

Team as a System

System Description

Abstract

The system-of-interest for this System Description is the Team as a System. The Team is a fundamental building block of an enterprise. This document describes the Team and the system elements. The Team realises the allocated capabilities within the Teamcontext.

- [PDF: System Description: Team as a System, Version 0.11 15-December-2024](#)

Author and Version

Bruce McNaughton, Version 0.11 15-December-2024

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Revision History

V0.11 15-Dec-2024 Now in a separate Team SD

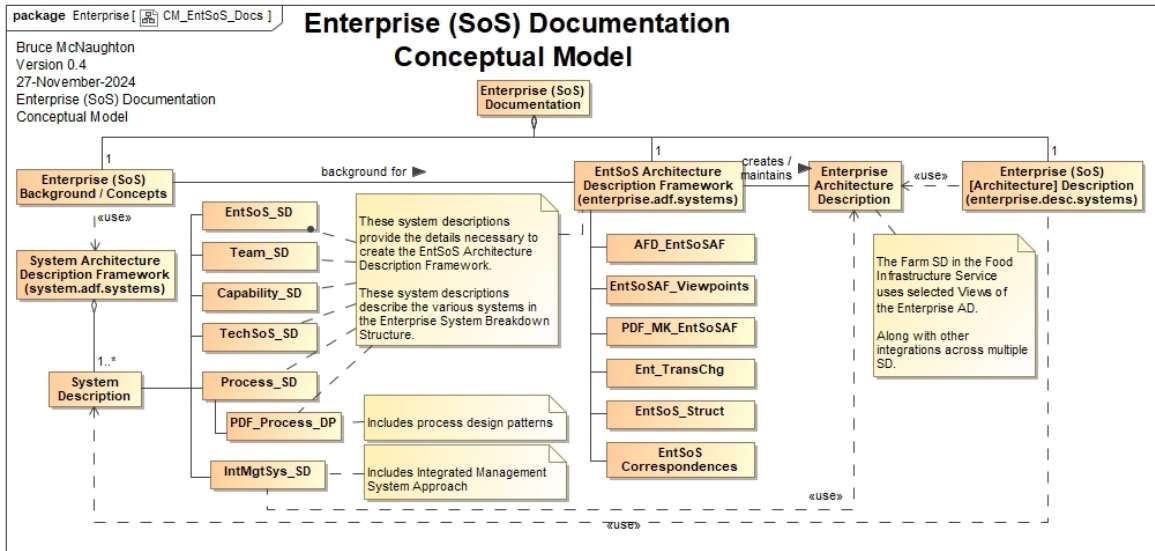
V0.10 22-Dec-2018 Updated to reflect new Enterprise SoS conceptual model.
V0.9 20-Sep-2017: Updated with revised System and Enterprise Conceptual Models
V0.8 16-Apr-2017: Updated EntSos Context Model Pictures.
V0.7 05-Mar-2017: Clarify team responsibilities for capabilities (create, manage, use, release).
V0.6 26-Feb-2017: Update based upon Enterprise as a System of Systems (SoS)
V0.5 02-Oct-2016: Updates to pictures and formatting.
V0.4 05-Sep-2016 Included Team as a system to start.
V0.3 02-Sep-2016 Update to plans
V0.2 30-Aug-2016 Updates to Structure, Measures
V0.1 27-Aug-2016 General update; revised pictures
V0.0 24-Aug-2016 Initial Draft

System Description: Team as a System

The system-of-interest for this System Description is the Team as a System. The Team is a fundamental building block of an enterprise. This document describes the Team and the system elements. The Team realises the allocated capabilities within the Team context.

- [PDF: System Description: Team as a System, Version 0.11 15-December-2024](#)

The following diagram highlights the full set of information that supports the use of Enterprise (SoS) Documentation.



The following are links to the various documents that are available to read in PDF format.

[PDF: Enterprise \(SoS\) Background and Concepts, Version 0.3, 04-April-2025](#)

Link to [the System Description Architecture Description Framework](#)

System Description

[PDF: System Description: Enterprise as a System of Systems \(SoS\), Version 0.20, 25-November-2024](#)

[PDF: System Description: Team as a System, Version 0.11 15-December-2024](#)

[PDF: System Description: Capability as a System, Version 0.17 27-November-2024](#)

[PDF: System Description: Process \(Human Activity\), Version 0.5, 27-November-2024](#)

Link to [Process Design Patterns PDF](#)

[PDF: System Description: Integrated Management System, Version 0.18, 16-April-2025](#)

[PDF: System Description: Technology as a System of Systems \(SoS\), Version 0.2, 31-May-2021](#)

Link to [the Enterprise \(SoS\) Architecture Description Framework](#)

Link to [EntSoSADF AVPD PDF](#)

[PDF: Structuring Formalism: System Description \(SDSF\), Version 0.4, 07-February-2023](#)

Link to [Current EntSoSADF Viewpoints PDF](#)

Link to [Current EntSoSADF Model Kinds PDF](#)

Link to [the EntSoSAF Correspondence Section](#)

The [Enterprise Transformation and Change PDF](#) contains the Enterprise Transformation and Change Concepts. Version 0.5, 09-December-2022

Enterprise Architecture Description

Examples of Enterprise Architecture Descriptions are being prepared.

System: Team

View: System Name and Class

Name: : Team

Based on: [Organization](#), [Human Activity System \(HAS\)](#)

Team is also known as:

- Organization
- Organization Unit.
- Org Unit.
- Committee
- Working Group

View: System Purpose

The Team is a fundamental building block within an organization. The purpose of the team is to deliver the capabilities that are needed to contribute to and support the overall performance of the enterprise.

In addition, a team is also capable of creating, managing, improving and releasing other teams within their Organization. This provides for the dynamic evolution and adaptation of the enterprise.

Teams can also form part of a temporary Organization to support change or transformation. Teams also form part of the governance arrangements of an enterprise (e.g. Board of Directors).

View: System Properties

Systemic Measurable Variables

The Team is measured on the variables needed to demonstrate performance and contribution. These relate to the following:

- The specific objectives identified for the team. (Each objective delivers a result which can be measured).
- The specific objectives for each team capability and process. (Each process has its own objectives and variables)
- The culture arising within the team and it's alignment to the overall Enterprise. (desired or undesired).
- The speed of change and adaptability.
- The investment in improvements and the resulting improved performance.

Systemic Capabilities or Functions

Teams deliver a mix of team capabilities. The Management Capabilities exist in all teams from the time they are created. The following represents the various types of capabilities delivered by a Team:

There are a number of types of **capabilities** that can be allocated and used by a team:

- **Management capabilities:** Always present for every team along with a manager
- **Innovation and Change capabilities:** Those capabilities creating new and improving capabilities of the organization and products / services..
- **Delivery and Operations capabilities:** Those capabilities that deliver value and maintain the operations of the organization.
- **Local capabilities:** Those capabilities that are unique to one or more teams and are necessary to achieve the organizations objectives.

The list of enterprise capabilities that can be [allocated to a team is found in a capability model](#).

System States

A Team can be in the following states:

- **Architectural states**
 - **Identified:** The name of the team is identified
 - **Defined:** The [team description](#) is complete. The definition is independent of the realization.
- **Transformational States**
 - **Manager Appointed:** A manager has been appointed.
 - **Planned:** A [team plan](#) has been approved.

Operational States

- **Active:** A team is now active and working to meet objectives.
 - Note: Assessments and audits will generally be against the approved plan. This will lead to improvements in performance within the scope of the approved plan.
- **Closing:** The manager is releasing team members and closing down the team.
- **Closed:** The team is closed and removed from plans.

The **current state** is the current active team. The **target or future state** is the state described by part of the Target Architecture Description. There may be any number of **intermediate states** that move this team forward towards the target state.

View: System Stakeholders and Concerns

Team Manager

- Are the plans identifying what we need to be successful?
- Does our plan include purposeful actions to improve our performance?
- Can we achieve our objectives?
- Do our plans align with the objectives, and performance of the Organization.
- Do our plans deliver the right capabilities with the necessary capacity?
- Do we integrate and collaborate with other teams?

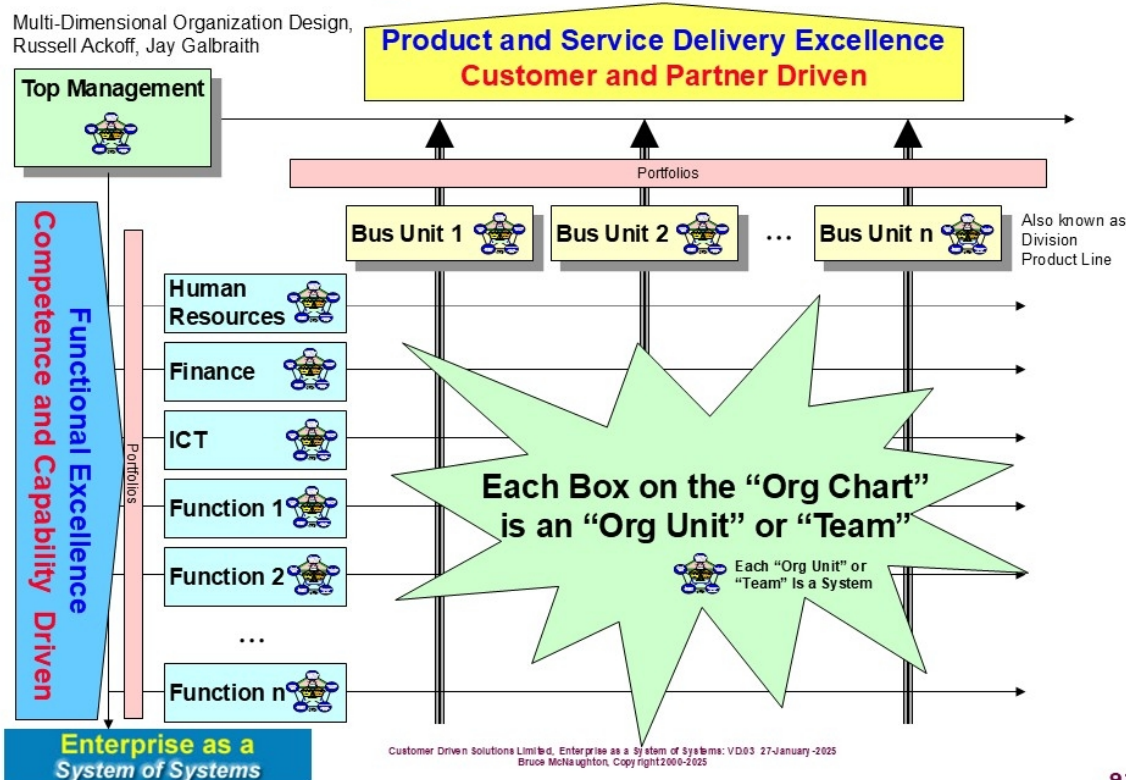
Team Members

- Do I understand the purpose and objectives of our team?
- Do I have the skills, knowledge and experience to contribute to this team?
- Do I have a development plan to enhance my skills, knowledge and experience and improve my performance?
- Are my objectives aligned to the success of the team?
- Do I understand the capabilities needed for this team?

View: System Environment (Context)

A team is an integral part of an Organization. The positioning of the team is shown in the following picture:

Organization Structure



A team works within a structure of other teams within the Organization and may work with teams or organizations outside of the environment of the Organization.. This is a key integration or collaboration role of the team.

The team purpose must fit within the Organization as a whole and contribute to the overall purpose of the organization.

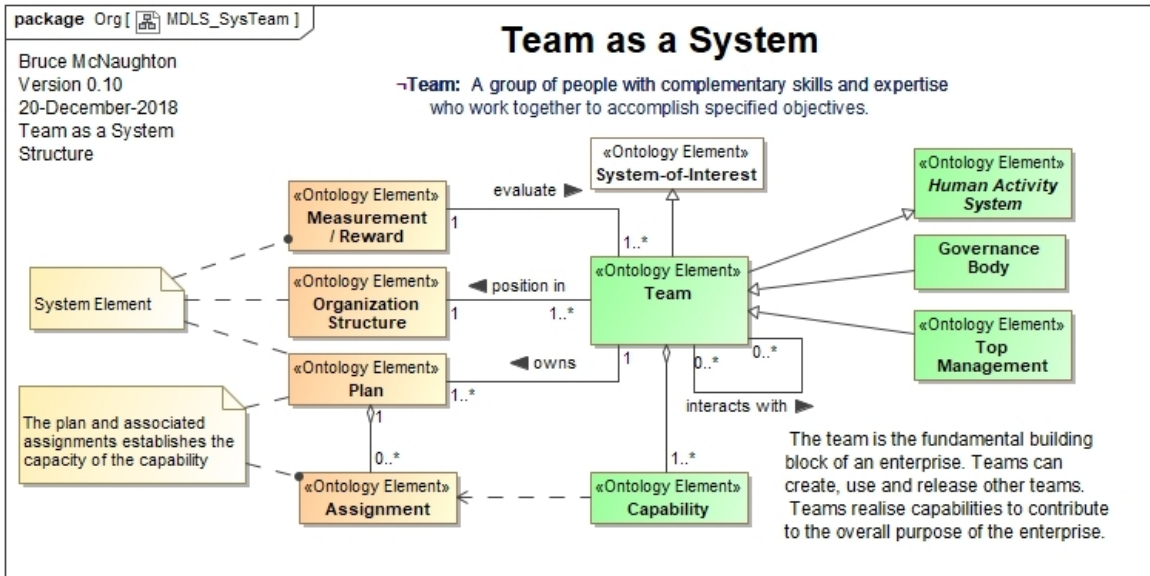
The Team must fit within the context of the organizational structure identified for the team. This typically is shown within an organization chart where each box on the organization chart is a team.

The Top Management Team establishes the boundary of the Organization.

[View: System Structure \(Pattern of Organization\)](#)

System Element: Identification

The system elements of a team are shown in the following picture:



The team elements are the same as the Organization elements. The team represents a single team within the organizational structure. The team model is a fractal model at all levels within the Organization.

A team delivers their intended contribution and results through the interaction of the following items:

- Each [Capability](#) is delivered through the interaction of
 - [People](#) (at least one)
 - [Process](#) (Activities and Decisions)
 - [Technology Item](#) (Tools and Facilities)
- [Measurement and Rewards](#)
- [Organizational Structure](#) (Fit within the organizational structure)
- Team (Management) [Plans](#) to deliver intended results

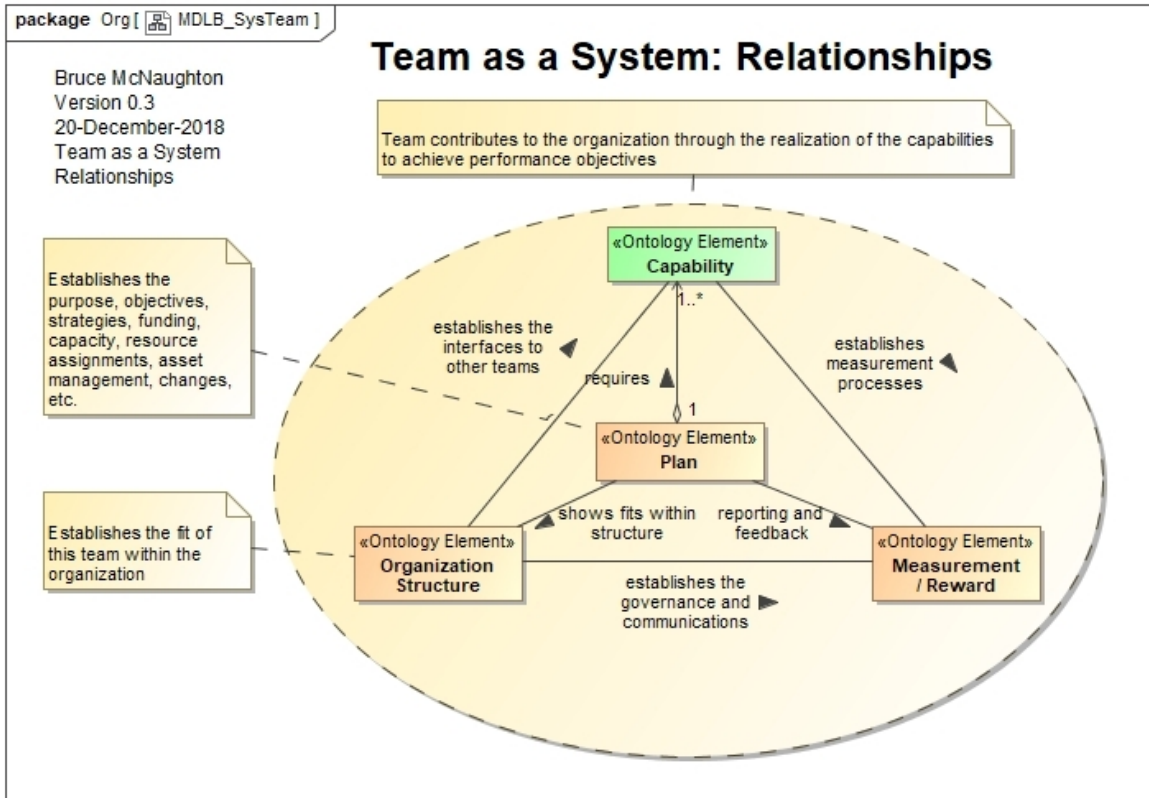
See the Enterprise SD for the full description of an organization and the above subsystem elements.

[PDF: System Description: Enterprise as a System of Systems \(SoS\), Version 0.20, 25-November-2024](#)

The organizational structure provides the context and environment of the specific team within the Organization.

System Element: Relationships

The relationships between the system elements are shown in the picture below:



The primary relationships of the team are through the contribution to the realized capabilities of the team. These may require the team to work across the Organization to deliver its value. These relationships are built into each of the [processes](#) that are part of the capabilities delivered (created, managed, used, improved and released) by the team.

Each Capability is realized through the interaction of people, process and technology. Each interaction is described below:

- **People <--> Process:** A person takes on a role and associated responsibilities to carry out an activity.
- **Process <--> Technology:** A Technology Interaction Point identifies where technology automates the process.
- **People <--> Technology:** The technology improves the effectiveness and efficiency of the person. The appropriate human factors have been considered.

The structure interacts with all of the other elements and provides a context for the contribution of the team:

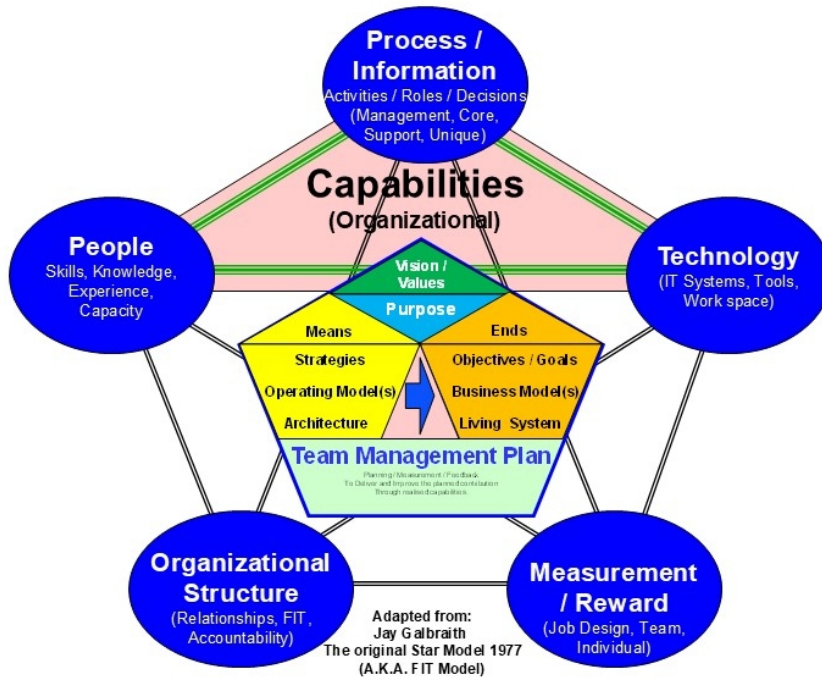
- **Structure <--> Process:** The horizontal view of the organization is expressed through the activities within a process and the associated roles. Multiple teams may contribute to the desired results of a process.
- **Structure <--> People:** The structure provides the accountability of the managers and their team within the overall Integrated Management System
- **Structure <--> Technology:** The technology improves the effectiveness and efficiency of the person. The appropriate human factors have been considered.
- **Structure <--> Plans:** The structure provides a planning structure to ensure that all plans are aligned across the organization.
- **Structure <--> Measurement / Rewards:** The alignment of measurements / rewards within the structure ensures there is performance can be monitored and rewards allocated in a holistic way to benefit the whole organization and the customers.

The plans system element ensures that there are sufficient people, process and technology to achieve the objectives set in the plan. These plans also enable a baseline for performance management (measurement and rewards). The Measurement and Rewards element allows the tracking and usage of all of the other elements in the context of the overall team performance.

An alternative picture of the team system element interactions is shown below:

A Team

A manager and team members contributing a needed result according to a plan.



Enterprise as a System of Systems

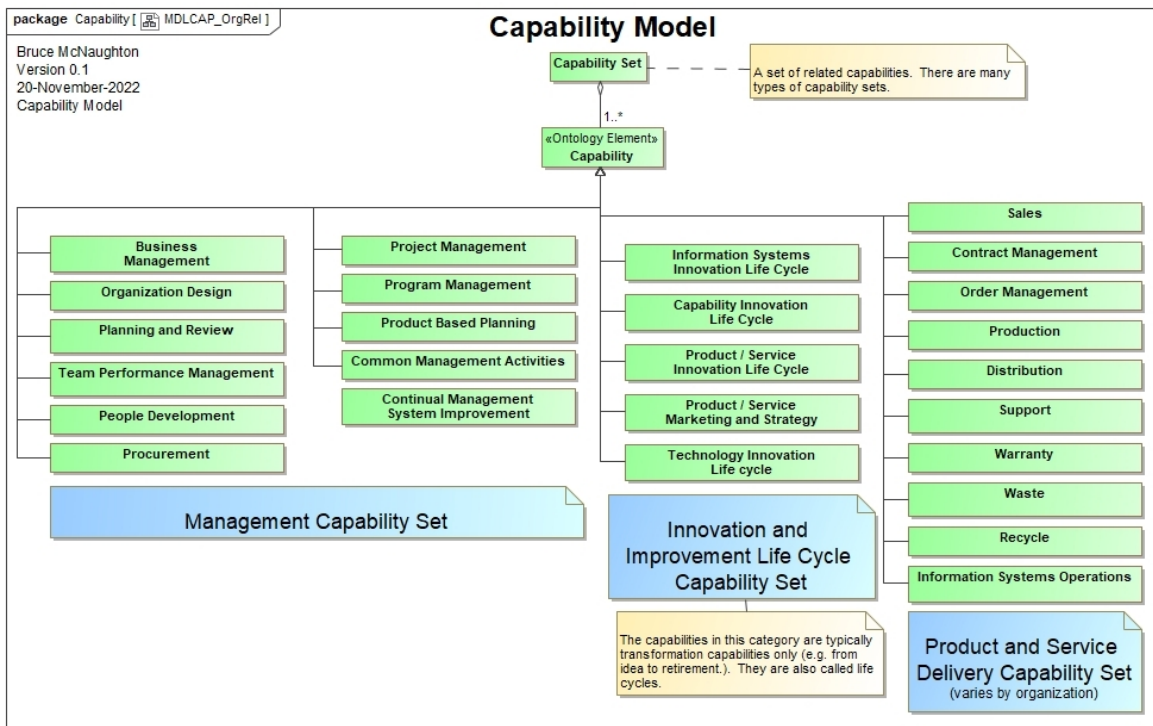
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This picture is an adaptation of the STAR Model identified by Jay Galbraith in his 1977 book, [Organization Design](#). This model is a fractal model that applies to an individual team or the whole organization.

View: System Behavior (Structural Changes)

Configuration / Scenario:

The Team is configured by allocating capabilities to the team. The Allocated Capabilities typically are selected from a Capability Model. The following capability model is an example that supports the configuration of the team.



Cyclical (Repeating / Regular) Processes

The design of the team is created through an [Organization Design](#) capability. This capability identifies the organizational structure and the fit within the organization. The positioning of the team may be identified through the replication of a team based in one location to one or more locations. The team may also be designed to handle a specific type of work (e.g. product development or product type). Delivery teams are designed based upon their fit within an operational process to deliver products and services to customers. The realization of a team is started when a manager has been appointed. The manager will then create the team. to deliver the capabilities allocated to the team.

The Capabilities allocated to the team provide the process that describes the work carried out by the team. These may be regular / repeating processes or some processes that contribute to the overall development of the enterprise.

Development Life Cycle Processes

A team is created, operated or released by another team using the [Team Performance Management](#) using the organizing [Activities of a Manager](#). The new team is added or removed from the organizational structure of the [Organization](#).

Team Description

Team Name
Team Name
Purpose
Purpose of the team.. contribution to the overall organisational purpose, vision, objectives / strategies.
Allocated Capabilities
List of allocated capabilities Generally in the areas of: Management, Innovation, Operation and Local capabilities
Management
Management Capabilities
Innovation
Innovation related to Management Systems, Technology, and Products and Services
Delivery and Operations
Specific capabilities related to delivery and operations
Measurements / Rewards
Specific measurements and rewards that are / will be in place for this team.
Structure
Where this team fits within the organization structure and the structure of any teams below this one.
Management Plan
Summary of the management plan for this team .. capacity, funding, overall objectives and strategies.

Team Management Plan

Introduction
Overview of the team, purpose and fit within the structure.
Purpose
Purpose of the team.. contribution to the overall organisational purpose, vision, objectives / strategies.
Objectives / Strategies
Objectives to support the overall objectives of the organisation. This includes the normal capability delivery and the objectives for improvement of the team. Short term and long term strategies supporting each objective
Capabilities necessary to achieve the objectives

This section covers the work the team needs to do to realize the allocated capabilities identified in the Team Description.

People

Plan for resourcing or developing the competent people needed to deliver the capabilities.

Process (Activities / Decisions)

Support for process improvement (if resources have skills, knowledge and experience

This may include rollout of new / changed processes and additional training

Technology (tools / facilities)

Identified list of current technology and additional technology required to achieve the objectives.

Measurements / Rewards

Specific measurements and rewards that are / will be in place for this team. These are costed and included in the Funding Requirements and Budget.

Structure

Where this team fits within the organization structure and the structure of any teams below this one.

Also identifies any team interdependencies and collaboration.

Funding Requirements and Budget

Summary of the funding requirements and agreed budget for this planning period

References

Provide references to supporting documentation, such as, product business plans, business plans / models, programme plans or project plans for transformation and change.

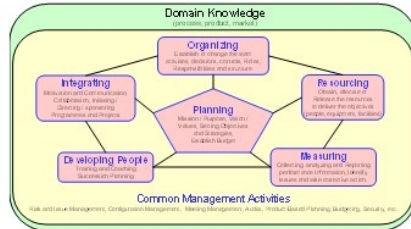
Team Performance Management

Process Design Pattern

Purpose

To establish, manage and / or release a team that contributes to the purpose of the organization.
 This process supports the implementation of the Team Performance Management Capability.

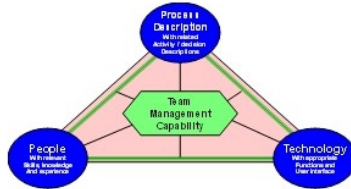
Team Performance Management Capability



Activities of a manager from Peter Drucker

People with SKEAB
 To take on the roles of:

- Team Manager
- Team Support
- ...



Technology such as:

- MS Excel
- Asset tools
- Performance Management
- Planning
- Budgeting

Purpose: To Establish and Manage a Team

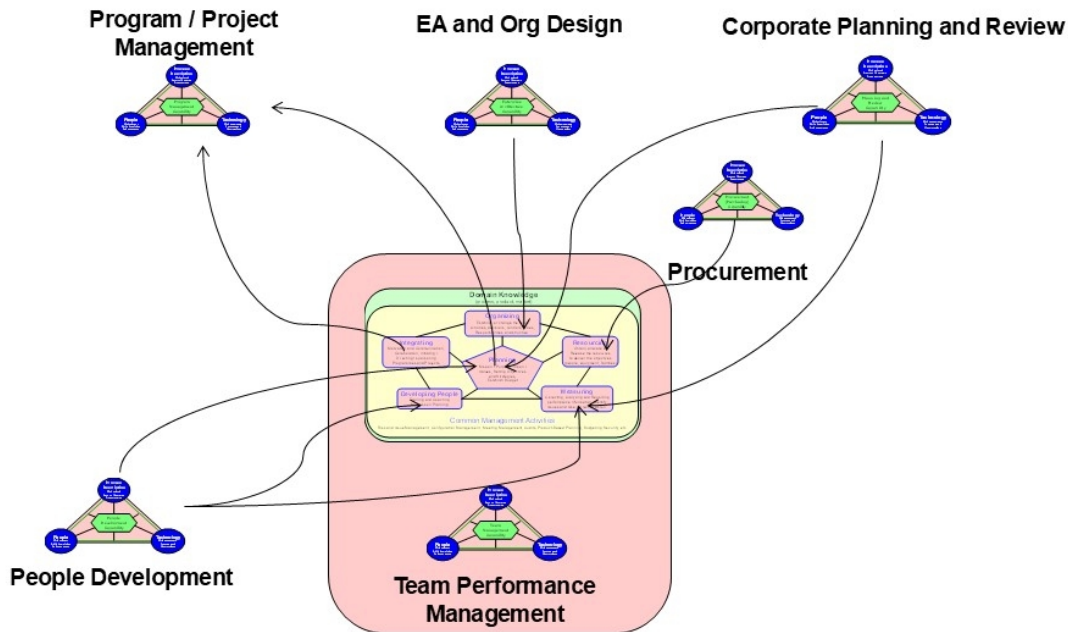


Enterprise as a System of Systems

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This process also uses a number of other processes / capabilities to develop the team.

Capabilities supporting Team Performance Management



Enterprise as a System of Systems

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Outcomes

Activities

- [Activities of a Manager](#)
- [Common Management Activities](#)

Roles

- Manager
- or Unit Manager
- or Team Manager
- Related to: Programme Manager, Project Manager, Process Manager.

Entry Criteria

Team need, purpose and contribution identified.

Objects

- [Team](#),
- [Plans](#), or [Outline Plan],
- Succession Plan,
- Reports,
- Measurement Data,
- Team Requirement / Objectives
- Risk and issue Registers (Including business continuity risk response actions)

Process Owner

Person from HR, a Manager, or from Organization Design

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

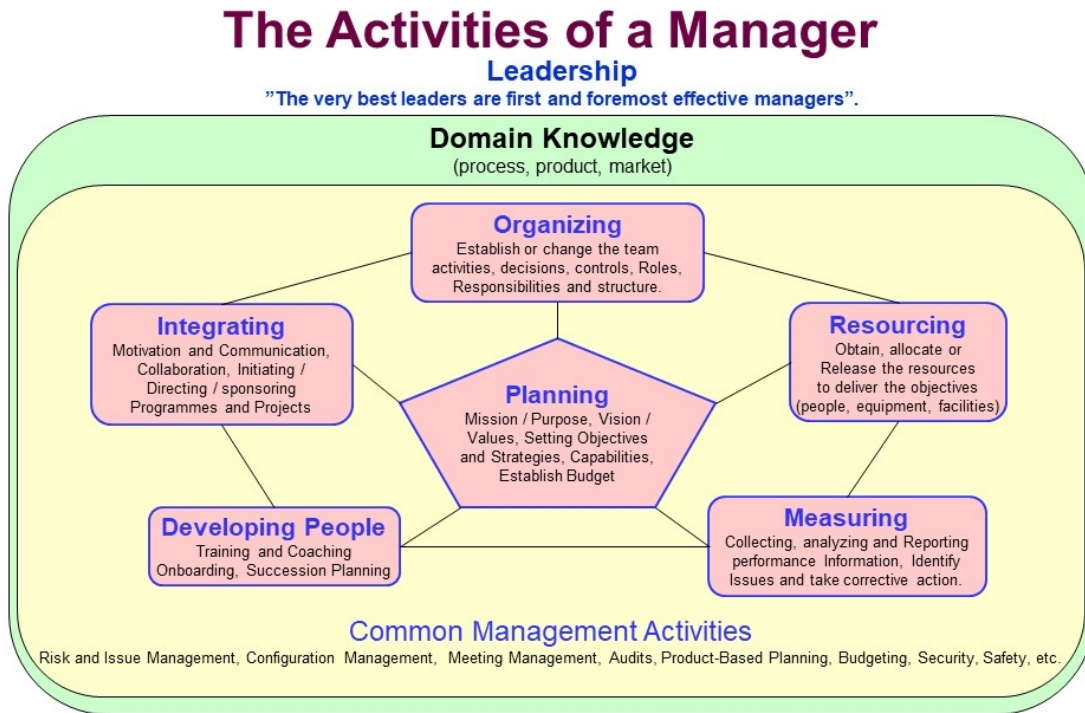
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Organization Design, Jay Galbraith.....	20
Initiates	
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Activities of a Manager

Every manager is the architect of their team. (at all levels)

The work of a manager of a [Team](#) is generally described using the following activities of a manager as shown in the picture below:



Adapted from: Peter Drucker, *Management: Tasks, Responsibilities, Practices, 1974, Abridged*



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Managing is a set of activities carried out by a manager of a team or a self managing team.

These activities for part of the [Management Capabilities](#) used by the manager to create the environment for the team to deliver their team's purpose.

The remaining capabilities used by the team are realized by the manager. The manager requires domain knowledge to establish these team specific capabilities. The domain knowledge relates directly to the contribution of the team within the organization.

These activities or similar have been identified by various authors such as [Peter Drucker](#), Henry Mintzberg and the origin of this list goes back to the 1920s.

There are a number of supporting [Common Management Activities](#) that are performed while doing the above. These are becoming much more important to ensure sustainable management practice.

Managers can also bring something extra to carrying out these activities. [Leadership](#) emerges based upon the way the activities are carried out. This is based upon their skills, knowledge, experience attitudes, behaviors and beliefs of the manager.

The activities of a manager are 'recursive' and are carried out at all levels within an organization.

[Leadership](#)

[Why?](#)

[Start with Why?](#)

Planning

The manager establishes a Management Plan for the team or set of organizations using the [Planning System](#).

The key process is: [Team Performance Management](#)

See [Plans](#) and the [Concepts for Planning](#)

Organizing

- Activity Analysis
- Decision Analysis
- Relationship Analysis
- Identify teams
- Identify, Jobs, Roles and Responsibilities within the Team
- Identify Business Process Requirements (If necessary)
- Identify Team Requirements [Outline Plan](if necessary)
- [Organization Design](#): Organizing.

Resourcing

- Recruit and Select and Release People
- Allocate and Release resources (assets, facilities, etc)
- [Procurement](#): Resourcing (things / contracts)
- [Develop People](#): Recruit and Select, Release, Monitor accomplishments, Develop People.

Integrating

Integrating is an activity of 'Synthesis' to ensure that the team fits properly in the wider organisation and the contributes to the overall purpose of the organisation.

- Review artefacts
- Sponsor / Direct Projects.
- Collaborate with other teams
- Manage Processes (when necessary)
- Sponsor and Establish New Business Process(s)
- Sponsor and Establish New Team(s)
- [Programme Management Process Design Pattern](#): All: Temporary Large Changes
- [Project Management](#): All: Temporary work
- [Continual Management System Improvement](#): Planning, Review (if responsible)

Measuring

- Collect measurement data
- Contribute to measurement repository
- Report on measurement results
- Initiate corrective action if necessary
- [Develop People](#): Recruit and Select, Release, Monitor accomplishments, Develop People.

Developing People

- Establish individual Objectives
- Establish development plans
- Monitor accomplishments
- Establish Succession Plans
- [Develop People](#): Recruit and Select, Release, Monitor accomplishments, Develop People.

Common Activities

See the Process: [Common Management Activities](#)

Examples are:

- Risk and Issue Management
- Configuration Management
- Meeting Management
- Communication
- Product-Based Planning
- Auditing
- Review and Specification QC
- Coaching
- Measurement

Domain Knowledge

Domain knowledge relates to the deep understanding of the specialist activities in a particular area. These areas could be any of the areas within the organization such as:

- Marketing
- Innovation
- Product or Service Delivery (Operations)
- Management

in addition, supplier and customer knowledge is useful.

Domain knowledge allows the manager to carry out the activities with much more understanding of the work of the team members and the rest of the organization.

- Understanding of the work of the team. and the organization as a whole.

Leadership

Leadership and Management tend to be two sides of the same coin. The best leaders are also effective managers.

The [leadership activities](#) are:

- Future
- Engage
- Deliver

Leadership attributes tend to be:

- Inspirational
- Visionary
- Integrating
- Focused
- Caring
- Teaching

Self Managing Teams

Self Managing Teams share the activities of a manager. In this way, the team takes responsibilities for all of the activities of a manager.

Typically, a team is formed by a manager and then the manager develops their staff to take responsibility for delegated activities of a manager.

This type of self managing teams is found in Scrum (Agile) Teams where individuals take responsibility for activities that they are trained to carry out.

Common Management Activities

Process Design Pattern

Purpose

To define a set of common management activities that can be shared at a detail level across a number of processes.

Outcomes

Activities

- Issue Management
- Risk Management
- Configuration Management (including document control)
- Change Control
- Communication Management
- Problem Solving (similar to Issue Management)
- [Systems Thinking](#) (related to Problem Solving)
- [Decision Analysis](#) (Like [Impact Estimation](#)).
- Audit / Appraisal
- Security

Meeting Management
Quality Reviews (Formal Technical Reviews)
Log and Handle Customer Complaint
Business Continuity Planning

Roles

Various Roles and Processes; however, these may be used in conjunction with managing a team as good management practice.

Entry Criteria

Any need to carry out any of the sub-processes identified in this Process.
(NOTE: some of these sub-processes may turn into individual processes at some point).

Objects

Risk Register
Issue Register
Decision Log and Rationale
Configuration Items (including assets / documents)
Communication Plans
Business Continuity Planning
Audit Programme

Process Owner

Owner of the Process Management Process.

References

This process links to the following Best Practice, External Standards and Product Standards. Links to other processes that this process may start are also indicated.

Team Performance Management Capability Description

Name

Team Performance Management

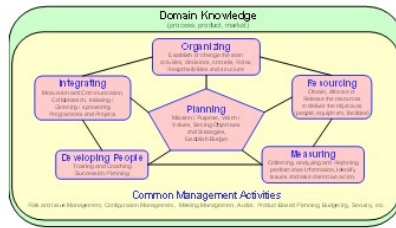
Purpose

To establish and manage a team or teams
To establish and plan and measure performance
To ensure that all people and other resources required for success are available.
To manage change as necessary.

Description

This capability is allocated to every team within an organisation. The team can either have a manager or be a self managing team where the activities are shared amongst all of the team members.
This capability is based upon the activities of a manager. The following picture shows the key elements of the capability:

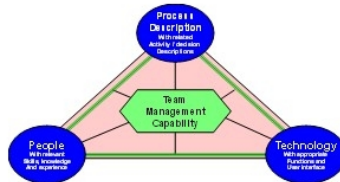
Team Performance Management Capability



Activities of a manager from Peter Drucker

People with SKEAB To take on the roles of:

- Team Manager
- Team Support
- ...



Technology such as:

- MS Excel
- Asset tools
- Performance Management
- Planning
- Budgeting

Purpose: To Establish and Manage a Team



People

All managers within an organisation

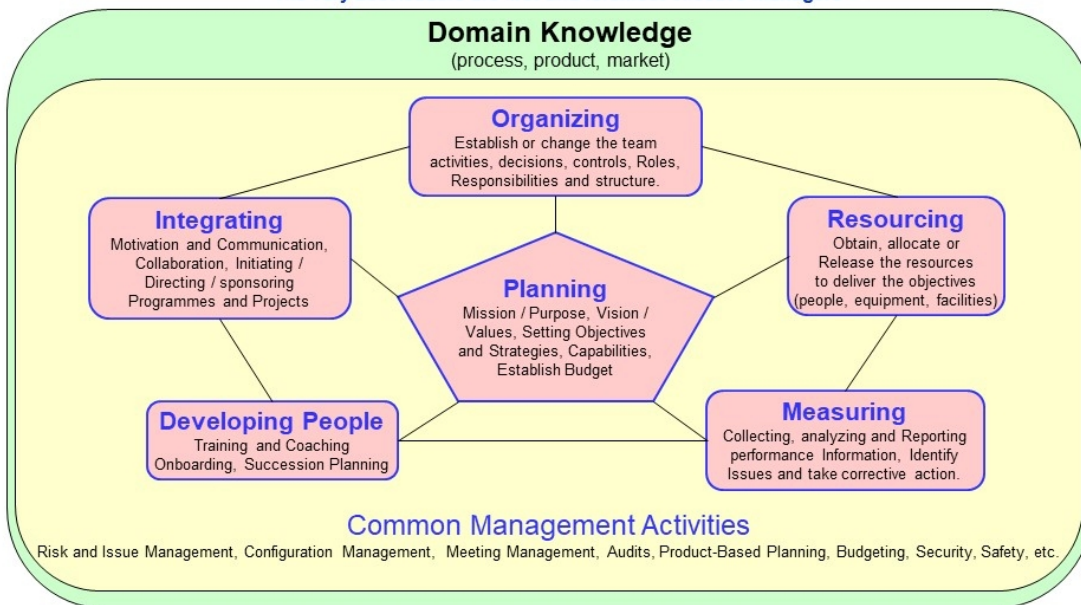
Process (Activities / Decisions)

The activities for the process are based upon the activities of a manager:

The Activities of a Manager

Leadership

"The very best leaders are first and foremost effective managers".



Adapted from: Peter Drucker, *Management: Tasks, Responsibilities, Practices, 1974, Abridged*

The process design pattern is: [Team Performance Management](#)

Technology (tools / facilities)

The technology is varied and depends upon the actual work being done.

- Planning (part of the planning process)
- Organising (part of the organisation design process)
- Resourcing (part of the developing people or procurement processes)
- Integrating (various communication tools)
- Measuring (various measurement and reporting tools)
- Developing People (part of the developing people process).

Notes

The activities of a manager include the points with other processes are invoked and used. This process describes the managers work to manage a team.

References

Management Core

Please see the following Links for the: Enterprise (SoS).

System Description

[PDF: System Description: Enterprise as a System of Systems \(SoS\), Version 0.20, 25-November-2024](#)

[PDF: System Description: Team as a System, Version 0.11 15-December-2024](#)

[PDF: System Description: Capability as a System, Version 0.17 27-November-2024](#)

[PDF: System Description: Process \(Human Activity\), Version 0.5, 27-November-2024](#)

Link to [Process Design Patterns PDF](#)

[PDF: System Description: Integrated Management System, Version 0.18, 16-April-2025](#)

[PDF: System Description: Technology as a System of Systems \(SoS\), Version 0.2, 31-May-2021](#)

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The [Enterprise Transformation and Change PDF](#) contains the Enterprise Transformation and Change Concepts. Version 0.5, 09-December-2022

- See System: [Integrated Management System](#)
- Website: [enterprise.desc.systems](#)

Management: Tasks, Responsibilities and Practices, Peter Drucker

[Management: Tasks, Responsibilities, Practices \(Drucker series\)](#)

This book introduces the activities of a manager: Planning, Organizing, Resourcing, Integrating, Measuring and Developing People.

Peter Drucker has written many books on management. This is an abridged version (about 200 pages shorter than most) and includes a glossary. I find this book very readable.

Built to Last, Jim Collins and Jerry I. Porras

[Built To Last: Successful Habits of Visionary Companies](#)

Introduces the concept of Core Ideology

Leadership Plain and Simple, Steve Radcliffe

[Leadership: Plain and Simple \(Financial Times Series\)](#)

Introduces: Future, Engage, Deliver model for Leadership.

Organizational Culture and Leadership, Edgar H. Schein

[Organizational Culture and Leadership \(The Jossey-Bass Business & Management Series\)](#)

A good model of culture that supports the social system model. This includes macro and micro cultures.

Edition 5 also includes the [cultural dimensions theory](#) from [Geert Hofstede](#)

Leadership and the New Science, Margaret J. Wheatley

[Leadership and the New Science](#)

(A useful book for Managers)

Innovation and Entrepreneurship, Peter F. Drucker

[Innovation and Entrepreneurship](#)

Seven Sources of Innovation and how to integrate into thinking. Innovation is a key management objective. This innovation book relates to ISO 56001:2024 and the Innovation Management System.

SCRUM: The Art of Doing Twice the Work in Half the Time, Jeff Sutherland

[SCRUM: The Art of Doing Twice the Work in Half the Time](#)

A book about agile working from a non-IT perspective.

A New Psychology for Sustainability Leadership, Steve Schein

[A New Psychology for Sustainability Leadership](#)

The hidden power of ecological worldviews

The Management Shift, Vlatka Hlupic

[The Management Shift](#)

Includes: Emergent Leadership Model and 6 Box Leadership Model.

The Puritan Gift, Kenneth Hopper and William Hopper

[The Puritan Gift: Reclaiming the American Dream Amidst Global Financial Chaos](#)

Adaptive Enterprise, Stephan Haeckel

[Adaptive Enterprise: Creating and Leading Sense-And-Respond Organizations](#)

Good people oriented systems view of the enterprise.

Organizational Design Core

Organization Design, Jay Galbraith

[Organization Design](#)

This book contains the original STAR Model which included Technology.

Competing by Design, David A. Nadler and Michael L. Tushman

[Competing by Design](#)

[Congruence Model](#)

Requisite Organisation, Elliott Jaques

[Requisite Organization](#)

Good book about management practice and systems thinking.

Enterprise Core

Please see the following Links for the: Enterprise (SoS).

System Description

[PDF: System Description: Enterprise as a System of Systems \(SoS\), Version 0.20, 25-November-2024](#)

[PDF: System Description: Team as a System, Version 0.11 15-December-2024](#)

[PDF: System Description: Capability as a System, Version 0.17 27-November-2024](#)

[PDF: System Description: Process \(Human Activity\), Version 0.5, 27-November-2024](#)

Link to [Process Design Patterns PDF](#)

[PDF: System Description: Integrated Management System, Version 0.18, 16-April-2025](#)

[PDF: System Description: Technology as a System of Systems \(SoS\), Version 0.2, 31-May-2021](#)

Link to [the Enterprise \(SoS\) Architecture Description Framework](#)

Link to [EntSoSADF AVPD PDF](#)

[PDF: Structuring Formalism: System Description \(SDSF\), Version 0.4, 07-February-2023](#)

Link to [Current EntSoSADF Viewpoints PDF](#)

Link to [Current EntSoSADF Model Kinds PDF](#)

Link to [the EntSoSAF Correspondence Section](#)

The [Enterprise Transformation and Change PDF](#) contains the Enterprise Transformation and Change Concepts. Version 0.5, 09-December-2022

- See System: [Integrated Management System](#)
- Website: [enterprise.desc.systems](#)

Competitive Advantage, Michael E. Porter

[Competitive Advantage](#)

Two key concepts are included in this book:

- [Value System](#) Examples on Page 34, 35
- [Value Chain](#)

Lean Thinking, James P. Womack and Daniel T. Jones

[Lean Thinking: Banish Waste and Create Wealth in Your Corporation, Revised and Updated](#)

Good Reference for Product Teams and Change. Also the 5 lean principles.

Business Dynamics, John D. Sterman

[Business Dynamics: Systems Thinking and Modeling for a Complex World with CD-ROM](#)

Cradle to Cradle, Michael Braungart, William McDonough

[Cradle to Cradle](#)

Re-making the way we make things: Biological and Technical Nutrients and Metabolism

Material Value, Julia L F Goldstein, PhD

[Material Value](#)

More Sustainable, Less Wasteful Manufacturing of Everything from Cell Phones to Cleaning Products

Living Systems

The Systems View of Life, Fritjof Capra and Pier Luigi Luisi

[The Systems View of Life](#)

This book is supported by the [Capra Course](#) which provides a 12 week course covering the four dimensions of life: Biological, Cognitive, Social, and Ecological.

A Capra Course Glossary is available in the Capra Course Alumni Network - A global Community of Practice related to the book.

See chapter 14 for information on social systems.

The Hidden Connections, Fritjof Capra

[The Hidden Connections: Integrating the Biological, Cognitive, and Social Dimensions of Life Into a Science of Sustainability](#)

Some additional information related to social systems.: See page 70 to page 128.

Principles of Ecology: See page 231.

The Turning Point, Fritjof Capra

[The Turning Point: Science, Society, and the Rising Culture](#)

The Embodied Mind, Francisco J. Varela, Evan Thompson, Eleanor Rosch

[The Embodied Mind](#)

Cognitive Science and Human Experience
