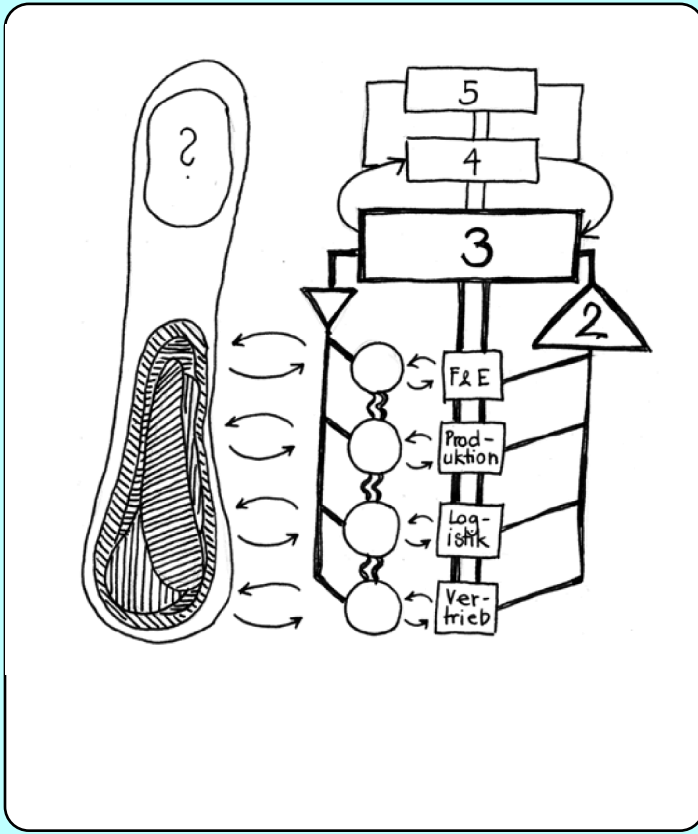
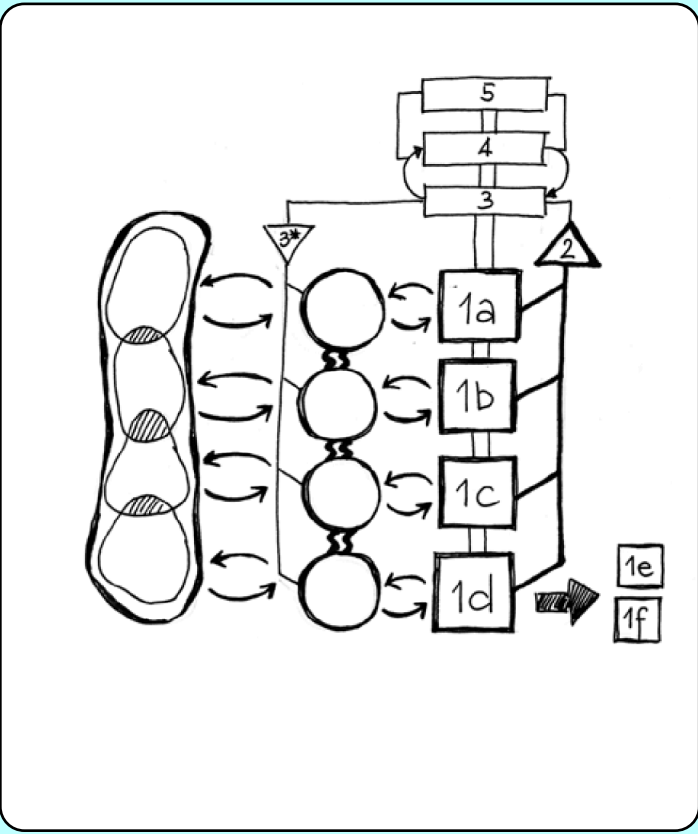


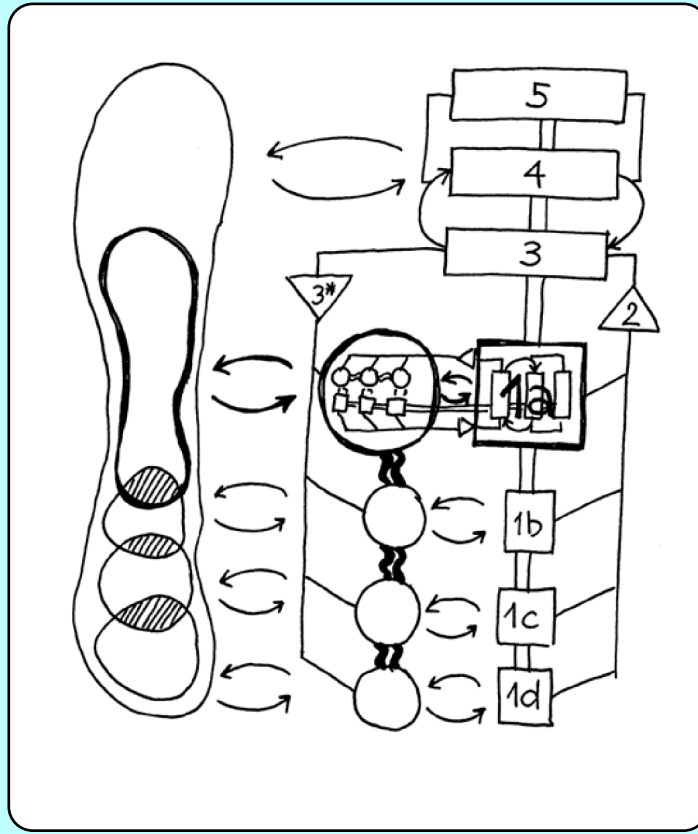
Archetypes



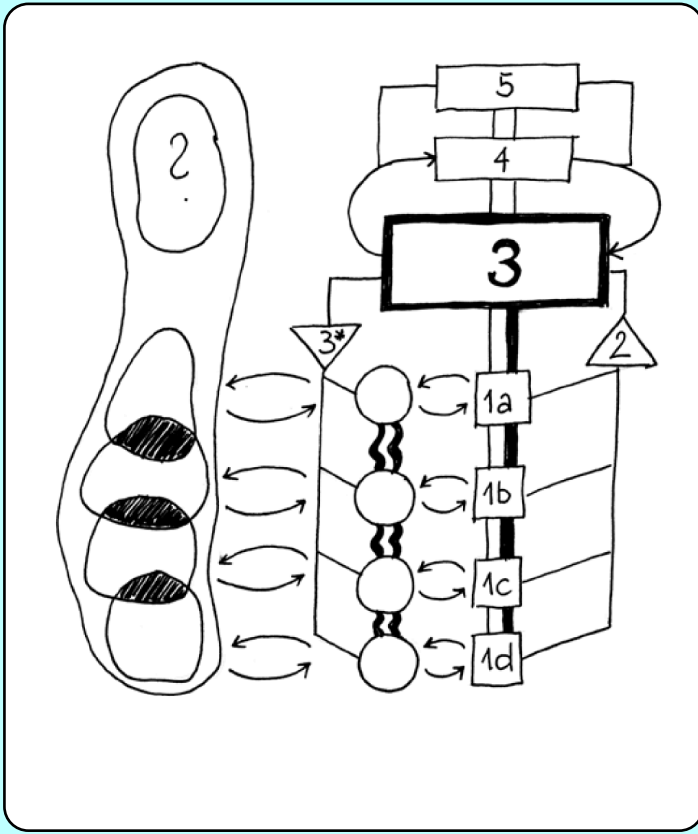
Functional Organization



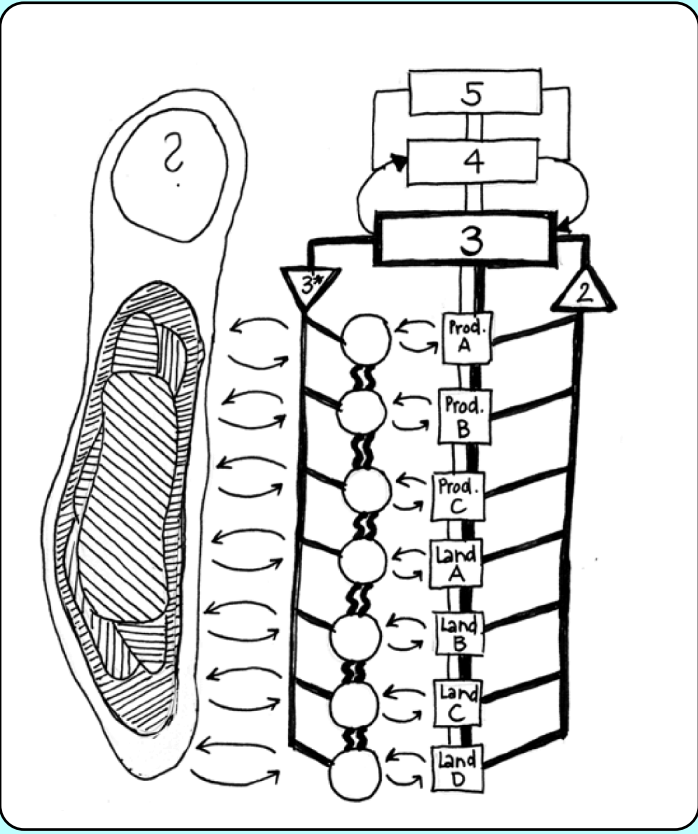
Uncontrolled Growth



Dominant System 1



Bottleneck



Matrix Organization

other sources

B3

Combine Findings

Collect Pain Points revealed by other means

Relate the VSM based findings to known pain points.

B3.1

Collect other (previous) analyses

B3.2

Map pain points to systems

B3.3

Fit for Purpose

B2

Pathologies

Look for Dysfunctions

Find frequently occurring Pathologies and Dysfunctions.

B2.1

Skim through the archetypes

B2.2

Use the structural issues list

B1

Overview

Review the results of the Analysis

Achieve a global understanding of the System from a VSM perspective.

B1.1

Review Findings

B1.2

Missing Parts

B1.3

Inadequate Parts

B1.4

Parts which don't map

B1.5

Review Operating Model

Catalog

Structural Pathologies

- Non-Existence of Vertical Unfolding
- Missing top level
- Absence of intermediate organisational levels
- Entangled Vertical Unfolding.
- Various Interrelated Memberships

Communication Pathologies

- Lack of Information Systems
- Fragmentation of Information Systems
- Lack of Key Communication Channels
- Lack of or Insufficient Algedonic Channels
- Communication Channels are incomplete or of inadequate capacity

Functional Pathologies

System	Pathology
5	Ill-Defined Identity
5	Institutional Schizophrenia
5	System 5 Collapses into System
5	Inadequate Representation to higher levels
4	Headless Chicken
4, 3	Dissociation Between System 4 and System 3
3	Inadequate Management Style
3	Schizophrenic System 3
3	Weak Connection Between System 3 and System 1
3	Bloated System 3
3*	Lack or Insufficient Development of System 3*
2	Disjointed Behaviour Within System 1 units
2	Authoritarian System 2 (Authoritarian Bureaucrats)
1	Egoism, Autopoietic "Beasts"
1	Dominance of System 1. Weak Metasystem
Whole System	Organizational Autopoietic "Beasts"