

# Digital Transformation: *Managing the Human Factor*

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# Complexity

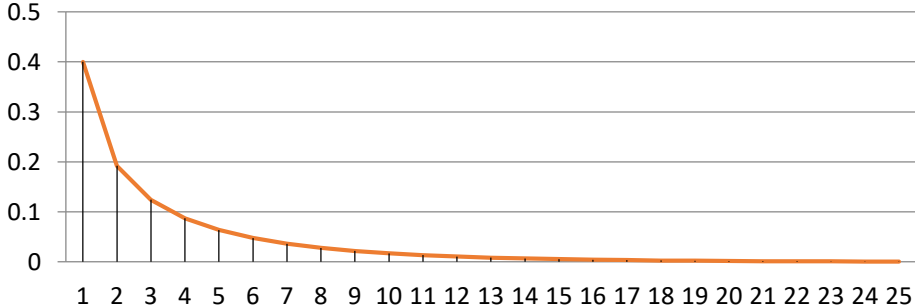
- Complicated vs Complex Systems
  - Complicated are predictable and managed with logic; complex are not
- Human Systems are Complex
- Complexity Arises from Feedback
- The behavior of complex systems fits into one of four classes of behavior



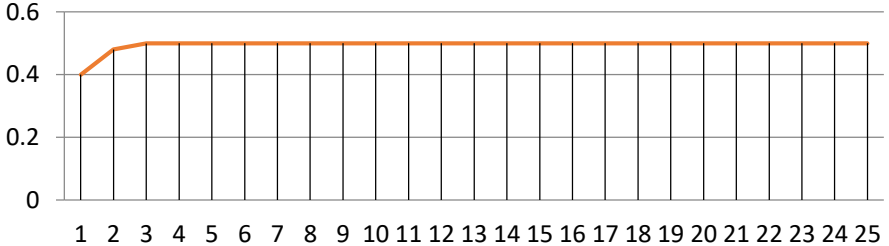
# Four Classes of Feedback-driven Behaviors

$$x_{t+1} = R[x_t - x_t^2] \quad 0 < x_0 < 1$$

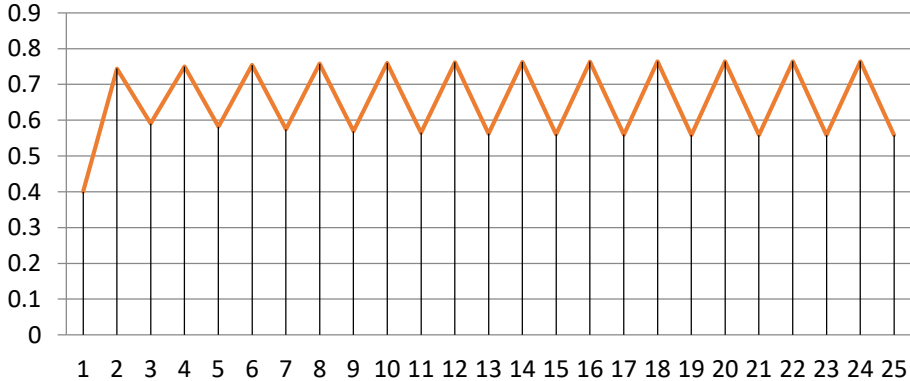
R=0.8  
Decline  
& Die



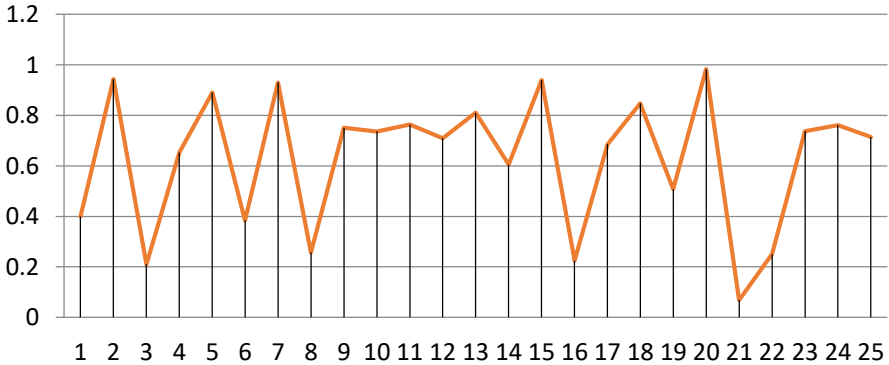
R=2.0  
Stability



R=3.1  
Oscillation



R=3.93  
Chaos



# Four Classes of Feedback-driven Behaviors

- Decline and die
  - Ending a relationship
  - Resigning from a job
- Stability
  - Relationship where behaviors are largely repetitive and nothing much ever changes
  - Production line
- Oscillation
  - Relationship where you fight, make up, fight, make up, ...
  - Meetings that repeat on a regular basis
- Chaos
  - Riots
  - Projects that get out of control

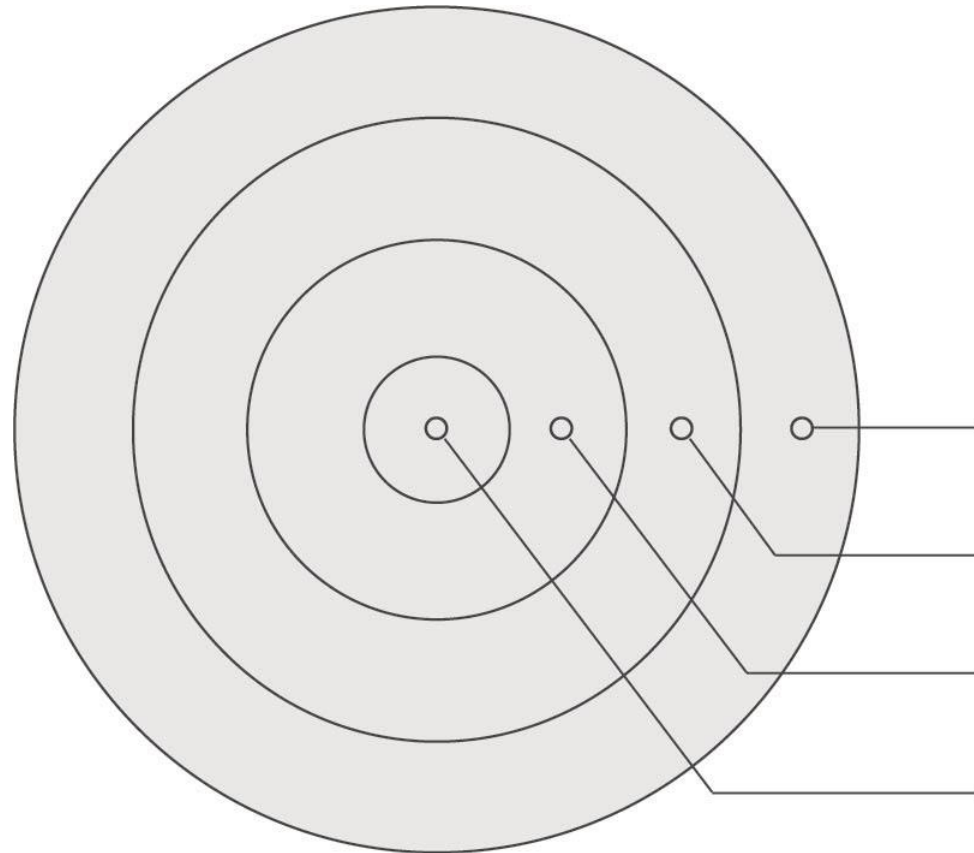


# Simple Rules Bring Order to Complex Systems

- Bringing a room full of people to order
  - When you see me raise my hand, stop talking and raise your hand
- Flock of Starlings
  - Fly in the same general direction as your neighbors
  - Maintain a specified average distance from your neighbors
  - Avoid collisions



# Four Levels of Feedback Systems that Must be Managed in Organizations



## FOUR LEVELS OF DYNAMICS

Enterprise Dynamics

Team Dynamics

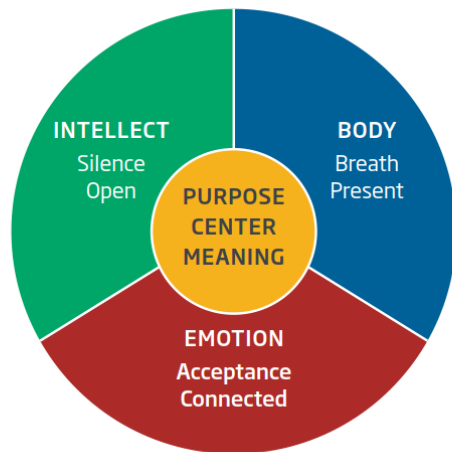
Relationship Dynamics

Personal Dynamics



# Managing Personal Dynamics—Where it All Starts

## Awareness



## Center

- **Centering of the body** is achieved through belly breathing and feeling your connection to the ground; we establish a powerful presence with others through physical centering
- **Centering of emotion** is achieved through acceptance; we create connection with others through emotional centering
- **Centering of the intellect** is achieved through silence; we become open to sense, observe and assess others through intellectual centering



# Putting it all Together

