

Assessment Model for Collaboration and Organizational Intelligence (OrgIQ)

Table Extract



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Collaboration Capability Process Group (CCPS)

CCPS.1 Purpose

Process ID
CCPS.1
Process Name
Managing Purpose
Process Purpose
<p>Give clear direction in form of purpose. The purpose needs to be clear and simple enough that everyone has valid information and direction, to make all decisions serving the purpose.</p> <p>Note: The purpose can be decomposed down to team or personal level. The purpose is to connect all people to work together in one direction.</p> <p>The purpose should give the clear indication why this system exists, without restriction on the how the system operates. This is one of the tasks of the system to find out and permanently adapt. The purpose must also transport and cover the values.</p> <p>Note: For everything that comes after this, we need the values to create (psychological) safety.</p>
Process Outcomes
<ol style="list-style-type: none"> 1) Define and communicate the purpose. 2) Provide purpose on all relevant levels. 3) The purposes are consistent and linked. All conflicts are avoided or removed. 4) All steering and management relies on the existence and application of the purposes. 5) The system has an internal validation that communication focuses on the purpose. 6) The communicated and understood purpose allows the handling of all operative decisions.

Base Practices
<p>CCPS.1.BP.1: Define a common purpose. Define or elicit the initial purpose of your organization or organizational unit. The purpose is part of the creation process of a system/an organizational unit. Therefore, the purpose is given through the creator and is the only thing, which is not up for discussion. But may change and adapt over time. It defines clearly the boundaries of the system. And therefore also who is in or out.</p> <p>The purpose need to address the logical (neocortex) as well as the emotional (Limbi) part of the brain. We address this way the reasoning, as well as the decision-making.</p> <p>Note: Decision-making is mainly done by Limbi (the limbic system) and then propagated to the neocortex, where we construct a reasoning.</p> <p>Note: The purpose needs to address also the sense of meaning. It should be the meaning of the organization/organizational unit.</p> <p>Note: There is no information sovereignty. Information is not linked to power.</p>

CCPS.1.BP.2: Refine and decompose the initial purpose. Decompose the initial purpose down to needed levels.

CCPS.1.BP.3: Communicate the purpose. Communicate the purpose with honesty and clarity on all levels and in all ways. Word and action must match. And communicate for understanding and acceptance, not for hearing.

“Said is not heard, heard is not understood, understood is not agreed, agreed is not applied, applied is far from being complied with.” attributed to Konrad Lorenz

CCPS.1.BP.4: Evaluate and train understanding of the purpose. The effect of the communication needs to be understood from every person inside the organization. Monitor and train this constantly.

Learn from deviations. Most of the times it's because of different streams of communication. Verbally versus actions (reporting, goals, non-verbal clues).

CCPS.1.BP.5: Check and maintain the direction of the initial purpose. Evaluate and adapt your purpose when your environment changes. Check the outside of your system, but also relevant elements inside your system; especially growth and culture (generations).

CCPS.1.BP.6: Align all purposes. Check regularly that all purposes align.

CCPS.1.BP.7: Provide all tools to manage and steer according to purpose. Provide the organization the means to build and constantly improve the hows and whats to fulfill the purpose. Provide means and a structure that the sub-systems can connect and find ways to constantly improve their performance for their common scope.

Note: It is advisable to start small. First the team must understand their purpose and start to work together. It is always based on relationships.

Once these practices have been internalized, it's time to increase the scope. Always following the relationship network throughout the organization. If people trust each other, they want to see the other prosper.

CCPS.1.BP.8: Install checks to validate communication. It is important to focus the communication on building the shared vision, beliefs, and goals. We are so used to tell people what and how they should do it that we even don't notice. Therefore, install mechanisms that give unfiltered direct feedback how often and in which way communication deviates from the „only purpose“ approach.

CCPS.1.BP.9: Operative decisions are made solely based on the communicated and understood purpose. Operational control through management is not necessary and is not performed. We don't need and find signatures and approvals, additional to the purpose.

Note: The logic behind this is simple. If we find operative control through management, we just have a late compensation for giving early direction. It is a sign that management itself is lost, because they can't communicate the direction upfront, but try to intuitively fix this gap by control. In practice that is very costly and doesn't work most of the time.

Lacking the direction, even management is not aligned and we find many conflicting or permanently altering decisions.

CCPS.2 Trust

Process ID
CCPS.2
Process Name
Building Trust
Process Purpose
Create an environment that trust is build and constantly growth. With high levels of trust we create a safe space, where we can collaborate in a way that handles the complexity.
Process Outcomes
<ol style="list-style-type: none"> 1) Understand and practice respect, authenticity, and forgiveness. 2) We understand how to support each other. We know what's best for the system, and we act this way. 3) We connect open as human beings. This includes also our personal life's. 4) We ask for help and offer help. 5) We have a fast and direct communication, especially with difficult (personal and emotional) topics. 6) We practice a mindset of gratitude for each other and what we achieve.

Base Practices
<p>CCPS.2.BP.1: Get a baseline on understanding and practice of the relevant Deep Soft Skills. Understand the demand and act accordingly. The differences between people and teams can be huge, therefore start with the need.</p>
<p>CCPS.2.BP.2: Get a mutual understanding of trust, respect, authenticity, and forgiveness. Before we can practice and grow the DSS, we need to have a common understanding and language. Because the DSS belong more to the lim-bic system, we need more pictures than words.</p> <ul style="list-style-type: none"> ▶ Foster Genuine Connections: Encourage small group interactions and team-building activities that go beyond superficial levels. Create consistent opportunities for employees to get to know each other personally and professionally. ▶ Promote Open Communication: Cultivate a culture of open and honest communication where employees feel safe to express their thoughts, concerns, and ideas without fear of retribution. Regular feedback loops and transparent decision-making processes are essential. ▶ Supportive Clockwork: The Clockwork should model the behavior they wish to see. ▶ Training and Development: Invest in training and coaching for the DSS. ▶ Encourage Collaboration Over Competition: Shift the focus from individual competition to collaborative success. Recognize and reward team achievements and collective problem-solving efforts. ▶ Foster Inclusivity: Promote diversity and inclusivity within the organization. Ensure that all employees feel valued and respected regardless of their background. This includes addressing unconscious biases and creating policies that support equality. ▶ Stability and Predictability: Provide a stable and predictable environment where employees know what to expect. This includes clear roles, responsibilities, and expectations. Stability reduces anxiety and helps build a sense of security..

CCPS.2.BP.3: Get a mutual understanding of openness. Openness is one of the most difficult values or DSS'. We find the claim for openness often in organizations and this is the reason why we dedicate a single base practice to it.

Openness is more the honesty and transparency. They can be a good start. Honesty means "I tell you the truth if you ask". But if you don't ask, you will have blind spots. Transparency is that I am open about what I do. Does not necessarily include to be honest about my intentions. Openness means that I am always clear about my intentions and the next steps. There is never a reason to ask, and there is never the fear of a surprise, because I am informed before.

Note: When we find openness in the value catalog, we can assume that we find deviations. So it's worthwhile to check how far it is practiced, and how far it is sensible to have it as value at the current stage of development.

Note: The problem with claimed values not practiced is that they undermine the overall trust. Trust (in persons and systems) is not based on average, but always on the worst case. Our Limbi sticks to the worst cases, even if our neocortex tries to balance and rationalize it. So we create costs and problems with that.

CCPS.2.BP.4: Provide competence on all relevant Deep Soft Skills. The easiest way is to buy in this know-how first and then build it up in the organization itself. This one is relevant, because the used competence during the DSS development process is the limiting factor of the growth.

CCPS.2.BP.5: Practice the Deep Soft Skills of trust, respect, authenticity, and forgiveness. Put the understanding in practice. We practice understanding with everything we hear and see. It's important to recognize helpful and hindering patterns. We practice actively the helpful patterns to grow in those DSS inside the team.

The most important thing is that I see others and allow myself to be seen. Nobody hides behind (emotional) masks, walls, facades and roles.

CCPS.2.BP.6: Practice the Deep Soft Skill of openness. We know each other and address each other's strengths and weaknesses. Criticism is direct and personal.

Note: Direct does not necessarily mean directly in terms of time, because that can be emotionally unfavorable. Sometimes a break is good and the conversation can then take place the next day.

We should also ensure a healthy ratio: positive to negative feedback should be 5:1 (see Gottman) or higher. The reason is simple: positive feedback (this does not have to be praise, but will primarily be a reminder of personal potential) releases significantly more energy.

It is important that we do not take any detours via management or the rumor mill. If there's something to say, then say it in person. This also applies to the management among themselves. Here, too, there are no conversations about others, only with each other. If it cannot be avoided, the person concerned is informed of the content immediately after the meeting.

In general, the number of one-to-one meetings should be kept to a minimum when it comes to managing the organization or leadership issues.

Note: Openness is separated on purpose, because it is one of the hardest values and Deep Soft Skills at all. It's the foundation to trust and all the others.

CCPS.2.BP.7: Practice gratitude. Gratitude is an important step towards a healthy perspective on a balanced system. We start with gratitude for each other, but spread this attitude. The target question is "What is best for the system?" To do this, I need the attitude and thought patterns of improvement. I can see undesirable developments and problems, but I don't get stuck in complaining, I take the step towards improvement.

Note: Hier oder woanders ... wir haben einige Bias, die uns das Leben schwer machen, die vor allem Systeme spalten (Wahrheitseffekt, Negativitäts-Effekt, Bestätigungsfehler, Kognitive Dissonanz, ... [noch mal schauen, was da noch interessant sein kann]). Diesen Bias' versuchen wir bewusst entgegenzuwirken.

Das machen wir vorallem auf der Ebene von Trust und der gegenseitigen Annahme: Verstehen, dass jeder Mensch eine eigene Perspective hat (sellbst Kinder in der gleichen Familie) und alle wichtig sind, um mit Komplexität umzugehen.

CCPS.2.BP.7: Learn and practice to ask for help. The question of help is unpleasant but useful. This can be a workload, but also emotional support. If we trust each other on these levels, we have already achieved a lot. Again, it is not important that everyone trusts everyone in the team, but no one should be alone.

CCPS.2.BP.8: Provide a means of escalation and reporting, if values are violated (no matter where in the organization). To build and maintain trust, we need to see if what we say and what we do matches (reliability & integrity). On all levels. And therefore, we need an independent unit. Best is external or – such as the jurisdiction – internal, which is completely detached from management.

It is an instance where I can report every perceived violation of a value. The first step is just counting these perceived violations. And I have to map the reports to the source instances (events). The higher the organizational level, the more often one violation will be perceived and reported. And every perceived violation is attached to costs. Hidden costs in the organization: lost trust, but also discussions and rumors. Mainly we stop working and start thinking "what could this mean?". So a single instance of a value violation can cost several 1000 € per employee. And it is important to make those costs visible in a fun a playful way.

We don't want to create defense and excuses, or better ways of lying, but steps to trust and openness.

CCPS.3 Truth

Process ID
CCPS.3
Process Name
Truth
Process Purpose
Create and environment that truth can be spoken and lived. Concerning every topic we want to find the best way to achieve the purpose.
Process Outcomes
<p>1a) You as a person are always safe. The personal worth is never in discussion. But all opinions, perspectives, ideas are.</p> <p>1b) We allow every thought. Only the purpose decides if a thought is useful and productive. Paradigm change is welcome, if the purpose benefits.</p> <p>2) Meetings are useful and productive. We also address and solve difficult (emotional/DSS) issues.</p> <p>3) We have patience with each other, out of respect and the attitude to „listen to understand“. This is how we build relationships (see, hear, understand, touch)</p> <p>4) We practice a learning attitude/mindset. Challenge new thoughts open and early.</p> <p>5) Provide and apply methods and techniques for decision making, providing the best quality decisions.</p>

Base Practices
<p>CCPS.3.BP.1: Practice, maintain, and check bonding for everyone. This results in a setting that the bonding for everyone is strong enough that we know and feel that our value as a human is never endangered. This might include additional lessons in trust and building relationships. We need to learn to go under the surface on the DSS level. If this was never experienced in the private life, which is often the case, let's assume 90%, then it's very difficult to do it the first time.</p> <p>The sense of belonging (not to all, but to some) creates the safety we need, to discuss opinions, perspectives and ideas. The notion of this discussions is to broaden the perspective as wide as possible, because that is the only way to deal with the complexity.</p> <p>Note: In traditional contexts this is very difficult to imagine, because we mainly voice opinions for political reasons (mainly to pamper our hurt ego). But this wouldn't happen here anymore, or would be openly addressed.</p> <p>When people feel genuinely seen, heard, and understood, they don't need to create attention.</p> <p>Note: We have already here to ensure that nobody is unconnected in the Network. Otherwise we work here with false assumptions.</p>

CCPS.3.BP.2: Practice, maintain, and check that meetings serve the purpose. Every meeting is clear about it's outcome. If technical and/or emotional. We work hard and truthfully with each other and have fun nevertheless. Everything we do serves our purpose, and this needs to be obvious/clear for everyone. This is the key criteria to identify waste or politics.

Note: In practice the number of traditional meetings will drop to zero. We do "mob design/development/testing/...", but it's a true form of collaboration with an output. It's not meeting, but working together.

CCPS.3.BP.3: Finding the best solutions for a purpose includes diverse perspectives and passion. Passion can't be commanded, but seen. Therefore, check if brain, hearts, and souls are involved. But we don't want necessarily discussions, but constructive joint work. We come from the perspective of complexity: not a single perspective sees all and has the answer. So we come back to trust and practice it here.

Questions: What is best? How many alternatives do I need to check? It's not about perfection, but synergy and the max. number of perspectives. One key ingredient is learning to listen. Truly see, hear, and understand each other. That's listening for understanding not replying/arguing.

Note: The link to the purpose is here of big importance. We need to align everything we do along the purpose.

Note: Give enough time for every perspective to be fully explained and understood. Reduce discussions and increase understanding. It might seem to take longer in the beginning, but over the whole process it is way faster. If everyone comes prepared with the model of the perspective it's easier to listen for understanding.

Coming from a perspective of "multiple truth in every complex system", it's easy to listen anyway.

While listening it's helpful to look for overlaps of the models. There should be a point of connection, but differences are great, because they incorporate new perspectives, and help us dealing with complexity.

CCPS.3.BP.4: Learn, practice, and check willingness to learn. Mindset and attitude of learning from each other. This covers technical as emotional learning. Early and simple prototyping is one valid tool. Basically the notion of failing fast and safe.

Note: It is clear that this is not always possible. Especially when starting new businesses. You can't testdrive a market which is not yet there.

CCPS.3.BP.5: Giving and receiving critique is practiced. But truly on the DSS level. It's not about putting a mask on, but about learning how to "fail" (not being perfect), without losing your personal value. That's why it's not a problem if we don't always understand everything. We treat each other with patience, but we don't slow others down either.

Note: This can also include emotional issues (and DSS). This aspect is examined in more detail under Accountability.

CCPS.3.BP.6: Plans and approaches are mutual and willingly checked. It is basically a 4-eye principle, but on every level. This means technical, but also concerning meaning, emotional impact, and the alignment to purpose.

CCPS.3.BP.7: Solving conflicts is about learning from each other; practice the truth of multiple perspectives. Conflicts are a valuable tool. They can be part of the creative process, and lead to new solutions. However, if a conflict hardens, then we have to resolve it, but not in the traditional way.

Note: Traditional conflicts were seen as negative and were solved on the technical level. With a decision or word of power. Accepting complexity changes the perspective, because there is not a single truth, but truth based on perspective. So a conflict is mainly an opportunity to learn, because there is still a blind spot and (at least) two perspectives don't have an overlap.

So "solving" conflicts is improving our model and finding an overlap or translator between perspectives. It's a different way to see the world. Might be tricky in the beginning, but a simple game changer once learned.

CCPS.3.BP.8: Existing elements need improvement too. To have ideas for the improvement of existing processes, concepts, products, services, tools, culture, organizational structure is a key element of growth, adaptation, and intelligence. It's never critique, because whatever we had was the best at it's time. We always start with the first step, and then comes the second.

Note: For this we need a culture that aims for gradual improvement. Everyone gives the best idea in the hope that it will be accepted and further developed. Only insecurity and "ego" prevent that. That's why we work on the DSS level and focus on the system. "Love" (not attraction or desire, what we today call 97% of the time love) is focus on the system. "What is best for the (whole) system?"

[Link: Jim Tamm; Radical Collaboration]

CCPS.4 Commitment

Process ID
CCPS.4
Process Name
Commitment
Process Purpose
Make decisions that everyone can stick to. It's not about being right, but fulfilling the purpose in the best known way.
Process Outcomes
<p>1) Everyone understands what is going on in the team (system).</p> <p>2) System-ownership of decisions.</p> <p>Note: This includes that we understand that the best (productive) decisions are tough. We favor clarity and direction over compromise.</p> <p>2) Our behavior shows faithfulness, loyalty and clarity.</p> <p>3) Opinion and support for a decision are separate.</p> <p>Note: In general, everyone can distinguish between person and action/opinion and behaves in the same way.</p> <p>4) We embrace and document fuzziness. This helps us to understand which tools we need.</p>

Base Practices
<p>CCPS.4.BP.1: Establish and maintain trust between team members. Accept the natural connection pattern that trust and bonding is heterogeneous, complex, and invisible. The job of the organization is to make sure that everyone has meaningful relationships, and at least one more or less symmetric one.</p> <p>Lonely people are a risk factor.</p> <p>Note: For this a number of tools, methods, and practices is available. The main criteria here is that the organization has a culture to use them and give time and focus also on these topics.</p> <p>The availability of DSS coaches, which can be easily and anonymously accessed is a critical point here. Also for team support to visualize the relationship maps. It's a good start for better understanding how we perceive the world differently. (The relationship maps can be anonymized in the beginning to help people to relax. With growing openness this isn't anymore an issue.)</p>

CCPS.4.BP.2: Practice mutual understanding and support. This is based on the feeling of trust and belonging.

Note: Belonging is the opposite of fitting in. Once again we have to focus on the people and that they act genuinely and not out of obedience. In traditional contexts the focus is on fitting in; I adapt to a role that is comfortable. But in this process I lose the connection to myself, my identity, and parts of my creativity.

We need people to listen to each other. Not everyone to everyone, but along the connections. And listening must have an effect. Connection (or belonging) includes to truly see, hear, understand and touch each other. This is the basis for a genuine interest in each other.

So we need to check for the purpose of listening: is it to manipulate and push my agenda, or do I have a genuine interest in different perspectives and the best solution for the system. (A complex system needs a balanced solution that addresses most external factors and requirements.)

CCPS.4.BP.3: Use common tools and infrastructure that easily make necessary actions and current status visible.

The use of a common ticket system, where all visions, planned actions, and current status and results are visible, simplifies the technical side of collaboration.

CCPS.4.BP.4: Use a set of simple and robust decision techniques that support and rely on multiple perspectives. Resistance minimizing decision techniques are a powerful tool, to keep the costs low and really incorporate multiple (diverse) perspectives.

Note: All majority-based decision-making procedures suppress perspectives in a minority. This is a direct conflict to the Network and complexity approach. Complexity needs a high number of diverse perspectives, which all have the same value. This ensures a balanced outcome.

We must ensure that in the decision-making process everyone was heard and understood.

It is not about a minimum solution to be nice to everyone, but about big and great, even courageous decisions. Decisions with the "lowest common denominator" are simple, but achieve little.

The decisions should be clear and pragmatic. Everyone needs to know the actions.

CCPS.4.BP.5: Practice common ownership of decisions. We need to trust each other, the system, and the decision-making process, to ensure that everyone carries the decision. Also the aspect of complexity and the need for incorporating as many perspectives as possible (and relevant) needs a reminder.

Note: Decisions are valid until we need to update them. In a complex context and a process of continuous learning, nothing is stable for ever. As soon as we have the possibility to improve a decision, we should do so.

Note: Be careful if the direction of decisions change all the time – if they start to oscillate. Then the direction is unclear. So go back to your purpose and direction. Most likely the purpose has too much "how" and "what" in it and lacks "why".

For the decisions themselves and their update and maintenance we strive for an intelligent system. Our purpose is to learn, predict, adapt to flourish.

CCPS.4.BP.6: Estimate and document uncertainty. Complexity comes with uncertainty. But there are different levels of uncertainty and we need to capture our feeling/expectation.

Note: It is a good practice in accepting internal and external complexity, to deal with fuzziness, volatility, and uncertainty. Practice this in all contexts and with all decisions. Use a simple scale, which is established in your context. Use the same scale for all of those questions. Because most of the time the answer is not yes or no, but can be better given on a scale e.g., 1..10, where 10 is the best. So 10 would mean “we have a high certainty that the context is stable, the customer needs are understood and addressed, and that our concept of a solution will work”. When you give a 3, you can also provide some reasoning.

This way your common understanding of complexity and influencing factors will rapidly grow. And you now which decisions or concepts have to be checked more regularly.

CCPS.5 Accountability

Process ID
CCPS.5
Process Name
Accountability
Process Purpose
Values are lived. It's not what is on the paper, but in the organization. It's a culture of friendly reminders. We all know what to do, but sometimes we are blind so need each other to remember us.
Process Outcomes
<ol style="list-style-type: none"> 1) A culture to remind each other of our common values. This includes mindset and attitude. 2) Willingness to constantly learn and improve. 3) A clear understanding and high expectation of quality. <p>Note: We understand the quality of use from the customer perspective. No matter if internal or external customer.</p> <ol style="list-style-type: none"> 4) We live purpose, belonging, and relationship. This is the reason we don't let each other down. 5) Trust and openness is also visible in the actions/operation. 6) Problems are solved not repressed. We are keepers of purpose and value. 7) Values are lived on all levels of the organization.

Base Practices
<p>CCPS.5.BP.1: Practice a culture of seeing each other. Humans see humans. In collaborative environments we don't expect the management to hold the teams together, because we know that this will only work on the surface level. It's the same with all the HR measures that are proposed in the last century. They all have one thing in common: they treat humans as machines. But a shared purpose, the feeling of belonging, and genuine relationships, as prerequisites for accountability, come through the Network. From human to human..</p>
<p>CCPS.5.BP.2: See and remind each other when we loose ourselves. This is about genuinely caring about each other. The driver to ask and care is not productivity, but personal interest. Also an interest in solving the underlying issue.</p> <p>Note: This might sound counter.intuitive again, because "we make business". But already Stephen Covey refers to the fable with the goose and the golden eggs: When we focus on the eggs, we will kill the goose and loose everything.</p> <p>And we see this happening in traditional contexts all the time in form of high resignation level and personal turn over.</p>

CCPS.5.BP.3: Follow the defined purpose and have a clear understanding of the quality of results. Define and maintain high and growing standards. This is about a common understanding of quality.

If we look at the data from the last 100 years, the time pressure comes from management, while development and quality tend to want zero-defect strategies. In terms of figures, it is also better to put quality first and then add features.

Note: The most simple and effective metrics on this are DPR, DFR, and DRR. Which is Defect Production Rate, Defect Finding Rate, and Defect Removal Rate.

These rates are quite stable for every organizational unit (process, pattern, product). And it is easy to calculate that you should invest most in reducing the DPR.

CCPS.5.BP.4: Care for each other. Remind each other constantly and learn. We care for each other and are responsible for each other. When we remember each other, it's because we believe in each other and want the best natural version of ourselves to emerge.

To do this, of course, I need to have built a relationship first. The memory and care must come from the relationship, from a genuine interest in each other.

Note: Traditionally, feedback has often been used for politics. To keep each other down and to criticize. The worse the others are, the better I am. This way of thinking is increasingly disappearing in an intelligent system because we are working towards a good system and not a zero sum. But we should pay particular attention to these thought patterns here to see whether the old world is still there. It can take years in this transition until the ego heals.

Simple and reliable signs of "ego" are self-harm – (self-) pity – valorization through possessions/skills – devaluation of others.

Hint: "Ego" is a protection mechanism. I have untrained DSS or actually unmet emotional/psychological needs, and experience the need to pretend to be trained and okay. I don't see my value as a human being and use validation instead, which creates a constant dependency on the approval and validation of others. This comes with high effort and costs.

CCPS.5.BP.5: Solve the Deep Soft Skills issues. In traditional cultures we think only in the surface (technical level), because we are restricted to that solution space be the applied model.

With the new model we have an enhanced solution space.

CCPS.5.BP.6: Keep promises, no matter the topic. Treat deadlines, quality, values, and empathy equally and visualize the reliability. It's about learning not blaming. Failures don't stick to people, they stick to versions of the system. We remember to understand why we need to improve the system.

CCPS.6 Productivity

Process ID
CCPS.6
Process Name
Productivity
Process Purpose
We want to achieve the purpose in the best known way. We want to help each other to be productive as possible in understand and accept each others different/diverse needs.
Process Outcomes
<p>1) Concept of flow is well trained, understood, experienced, and tracked.</p> <p>2) Time in flow is optimized on personal and system level (different system scopes/boundaries).</p> <p>3) Focus is always on the result/output, not the time spent.</p> <p>Note: This is an aligned communication on all levels and all forms (verbal and actions).</p> <p>4) The humanity of everyone is in balance.</p> <p>Note: Everyone has a sense of closeness and belonging. It's work, but it's also my pack, my family. A place where I can be human.</p> <p>5) Culture of exploration.</p> <p>Note: The system needs few rules or prohibitions because it is stable and will only retain changes that support its purpose.</p>

Base Practices
<p>CCPS.6.BP.1: Understand and practice the concept of flow. This includes work organization and measurement. We understand what it entails and incorporate it into our daily lives because we know that we are most productive when we are in a state of flow.</p> <p>We all are clear about our capabilities and weaknesses. We organize work according to our abilities in the most effective way. And always maximize the work not done, without sacrificing the effect (purpose).</p> <p>Note: There will always be a certain amount of work that will no one bring into flow. But these tasks are also a hint that the system is still not effective balanced concerning the purpose. This work is a sign of possible process clean-ups, reorganization to suit the people, or automation. But only if it cannot be optimized away.</p>
<p>CCPS.6.BP.2: Practice to get as team in the flow. The idea behind this is that it is easier to reach the flow state alone. As a team, I need to be synchronized (and used to openness) so that I can easily reach the state.</p> <p>Note: We find examples in e.g., Mob-Development.</p>

CCPS.6.BP.3: Include diversity in perspective. The background to this is that we traditionally connect more easily with people in our bubble. That's nice, but limiting. And we want to enhance the solution space. Therefore, the notion is to connect on the emotional level (trust, respect, gratitude) first and have the shared purpose as a common direction, to reach the flow state even with mixed perspectives. And it's the best way to handle complexity.

Note: This also works across team, departmental or even organizational boundaries.

CCPS.6.BP.4: Focus on productivity. This means maximum output with minimum effort. So we are also looking for the cleverest and not the first/fastest way.

Note: My favorite example was in software. The initial estimate for a function was 2000 lines of code. And the estimate was realistic and reasonable if it had been solved that way. By taking the time to think and look at the actual need, the existing architecture could be used and extended and the solution was implemented with about 10 lines of code. Better understanding of the need and solution at a different level of abstraction. And that often happens when we think from the effect and don't start with the technology.

CCPS.6.BP.5: Live fairness. This is about a fair distribution of tasks, but also the consistency between competence and task.

This includes a clever and fair work organization. One possibility is the OrgIQ Solution concept, but all types of self-organization are fine. The requirements are that it is done in the Network and we find an optimized balance between the needs of the people (humans) and the work to be done.

Note: One fear from traditional organizations is that some work is not done, if you don't force people to do it. But we have a commitment from the people, which is by far more reliable than forcing humans. (We try to avoid friction by working against human nature.) On the other hand jobs that people reject tasks and part of the work is a sign that we are not in the flow. This is a chance to repair the product, service, process, structure, culture, ...

Note: Again, a distinction must be made between generalists and specialists. Our traditional thinking and structures are almost always based on specialists. Of course, we don't want to do that here. So this base practice aims to have a healthy context.

We all want to learn and grow, but we also want to contribute our expertise (at all levels, from technology to DSS). And generalists need different learning and variety than specialists. This should be clear and taken into account.

Everyone in a unit/team, should know about everyone else. So everyone has basic understanding of people. This is no longer outsourced to the Clockwork.

CCPS.6.BP.6: Use exploration as part of the journey. The idea comes from risk management: the greater the risk, the greater the opportunity. If I play it safe, then I can't have a great opportunity. Learning and exploring is fun. Curiosity drives us. We celebrate that.

CCPS.7 Results

Process ID
CPMS.7
Process Name
Results
Process Purpose
We consistently proof and check if we are on the right way. We use results as a reason to celebrate and as a challenge to question approaches and tools. Re-focus on value for the customer. What is the best form of value and the best way.
Process Outcomes
<p>1) Culture of honest appreciation.</p> <p>2) Results are more important than the ego.</p> <p>Note: We have a horizontal, customer oriented, focus. People thinking and working vertical are called out and trained.</p> <p>Note: Results are more than just money.</p> <p>3) Culture of continuous learning.</p> <p>4) Customer feedback on results is good and improving.</p> <p>5) The system is successful.</p>

Base Practices
<p>CCPS.7.BP.1: Customer satisfaction (or even successful use of our products/services) is essential part of Purpose, Direction, and Objectives. For customer satisfaction we take a holistic view. In other words, we understand the customer's needs. The solution they have ordered does not necessarily have to be the best way. So if our solution space is "better" (bigger), then we should make use of it.</p> <p>Here the circle closes from the customer's point of view and that fits in with the picture from the beginning. Our purpose is not to make money, but to satisfy a need in the world. And this must also be reflected in the Collaboration-chain.</p> <p>Note: Customer Feedback is a separate BP below. Here we want the full picture if our customer is happy with what we do. We have to check our purpose and it has to serve the world (the customer). Business must retain a serving attitude, otherwise it becomes toxic and ego.</p>

CCPS.7.BP.2: Use success as the proof of the purpose. Success is not our driver. Trust, belonging and the purpose are our drivers. We do it together (as a team) and we live from our complexity (interference, overlapping) and that's why you can't see who really made what contribution. We have our standards, our aspirations and want to defend our good reputation. And we live dedication to the team.

Failure is part of trying out new things. We expect that. If one idea out of 10 works, that's great, but we still want to understand what our blind spot (or error in thinking) was in the other cases.

Note: The precondition here is that I moved from the ego to the system capability. "What is best for the system?" is the guiding question for everyone.

CCPS.7.BP.3: Recognize and celebrate success at DSS level too. We are not machines, which is why we see success holistically (just like our solutions) and celebrate it. We praise ourselves and others for growth and new (Deep Soft) Skills and living values. This happens at all levels.

Note: In CCPS.8 we request a value violation reporting system. This can already be used here, because it will show progress on the DSS level. It's important to use it with brutal honesty, but also fun. We learn up to 20 times faster when we have fun. We want to recognize improvement and changed behavior.

Note: This requires infrastructure and resources to be in place. It is worth making a comparison between physical well-being (e.g. workplace ergonomics, food and sport) and the deep emotional level (Deep Soft Skills). What do we do where? What do we let it cost us? How much time and cost do we spend *daily* on it (personal and as organization).

CCPS.7.BP.4: Track and incorporate customer feedback. The ultimate goal would be a wider collaborative system that includes our customer. They should be part of the safe space.

But this can only grow step by step and if their culture allows it.

First steps are to make the interface to the customer clear and easy as possible. Establish Interface Rules (technical and formal) for every interface. Adapt to the cultural pattern of the customer. Document all fuzziness (feelings) over time and compare to results.

Collect all feedback (all the unspoken messages and gut feeling) and check for the fulfillment of the customer needs. Do we just what they told us, or did we start to care to solve their real issues?

CCPS.7.BP.5: Focus on a successful system. The system should be intelligent, and as result successful and safe. The transformation from "I" to "we" happened on the DSS level.

Note: Once again we have to be careful not to push people into this direction. Nobody should feel the need to fake it. This would be extremely dangerous, and result in the opposite effect. It's a process of growth. So we can have a vision and create the environment for it. This includes here to remove all incentives for ego.

Even to recognize all those patterns can take years. But with our growing understanding, we will become better in spotting toxic patterns and obstacles. We need just to be open about this learning process too.

Driving question for all what we do is "What is the best for the system?". And we challenge us, if this is what really drives us.

CCPS.8 Network

Process ID
CCPS.8
Process Name
Network
Process Purpose
Build, maintain, and facilitate the unseen organization. Everything that is done, is done in the “neuronal network”.
Process Outcomes
<p>1) Culture of connection between the model (Clockwork) and the reality (Network), and mutual respect.</p> <p>2) Quality of connection inside the Network.</p> <p>2) Foster ability for change, transformation, innovation, and creativity.</p> <p>3) Appreciation of the people on all levels.</p> <p>4) Lived values.</p>
<p>Note: We focus only on the Network, because the Clockwork has it's own standards (e.g., ISO 12207, 15288) and has been used over hundred years. We are experts in the Clockwork, but newbies in the Network.</p>

Base Practices
<p>CCPS.8.BP.1: Create, maintain, and empower the Network. This is the structural foundation of collaboration. Empowerment of the people needs this step. Mainly it's only a change in perspective, but it might also be a transformation from a management culture to Leadership, as explained above.</p> <p>Some ideas how to do it; and remember it's the task of the Network itself. Only the vision of the Network and how it will look and feel is created and communicate by the Clockwork.</p> <ul style="list-style-type: none"> ▷ Map Relationships: Begin by mapping the close relationships within small teams. Identify key connectors who naturally bridge different groups. ▷ Strengthen Overlaps: Encourage interactions between overlapping trust circles. Create opportunities for cross-team collaboration and informal socializing. ▷ Facilitate Introductions: Use key connectors to facilitate introductions and trust-building activities across different circles, expanding the web of trust. ▷ Promote Inclusive Culture: Cultivate a culture of inclusivity and openness where employees are encouraged to form genuine connections beyond their immediate teams. ▷ Leverage Technology: Utilize internal social networks and collaboration tools to foster connections and communication across the organization. ▷ Monitor and Support: Regularly assess the strength of connections and provide support where gaps in the trust web are identified.

CCPS.8.BP.2: Create and maintain culture of connection and understanding. We need to move from judgment (“you are different than me, so you are wrong”, which is basically defense) to curiosity (“what do you see and know that I don’t know ... every new perspective is an advantage”). This comes from trusting each other in a personally and deep way.

Note: Part of this is the understanding of the sociology of populations, such as the model of Pioneers, Guardians, and Lifelines and how they depend on each other, but also how they differ. Once again always from the perspective of curiosity. Sure is the main difference of those three groups the fear level. But we also need to understand that a healthy fear distribution is good for the system. Coming from the system makes the advantage of diversity clear. The traditional focus on efficiency created the lack of resilience and robustness of the systems.

The differentiation between specialist and Generalists is another perspective that is important here. We all should know what we are and what our connections are.

CCPS.8.BP.3: Focus on collaboration and have a simple working interface between Clockwork and Network. The collaboration consists out of the CCPS.1-7. They do not only capture the technical side, but the human side. But availability of working tools and infrastructure is also important. We have to listen to each others needs.

Note: Check whether purpose and direction are perceived as clear and helpful, check again that the clockwork is never involved in operational issues (above all, does not make operational decisions, i.e. is never a bottleneck).

Note: Global aspects of culture and communication also play a role in Clockwork to Network Interface. In general, the issue of cooperation between locations with different languages and cultures is a challenge for the network. This must be given special consideration when building and maintaining relationships. But it is the task of the network. They need the tools to do this.

CCPS.8.BP.4: Enable and measure change, creativity, and innovation. We want these things in productivity, which is why we need to create space (time and money) for them. We also need to remind each other that these three are very important.

This is about creating the conditions in the network for change, creativity and innovation to flourish. And we make them visible and measurable.

CCPS.8.BP.5: Act with openness and clear intentions. Use a no politics policy (on all levels). We want to move away from ego and into system thinking. We want to be there for each other. These are also our values.

Openness can often be difficult for us, for various reasons, including not knowing how to do it effectively. This is also an issue in management. As discussed in CCPS.7, we need better metrics for management than just revenue. Revenue (success) should never become the central element, because if it does, we will have lost our direction and be stuck in the past.

Here is a good checkpoint to see if this thinking has been embraced within the Clockwork and Network and is being lived out of deep conviction.

Note: Revenue should always be linked to a past state when decisions were made, and work was done. Ultimately, I need to trace the revenue back to its source: where did it come from, and what was our situation at that time? Especially regarding our goals, values, and internal state. Clear intentions are the key to system success, and I need to understand what triggered the success. Success is only the second stage. We can celebrate it, but we cannot hold onto or produce it directly.

Note: Here is also the reminder that we want to see humanity from the C-Level: admitting mistakes, making apologies, asking for help, or saying "I don't know."

CCPS.8.BP.6: Show appreciation for work and for the person. Appreciation comes from the Clockwork for the work and the "machine part" (such as money and extras), but also from the Network as a person. I must reach everyone in this way, otherwise, it becomes difficult. The idea of the Network is that no one is alone. This is perhaps the most challenging criterion, especially because we conceptually mandate that no one should choose loneliness for themselves. This must then be part of the Purpose.

CCPS.8.BP.7: Install a fully independent value violation reporting.

Values are the cornerstone of psychological safety. Psychological safety is key to reducing resistance and fostering collaboration. That's why it's so important to make lived values visible, and especially to be completely open and transparent about deviations, or value violations. This is the most crucial metric during transformation. It's not about assigning blame but about open learning.

Another aspect is making costs visible. Every value violation incurs follow-up costs, even if it's just all the conversations that take place about it.

For example, a small reinterpretation at the C-level in a company with 30,000 employees can quickly lead to 60,000-90,000 person-hours (around €6-9 million). And these aren't the full costs; they are just a partial aspect.

To make value violations visible, a very simple and anonymous reporting system is needed for all experienced and heard value violations. In the first stage, simple counting of all reports is sufficient. It's not about an exact value, but an order of magnitude. Individual value violations will be reported more frequently, showing their widespread impact.

Generic Practices (Level 2-5)

Process Capability Level 2: Managed Environment

PA 2.1 Environment Creation Management Process Attribute

Process Attribute ID
PA 2.1
Process Attribute Name
Environment Creation Management Process Attribute
Process Attribute Scope
The environment creation management process attribute is a measure of the extent to which the creation of the (safe & collaborative) environment is managed.
Process Attribute Achievements
<p>1) Clear vision for practices and values leading to a defined OrgIQ-Objective.</p> <p>Note: Which environment do we need, to see the expected level of DSS/OrgIQ?</p> <p>2) Investment in practices and values is planned.</p> <p>3) Learning and application of practices and values is monitored and adjusted to meet the planning.</p> <p>4) Needs for resources (coaching, PT DSS) and the time to learn and practice DSS are determined.</p> <p>5) Needs for space and tools to live practices and values are determined.</p> <p>6) Basic training is given to meet the planning.</p> <p>7) Physical resources for performing the practices and values are identified, made available, allocated and used.</p> <p>8) Connections between all involved and affected parties are visualized. We rely on the same vision.</p> <p>Note : It includes “translation” from the old world to OrgIQ-Perspective and back.</p>

Generic Practices
<p>GP 2.1.1: Identify a common vision and strategy for collaboration and safety. Derive a vision for an environment, where this kind of collaboration and safety can develop and flourish; can be based on a defined OrgIQ-Objective.</p> <p>Identify the objective (vision) and define a strategy for the creation of the (collaborative & safe) environment (under the aspect 1-8).</p> <p>Basically have a clear picture which value and practices we want at this time. Start with a small number of simple values, and improve over time. It's more important to really stick to an apply 3 values. This will create more feeling of reliability for the approach.</p>
<p>GP 2.1.2: Plan the creation and maintenance of an environment that can carry the vision (and the OrgIQ-Objective).</p> <p>Plan the creation and maintenance of the (safe) environment (under the aspect of 1-8).</p> <p>Do a systematical planning of the DSS like we do it with every other topic. We can't have deadlines, because we can't directly control the outcome, but we can give purpose and resources and check the effect (result) regularly.</p>

GP 2.1.3: Determine resource needs.

Especially concerning the development and check of DSS most likely external resources are needed and internal competence needs to be developed. As a rule of thumb we should invest in the DSS as much as in the body (food, sport, prevention, ...). While the investment in the body is more about keeping people comfortable, the investment in DSS is the power amplifier for effective application of competence.

GP 2.1.4: Identify and make available resources.

Identify and make available resources.

GP 2.1.5: Monitor and adjust the performance of the creation of the environment.

Monitor and adjust the performance of the creation of the environment.

GP 2.1.6: Invest in building relationships between involved parties.

Invest in building relationships between involved parties. (Agree on a common purpose and goal.) Provide translation and protection from affected parties.

What is inside the new system and what is outside and how do we deal with the two worlds, without destroying the new environment?

PA 2.2 Effect of the Environment Management Process Attribute

Process Attribute ID
PA 2.2
Process Attribute Name
Effect of the Environment Management Process Attribute
Process Attribute Scope
<p>The effect of the environment management process attribute is a measure of the extent to which the lived values, new habits, and applied DSS are visible. This results from the management of the environment. We can define objectives for the management itself, but always should also check the effects, because they are the reason we do all this for.</p> <p>Note: Because we have an in-directive here, we can't look at direct results, but have to check for the effect. So we manage the creation (and maintenance) of an environment for collaboration and safety. Then we have to check for some results of the management.</p>
Process Attribute Achievements
<p>1) Vision of the environment in form of new habits, practiced values and applied DSS is defined and understood.</p> <p>Note: Vision defines Values and decomposes values to an environment for application of the needed DSS. We suggest to use the OrgIQ-Objective for this. It's a reliable measure. The new habits, practiced values and applied DSS are important, but we need to take at the look at the effect. And if there is no effect along the chain, then something is broken. Most likely we stuck in resignation and people fake the rest.</p> <p>2) Mechanism to identify new habits, practiced values and applied DSS application is defined.</p> <p>3) The practice and visibility of new habits, practiced values and applied DSS are monitored.</p> <p>4) Regular review, feedback, and adjustment of new habits, practiced values and applied DSS is given.</p> <p>Note: This is basically a very simple learn and control loop, but on DSS. Therefore, before we do it, we need to be able to see them, understand them, and talk about them. This needs to be done on Level 1.</p>

Generic Practices

GP 2.2.1: Define expectations towards new habits, practiced values and applied DSS.

The vision how we want to act (habits, values, DSS) in the new environment should be clear, measurable (the OrgIQ-Objective) and visual. DSS reside mostly inside the Limbi, and Limbi has no language, but feelings and pictures. Therefore, pictures and stories work best on this level. So we steer mainly emotional, but check on all levels.

They can include concrete scenarios of applied values and how we can solve every situation by sticking to our values and applying them. This creates already a picture of options that were unthinkable before. And it makes it also clear, without even mentioning, which destructive effect every exception has.

Note: This is really critical, because we've done similar in the past, and just checked on the visible layer. What happens on the outside? Therefore, the desired behavior was faked as long as someone was watching.

Nothing is more dangerous than not being able to distinguish between superimposed morals and genuine conviction. So we need structures and expertise that look deeper. Above all, we should never create pressure to be a certain way, but rather accompany a growth process. I can't force it or accelerate it. We can only make sure that growth is healthy and natural and that it is not hindered.

GP 2.2.2: Define means to keep habits alive.

Learning in neurology can be compared to building a new road. We start on a trail, then a dirt road, then a country road, then a highway. Our old way of thinking was also a highway and we cannot un-learn something. We can only learn something new (an alternative) that will eventually replace the old. But until this replacement took place (and no one knows when this happens; it is highly individual), we have a high risk to fall down in the old habits (old motorway, which is still there).

Therefore, we need to focus on the new street (and remind each other regularly), but also learn techniques to produce "traffic jam" on the old motorway, which will make it easier for us to stay on the new one.

Note: One important element here is that we don't want exceptions. Especially the conscious exceptions "it's a difficult situation and we need to use our power/authority". DSS' knows now average. We learn from the worst cases, which is the reason you always ask for and check the worst cases "what was the worst which has happened in the last 3 months you have seen or heard of?". Understanding this, helps to understand the destructive power of rumors. Which is one reason, why openness saves so much money on the long run.

GP 2.2.3: Practice these means and check for the effect.

The practice takes place in the daily environment. Therefore it is important that all this work is integrated in the natural context and not done in a few external trainings. It doesn't need much additional effort, we just consciously start talking about this level and give feedback.

GP 2.2.4: Review and adjust new habits, practiced values and applied DSS.

This is an internal and external (honest and maybe painful) check against the vision. And once again: we want to see some change, but it will take its time and we must avoid that people once again fake "nice" behavior.

Therefore, we need good validation.

Note: To relax everyone: usually the effect will show, just because we put those topics on the agenda and give them some space. Good, clear teaching in the beginning and time to learn and practice, with regular reminders is all we need. People are happy to grow on this level, because it increases quality of life.

But for sure, you have to take the prior resignation level into account. The deeper people were hurt and went into mistrust and resignation, the longer is the way back.

Process Capability Level 3: Established Environment

PA 3.1 Environment Definition Process Attribute

Process Attribute ID
PA 3.1
Process Attribute Name
Environment Definition Process Attribute
Process Attribute Scope
The environment definition process attribute is a measure of the extent to which a standard environment is maintained to support the deployment of the defined environment.
Process Attribute Achievements
<p>1) A clear vision and a OrgIQ-Objective for a standard environment for new habits, practiced values and applied DSS is developed, established, and maintained. It includes fundamental elements that are needed to create and establish a smart environment.</p> <p>2) The purpose and results of the environment are defined.</p> <p>Note: The OrgIQ value might be a practical tool for this.</p> <p>3) People and competencies for creating and maintaining the environment (for the new habits, practiced values and applied DSS) are defined in the standard environment.</p> <p>Note: Especially the values are relevant for the psychological safety. There should be a competent internal or external unit that monitors II breaches (value violations).</p> <p>4) Tailoring guidelines for deriving an environment from the standard environment are defined and maintained.</p> <p>5) All infrastructure needs are defined as part of the standard environment.</p> <p>6) Suitable methods and required activities for monitoring the effectiveness, suitability and adequacy of the (applied) environment are determined.</p>

Generic Practices
<p>GP 3.1.1: Establish and maintain a common standard of environment factors, including an OrgIQ-Objective.</p> <p>To develop a picture of a standard environment we use stories. As mentioned above stories and pictures work best for our Limbi. These stories and pictures should cover the relevant new habits, practiced values and applied DSS.</p> <p>To address also the neocortex and our logic, the additional usage of OrgIQ-Objective is useful. Like the IQ it's just a number. And it's great to have a high number, because it shows that collaboration works on all levels, it's not a vision in itself. It's just the proof that you are reaching your vision and the effect.</p> <p>Note: If you also want to use revenue or other business metrics, apply a reliable model for the delay of the effect, until your changes show up in the numbers.</p>
<p>GP 3.1.2: Determine required competencies.</p> <p>Determine and document the competencies to establish and maintain a standard environment. What is needed in form of support and what is the ability of the people inside the environment.</p>

GP 3.1.3: Determine required resources.

Determine the need of physical and infrastructural resources to have a working standard environment. This includes tool and spaces to connect.

GP 3.1.4: Determine suitable methods to monitor the application of standard environmental factors and their effect.

See GP 3.1.1. We need to reflect that standard environmental factors (mainly new habits, practiced values and applied DSS) are correctly applied. But we need also a measure of the effect. The inner state of the system, which can be well captured with the OrgIQ-Objective.

PA 3.2 Environment Deployment Process Attribute

Process Attribute ID
PA 3.2
Process Attribute Name
Environment Deployment Process Attribute
Process Attribute Scope
The environment deployment process attribute is a measure of the extent to which the standard environment is deployed as a defined environment to achieve its effects of the new habits, practiced values and applied DSS.
Process Attribute Achievements
1) A defined environment is deployed based upon an appropriately selected and/or tailored standard environment.
Note: Certain values and DSS' that worked best in certain contexts. This includes stories, pictures, tools, tracking, training, support, interfaces, reporting, ...
2) Assignment of persons, necessary for deploying and supporting the defined environment is performed and communicated.
3) Required education, training and experience is ensured and monitored for the person(s) assigned to deploying and supporting the defined environment.
Note: The new habits, practiced values and applied DSS need to be addressed and applied by everyone. There are no exceptions. Therefore, we mainly need to capture the requirements to the people giving training, coaching and monitoring.
4) Required resources for creating and maintaining the defined environment are made available, allocated, and maintained.
Note: This includes also tools, time, and space for connection. It's primarily about the consistent availability and presence of the topic. Might be only a few minutes every day.
And the availability of the PT DSS, which can be easily accessed at any time.
5) Appropriate information is collected and analyzed as a basis for understanding the behavior of the environment.

Generic Practices
GP 3.2.1: Deploy a suitable set of factors of the standard environment.
Start with a sensible set of new habits, practiced values and applied DSS to create a new environment. It's good to start with an overview how humans work, but then pick a sensible set to start with practicing.
Note: This should be based on a personal gap-analysis of this organizational unit.
GP 3.2.2: Ensure required competencies for the defined roles.
We need to competence to build up the set of new habits, practiced values and applied DSS in the new environment. This is central competence we use.
But we need also take a look at the development of the competence development of the people. We need to take the natural distribution of systems into account (e.g., Pioneers, Guardians, Lifelines, and others too).

GP 3.2.3: Ensure required resources for deploying factors of the standard environment.

Make sure to use the resources (e.g., tools, time, space) to deploy the new environment.

Note: See section Fehler: Verweis nicht gefunden for the transformation tht will take place here.

GP 3.2.4: Monitor the performance of the application.

Use the defined means to create a baseline and track change or progress over time.

Process Capability Level 4: Predictable Environment

PA 4.1 Quantitative Analysis Process Attribute

Process Attribute ID
PA 4.1
Process Attribute Name
Quantitative Analysis Process Attribute
Process Attribute Scope
The quantitative analysis process attribute is a measure of the extent to which information needs are defined, relationships between environmental elements are identified and data are collected.
Process Attribute Achievements
<ol style="list-style-type: none"> 1) Environmental information needs in support of relevant defined quantitative OrgIQ-Objective are established. 2) Measurable relationships between environmental elements that contribute to the effect of the environment, and data collection techniques and data collection frequency, are identified. 3) Environmental measurement objectives are derived from environmental information needs. 4) Techniques for analyzing the collected data are selected. 5) Quantitative control limits for environmental performance in support of relevant OrgIQ-Objective are established. 6) Results of measurement are collected, validated and reported in order to monitor the extent to which the quantitative OrgIQ-Objective of the environment are met.
<p>Note: This complete approach might sound counter-intuitive when we talk about DSS and emotional topics. And we need to be careful that we never use deadlines, until which state is reached. But for everything else it is very useful to get a grip on the invisible. And it makes easy to learn from each other, because we have a natural distribution over the organization. And we want to minimize it.</p> <p>Note: Information needs typically reflect management, technical, project, process or product needs concrete profile of values and DSS' (what else??? provided competence? time? hindering contexts/actions? old patterns? value violations?)</p>

Generic Practices
<p>GP 4.1.1: Identify expectations for the effect of environmental factors.</p> <p>Until now we have been mainly measuring for characterization, but now we add steering and prediction. So we look at single elements of new habits, practiced values and applied DSS, to understand how they affect us, and we start with our hypothesis, our expectation.</p>
<p>GP 4.1.2: Establish information needs for the effect of environmental factors.</p> <p>Based on the concepts from GP 4.1.1 we model which information we need to evaluate our hypothesis.</p>

GP 4.1.3: Identify measurable dependencies between different environmental factors, and also the effects.

To understand and predict, we need to understand and model the dependencies. Even in complex systems we can model cause and effect chains, even if we never can model them for the whole system. But in system thinking it's highly important to understand the patterns, and how they depend on each other.

Note: This assessment model already gives a hint, how this chain can look like. Use it as a starting point, but add your own experiences.

GP 4.1.4: Derive a measurement approach and select analysis techniques.

This is about the implementation of the measurement (data collection) and analysis.

Note: As a tool we suggest to apply GQIM (Goal, Question, Indicator, Metric). It's a variant of the the GQM and adds early visualization of what you want to check and your expectations.

Note: Always draw your expectations before you get the first baseline.

GP 4.1.5: Establish quantitative control limits.

We talk about emotional factors. We can't control them. But we can know that something is going wrong during deployment. Maybe one important factor is missing or we didn't see something right with the preconditions.

The control limits are important to identify early deviations in the deployment and also help to improve the model of the standard environment.

GP 4.1.6: Collect measurement on environmental factors and effects in the applied environments.

Perform the data collection and analysis. Apply actions

PA 4.2 Quantitative Control Process Attribute

Process Attribute ID
PA 4.2
Process Attribute Name
Quantitative Control Process Attribute
Process Attribute Scope
The quantitative control process attribute is a measure of the extent to which objective data are used to manage environmental productivity that is predictable.
Process Attribute Achievements
<ol style="list-style-type: none"> 1) Variations in environmental OrgIQ-Objective are identified. 2) Assignable causes of environmental variation are determined through analysis of the collected quantitative data. 3) Distributions that characterize the OrgIQ-Objective of the environment are established. 4) Corrective actions are taken to address assignable causes of variation.

Generic Practices
<p>GP 4.2.1: Identify variations in the factors and effects.</p> <p>Look at the variations in the implemented environments, concerning OrgIQ-Objective (productivity and humanity).</p>
<p>GP 4.2.2: Identify causes of variation.</p> <p>DSS and OrgIQ-Objective are human factors, therefore a certain amount might always be caused by individuality. And there can be sources of misunderstanding. We use everywhere the same definition, but there will be different interpretations. Especially in the first years.</p> <p>So we can learn at different topics. In the training and the standard environment, but also between the implementations.</p>
<p>GP 4.2.3: Identify and implement corrective actions to address assignable causes.</p> <p>This is the learning step, where we can improve the standard environment or learn between organizational units; learn from each other.</p>

Process Capability Level 5: Innovating Environment

PA 5.1 Environment Innovation Process Attribute

Process Attribute ID
PA 5.1
Process Attribute Name
Environment Innovation Process Attribute
Process Attribute Scope
The process innovation process attribute is a measure of the extent to which changes to the process are identified from investigations of innovative approaches to the definition and deployment of the process.
Process Attribute Achievements
<ol style="list-style-type: none"> 1) Environment innovation objectives for the environment supporting the OrgIQ-Objectives are defined. 2) Quantitative data are analyzed to identify opportunities for improvement and innovation. 3) Innovation opportunities derived from new research and experience are identified.

Generic Practices
<p>GP 5.1.1: Define the environment innovation objectives for the environment supporting the OrgIQ-Objectives .</p> <p>There are constant opportunities to learn and improve; mainly new habits, practiced values and applied DSS. Those can come from the inside or the outside. From these opportunities we derive objectives how to improve the environment for collaboration and safety.</p> <p>This includes concrete innovation objectives, but should be supported by quantifiable OrgIQ-Objectives.</p> <p>Note: The OrgIQ-Objective is a measurable objective showing the achievement. But for a vision its too weak. It's not inspiring and doesn't create an understanding of the effect.</p>
<p>GP 5.1.2: Analyze quantitative data of the application of the environment.</p> <p>Use and analyze data to understand the current situation. This can lead to a gap analysis.</p> <p>Note: This can be a new habit, a new practiced value and/or a new applied DSS. It can also be an improved and deepened understanding of already applied elements. It can also be a part of the interaction between Clockwork and Network.</p>
<p>GP 5.1.3: Identify innovation opportunities.</p> <p>Based on the vision and the gap analysis identify and define innovation opportunities. Define the vision and impact as clear as possible.</p>

PA 5.2 Environment Innovation Implementation Process Attribute

Process Attribute ID
PA 5.2
Process Attribute Name
Environment Innovation Implementation Process Attribute
Process Attribute Scope
The environment innovation process implementation attribute is a measure of the extent to which changes to the definition, management and performance of the environment achieves the relevant environment innovation objectives.
Process Attribute Achievements
<p>1) Impact of all proposed changes is assessed against the purpose, values and vision of the standard environment.</p> <p>2) Implementation of all agreed changes is managed to ensure to minimize and manage possible disruptions.</p> <p>Note: We don't want to destroy what we achieved. Social systems are very sensible with trust issues. Recovery takes long. Therefore, especially during transitions all values and openness needs to be applied. Never work against the system, but use the power of the system.</p> <p>3) Effectiveness of environmental changes on the basis of quantitative performance and innovation feedback is evaluated.</p>

Generic Practices
<p>GP 5.2.1: Define and assess the impact of proposed changes.</p> <p>We need a good understanding of the interdependence of DSS and other factors in the system. We are in a complex environment, therefore an impact analysis can't be done for the system, but only for single elements.</p> <p>Those impact analysis need to be seen as hypothesis and tested carefully later.</p> <p>Note: We need to be careful with this step, especially with side-effects from the Clockwork into the Network. Trust is on the one hand very robust, because you can really rely on it. On the other hand, it is very volatile if you use mechanisms of control.</p>
<p>GP 5.2.2: Implement agreed environmental changes.</p> <p>Basically train, apply, and practice new habits, values and DSS.</p> <p>Test the hypothesis from GP 5.2.1 carefully. Especially interactions between Clockwork and Network. Everything that can affect the foundation of trust, should be handled with care. Open communication is needed.</p>
<p>GP 5.2.3: Evaluate the effectiveness of environmental changes.</p> <p>Check if the new environment matches the vision (verification) and if the wished for effect occurred (validation).</p>