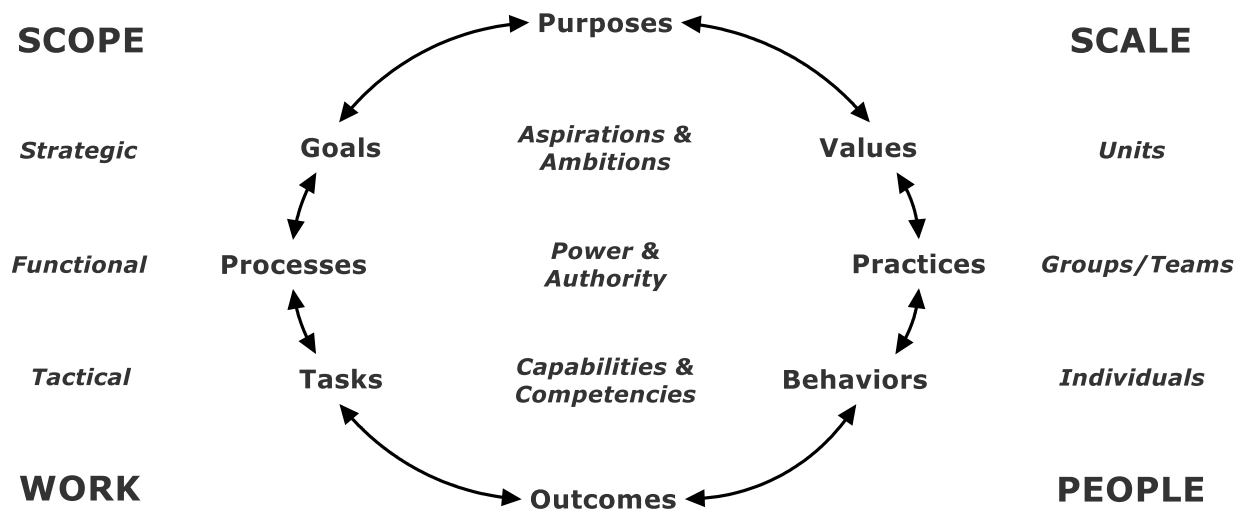


# Tools for Knowledge Workers

## “The System”



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(After Don Tosti 2006)

We've all heard from time to time that failures in performance owe more to "the system" than to the people. But just what is "the system"? The diagram above depicts my current view of "the system." It owes a great deal to Don Tosti's "Organizational Alignment" model but I've made numerous changes and additions. It shows that "the system" consists of the scope of the work to be done, and the scale of people's involvement in that work. It also shows, on the work side of things, there is interaction between purposes, goals, processes, tasks and outcomes and, on the people side of things, there is interaction between purposes, values, practices, behaviors and outcomes. Square in the middle of all this are the aspirations and ambitions of the people involved, the power and authority they exercise and their capabilities and competencies. It all has to hang together, so to speak, or things don't work right. From where I sit that's "the system" and the basic task is to get everything properly aligned, to get it to all hang together. I am happy to discuss how to do that.

