

- System-in-Focus**
- Name of the SiF, Manager(s)
  - Purpose
  - Environment
- Around**
- Up: R+1 (recursion above)
  - Parts of the SiF (R-1)
  - Other relevant units
- Units / Roles / People

**Environment**

**System in Focus** A1

System-in-Focus

- Name of the SiF, Manager(s)
- Purpose
- Environment

**Around**

- Up: R+1 (recursion above)
- Parts of the SiF (R-1)
- Other relevant units

Units / Roles / People

**Identity and Policy - System 5** C6

**Policy Management** A6

Mechanisms

Units / Roles / People

**Outer System (R+1)**

**System in Focus** A1

System-in-Focus

- Name of the SiF, Manager(s)
- Purpose
- Environment

**Around**

- Up: R+1 (recursion above)
- Parts of the SiF (R-1)
- Other relevant units

Units / Roles / People

**Scenarios**  
Possible Futures C5

**Managing the Future** A5

- Monitoring
- Planning
- Exploring
- Units / Roles / People

**Outside and Then - System 4** C5

**Managing the Future** A5

- Monitoring
- Planning
- Exploring
- Units / Roles / People

**Environment Overlap**  
Operational Interactions

**Operative Systems** A2

Operative value-creating systems (R-1)

- their local environments
- overlaps in the environments

Units / Roles / People

**Inside and Now - System 3** C3

**Operative Management** A4

Instances

- Direct management
- Supporting functions
- Monitoring and active inquiry

Channels

- Resource Bargaining
- Corporate Intervention / Accountability

Units / Roles / People

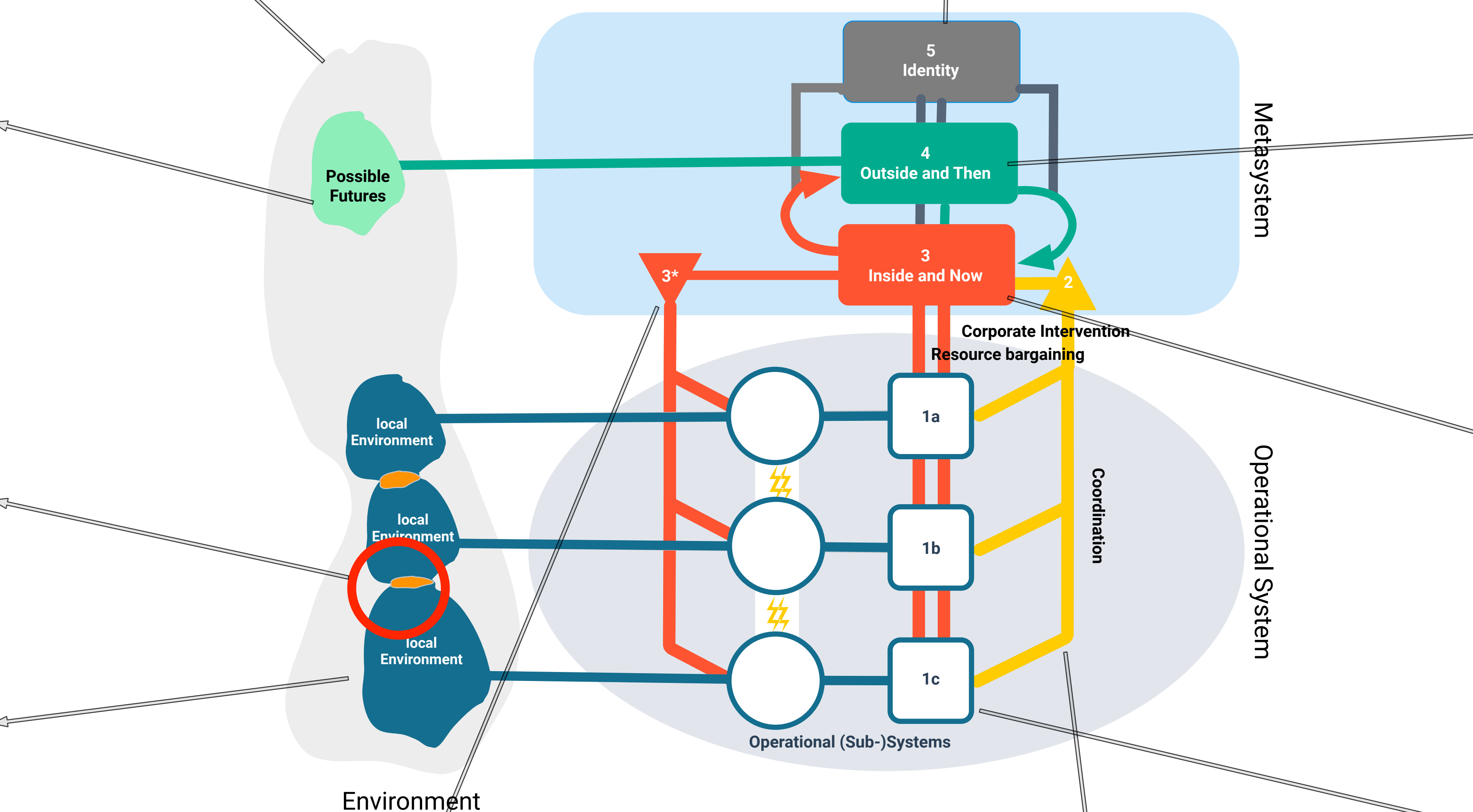
**Local Environment(s)** C1

**Operative Systems** A2

Operative value-creating systems (R-1)

- their local environments
- overlaps in the environments

Units / Roles / People



**Inquiry - System 3\*** C3

**Operative Management** A4

Instances

- Direct management
- Supporting functions
- Monitoring and active inquiry

Channels

- Resource Bargaining
- Corporate Intervention / Accountability

Units / Roles / People

**Coordination - System 2** C3

**Horizontal Coordination** A3

Relationships between operational (value-creating) units (R-1)

- Interfaces
- Dependencies
- Interactions
- Conflicts and potential conflicts

Synchronization mechanisms

Units / Roles / People

**Operation - System 1** C1 C2

**Operative Systems** A2

Operative value-creating systems (R-1)

- their local environments
- overlaps in the environments

Units / Roles / People

**Information Systems** C4

red numbers refer to the Canvas steps