

VSM Collaboration Workshop Agenda

Designing Collaborative Viability Between Systems

Duration: 1 Day (8 Hours incl. breaks)

Participants: Representatives from each collaborating team (System X & Y), ideally 6–12 people in total

Workshop Goals:

- Develop a shared understanding of operational, management, and strategic interfaces – discovering oneself through the lens of the other
 - Identify areas of misalignment, synergy, and mutual dependency
 - Create a joint meta-system covering Systems 2 to 5
 - Define actionable steps to improve cross-system collaboration
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Agenda Structure

09:00 – 09:30 | Welcome & Setup

- Introduction of participants
 - Recap of the Viable System Model
 - Purpose of the collaboration canvas
 - Explain workshop flow and ground rules
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09:30 – 10:15 | Explore the Environment

Guiding Questions:

- Who are your key stakeholders, customers, and regulators?
- What trends or constraints shape your external landscape?

Each team presents their **environmental map**

Conversation: *Where do we see communalities or tensions?*

Output: Shared understanding of the context and variety pressures

10:15 – 11:00 | System 1 – Bilateral Value Streams

Each team explains:

- What do we need from the other team?
- Why do we need it?
- What quality criteria are important?

Conversation: *What can we do to improve our operational relationship? BUT: Stay purely on the level of the quality of deliverables. Don't mix this with planning processes which will be talked with S2 to S5.*

Output: Mapped bilateral value flows and dependencies

11:00 – 11:45 | System 2 – Coordination Between Teams

Each team explains:

- How do we coordinate internally?
- What mechanisms can harmonize our work together?

Conversation: *How can we improve cross-system coordination?*

Output: Ideas for a joint coordination mechanism (Meta-System 2)

11:45 – 12:45 | Lunch Break

12:45 – 13:45 | System 3 – Operational Management & Bargains

Each team explains:

- How do we manage and allocate resources?
- How do we track and review operational priorities?

Conversation: *How can we align our operational management and resource sharing?*

Output: Meta-System 3 map + initial proposals for resource interface agreements

13:45 – 14:15 | System 3* – PDCA & Monitoring

Each team explains:

- How do we monitor success and ensure improvement?
- What does our PDCA cycle look like?

Conversation: *How can we build a shared PDCA loop or audit interface?*

Output: Meta-System 3* ideas and monitoring proposals

14:15 – 14:45 | Break

14:45 – 15:30 | System 4 – Strategy & Innovation

Each team explains:

- How do we scan the environment and prepare for the future?
- How do we innovate?

Conversation: *How do we align long-term developments and innovation?*

Output: Meta-System 4 draft with shared foresight activities

15:30 – 16:15 | System 5 – Identity & Norms

Each team explains:

- What are our guiding principles and norms?
- How do we handle policy conflicts or tensions?

Conversation: *What principles can guide our collaboration sustainably?*

Output: Shared values and policies; joint S5 draft

16:15 – 16:30 | Break

16:30 – 17:30 | Integration & Action Plan

- Recap each system's shared map (S2–S5)
 - Define 3–5 **top-priority improvement measures**
 - Assign responsibilities (RASIC optional)
 - Define cadence for follow-ups (e.g., S3* drumbeat)
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Deliverables:

- Completed VSM Collaboration Canvas
- Action list with responsibilities and milestones
- Summary of meta-systems (2–5)
- Reflection on overarching purpose and identity