

# 6. [Re]Design Systems

## Lab Workbook

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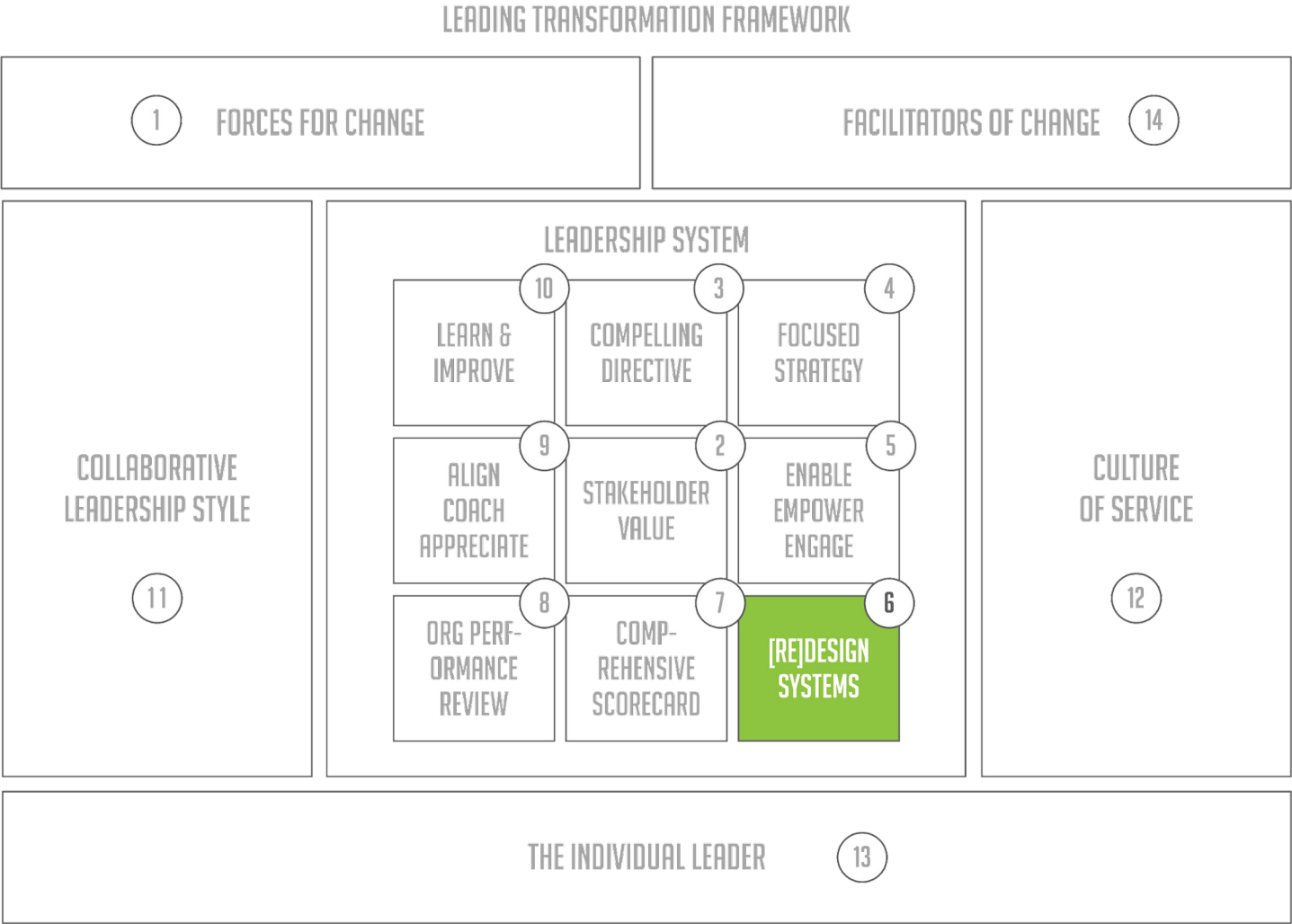
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# Objectives

Understand the concepts, components, and relationships of organizational systems and how they contribute to leadership and organization [re]design for sustainable excellence.

**Enterprise System Framework** - Identify the key systems and processes in each of the seven Enterprise Systems areas.

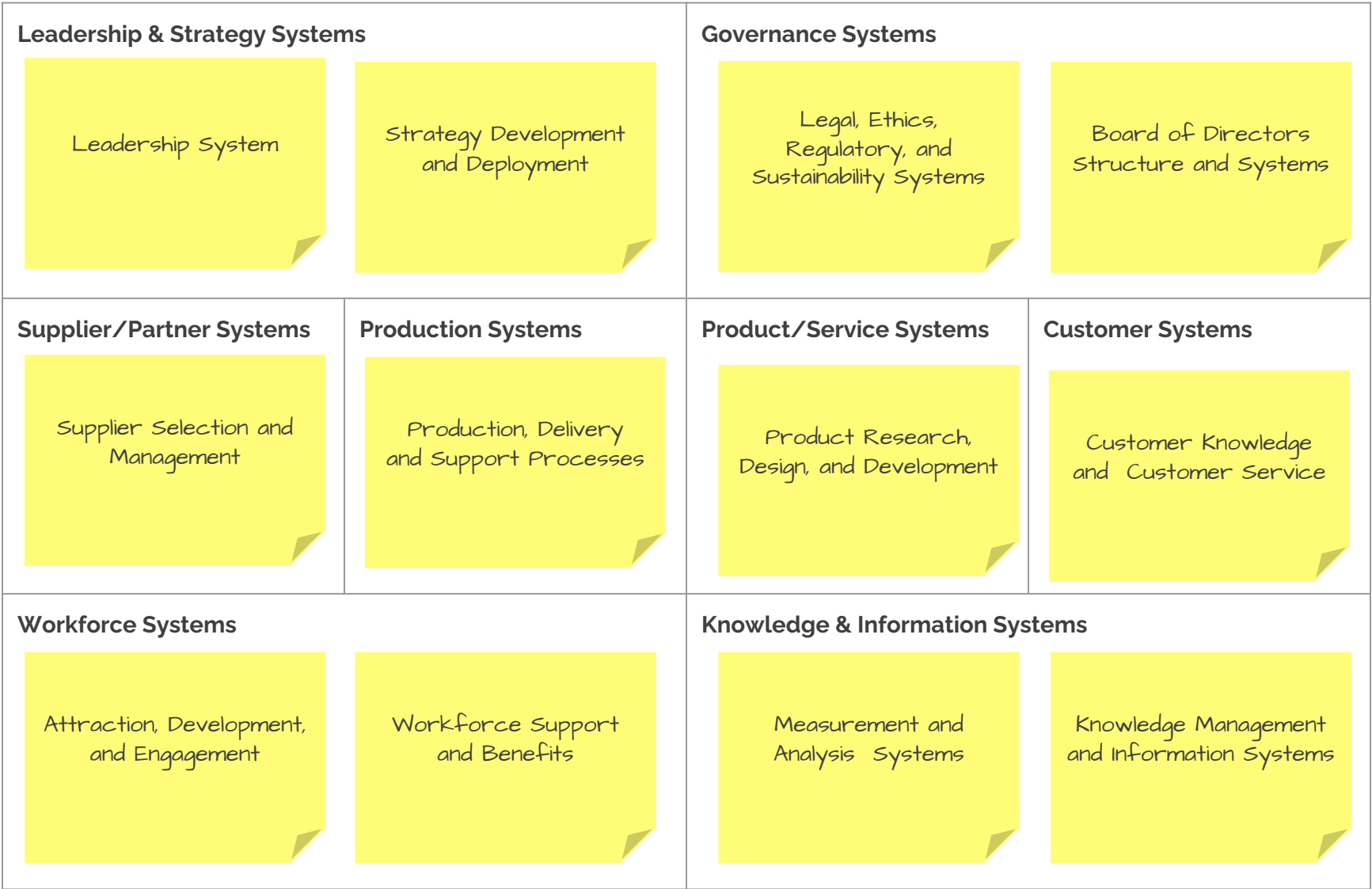
**Enterprise System Diagram** - Identify and diagram the relationships between the various systems and processes.

**System Components** - For one work center or department identify the people, processes, requirements, and measures.

# Enterprise System - Instructions

|                                                                                                                                   |                                                                                                 |                                                                                                                                                                         |                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <b>Leadership &amp; Strategy Systems</b><br><br>6. Identify the leadership, strategy development, and strategy deployment systems |                                                                                                 | <b>Governance Systems</b><br><br>7. Identify the systems that address the natural environment (energy sources, usage, and waste) and social responsibility requirements |                                                                                                      |
| <b>Supplier/Partner Systems</b><br><br>3. Identify the systems that provide inputs to the production system                       | <b>Production Systems</b><br><br>2b. Identify the systems that create the products and services | <b>Product/Service Systems</b><br><br>2a. Identify the systems that design and develop the products and services.                                                       | <b>Customer Systems</b><br><br>1. Identify the systems that directly serve and support the customers |
| <b>Workforce Systems</b><br><br>4. Identify the systems that attract, develop, engage, and support the workforce                  |                                                                                                 | <b>Knowledge &amp; Information Systems</b><br><br>5. Identify the knowledge management and information systems that support all other systems                           |                                                                                                      |

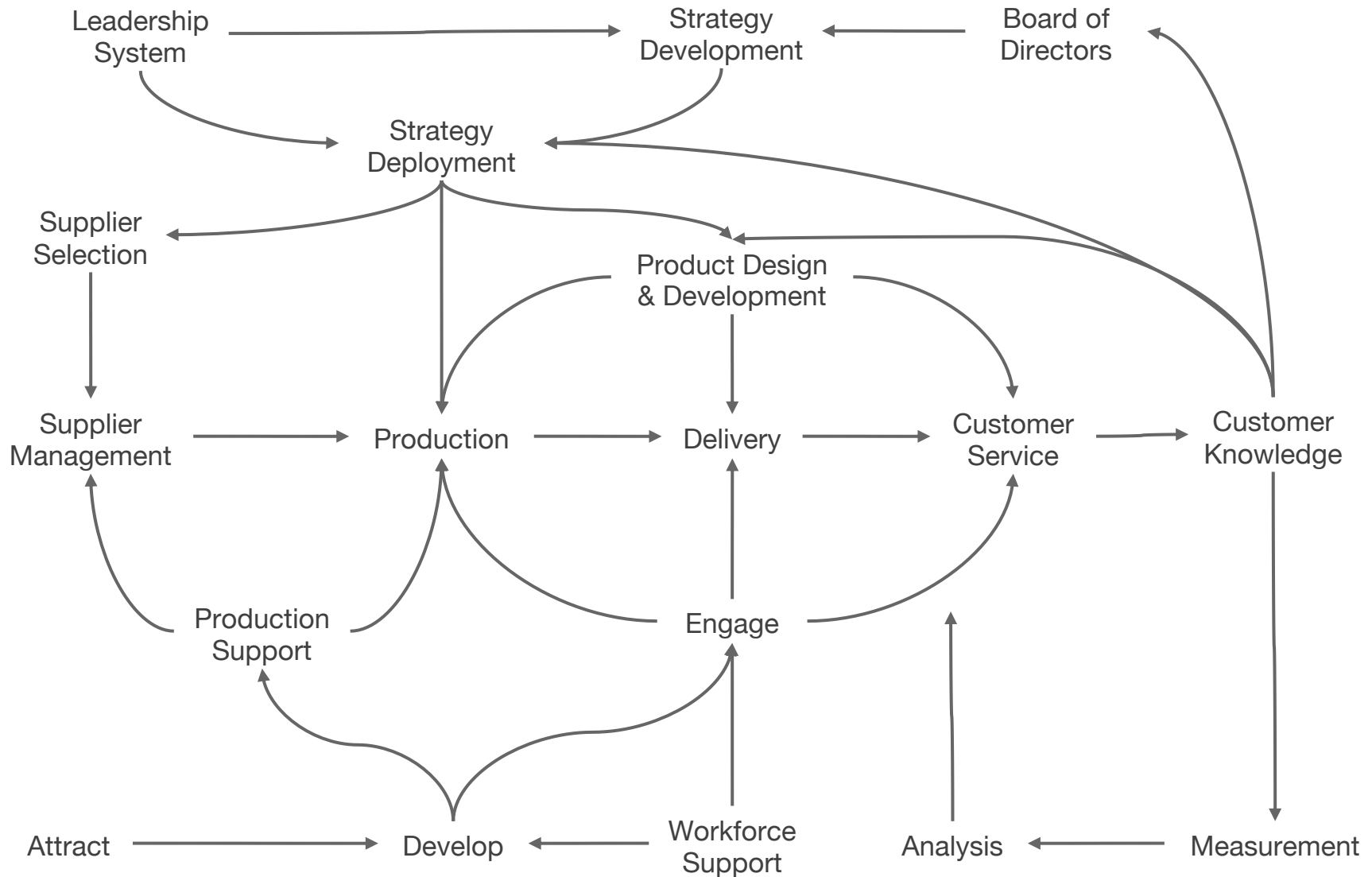
# Enterprise System - Example



# Enterprise System - Worksheet

|                               |                    |                                 |                  |
|-------------------------------|--------------------|---------------------------------|------------------|
| Leadership & Strategy Systems |                    | Governance Systems              |                  |
| Supplier/Partner Systems      | Production Systems | Product/Service Systems         | Customer Systems |
| Workforce Systems             |                    | Knowledge & Information Systems |                  |

## Enterprise System Connections - Example of "Selected" Top-Level Relationships



Enterprise System Connections - Diagram 6-4



# Enterprise System Connections - Worksheet

## System Components - Instructions

|              | Suppliers                                                           | Inputs                                                               | Processes & Activities                                                  | Outputs                                                                 | Customers                                                               |
|--------------|---------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Description  | 13. Identify the suppliers of the inputs to the processes           | 10. Identify external inputs required for the processes              | 7. Identify the process and activities required to produce the products | 4. Identify the products and services for the customers by type/segment | 1. Identify the customers – types or segments of this system or process |
| Requirements | 14. Identify the supplier requirements needed to produce the inputs | 11. Identify the input requirements to meet the process requirements | 8. Identify process requirements to meet the product requirements       | 5. Translate customer requirements into product features and functions  | 2. Identify the requirements for each type of customer or segment       |
| Measures     | 15. Identify the supplier measures that predict the input measures  | 12. Identify the input measures that predict the process measures    | 9. Identify process measures that predict the product measures          | 6. Identify the product measures that predict satisfaction and success  | 3. Identify the measures of customer satisfaction and success           |

## System Components - Example

|              | Suppliers                                                                    | Inputs                                                                         | Processes & Activities                                                   | Outputs                                                          | Customers                                                       |
|--------------|------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------|
| Description  | Fuel Suppliers<br>Aircraft Manf.<br>and Maint.<br>Package Drop<br>off Points | Fuel (Jet +<br>Truck),<br>Airplanes and<br>Maintenance,<br>Customer<br>Service | Pickup, Login,<br>Sort, Load Plane,<br>Fly, Sort, Load<br>Truck, Deliver | Pickup, Overnight<br>Transport and<br>Delivery Small<br>Packages | Customers<br>needing overnight<br>delivery of small<br>packages |
| Requirements | Certified Aviation<br>Fuel Supplier,<br>Safety Track<br>Record.              | Fuel - Meets<br>Specs,<br>On time,<br>Sufficient<br>Quantities,<br>Clean       | Timely,<br>Accurate<br>tracking info,<br>No damage during<br>process     | - On Time<br>- No Damage<br>- Easy to Access<br>Tracking Info    | Reliable Overnight<br>Delivery<br>Packages                      |
| Measures     | Certification<br>Number Accidents                                            | % Meets Specs,<br>On-time Delivery,<br>Right Amount,<br>Contaminants           | % On time each<br>leg,<br>% Damaged each<br>leg,<br>% Lost each leg      | % On Time<br>% Same Day<br>% Damaged<br>% Lost<br>% Web uptime   | Customer<br>Satisfaction<br>Survey, Repeat<br>Biz, Referrals    |

# System Components - Worksheet

|              | Suppliers | Inputs | Processes & Activities | Outputs | Customers |
|--------------|-----------|--------|------------------------|---------|-----------|
| Description  |           |        |                        |         |           |
| Requirements |           |        |                        |         |           |
| Measures     |           |        |                        |         |           |