Open Space – SAFe-Treff 15 2026



12. November 2026

Who we are



Richard Butler

Organisational Architect and Thought Leader in adaptive organizations.

Known for CLEAR-AI, 8-capabilities and TERA-LENS frameworks.



Karin Dinges

Sinologist and Systemic Coach.

Expert in intercultural organizational dynamics and systemic coaching approaches.



Andy Lass

Agile Organizational- and Systemic Coach.

Expert in applied agility in operational and strategic areas.

What to expect?

- New methods are introduced, but the hoped-for goal remains elusive
- Job titles change more quickly than authority
- Responsibility is delegated more readily than decision-making authority
- The rush to take action grows faster than the ability to adapt

Companies **repeatedly fail** to achieve sustainable change

What to expect?

- At first glance it appears to be a technology problem…

  …in fact, it is actually an **organizational design problem**
- The technology may be new, but the **dysfunctions are not**
- The answer lies **far beyond frameworks**, tools, and sets of rules
- It is the often-overlooked and ignored **structural forces** that silently pull organizations back to the status quo

Digital transformation, agile transformation, AI transformation…

the patterns repeat themselves

What to expect?

We use a **community tool** to examine the forces that prevent companies from implementing sustainable change.

It helps:

- identify what's going wrong within companies
- To diagnose symptoms and root causes
- to drive structural change

Overview of **our idea** and an introduction to the **community tool**

THE CONCEPTUAL ENGINE

From symptom to Intervention

Symptoms

what people “complain about” or describe

→

Patterns

the recurring configuration behind it

→

Interventions

Change something

“Decisions get made twice and then unmade.”
“If I decide, he’ll overrule me later”

Decision Fog:
People cannot clearly tell who **actually** decides what, so hesitation and decision paralysis become normal.

Sometimes the Interventions are big



Why do these often fail?

Entropy

The organization’s low-energy state (DNA)

the way things get done when nobody is pushing.

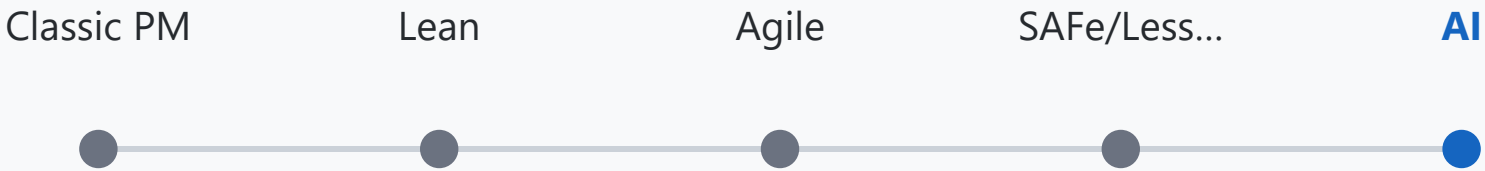
- **Built over decades.** Decision habits, loyalties, and unwritten rules settle into the organization's DNA.

- **Change requires effort.** A transformation adds new structure, and that structure only lasts as long as someone keeps putting energy into it.

- **Pulled back under pressure.** When the pressure comes, energy runs out and the organization returns to its default behavioural structures. That's where the patterns of dysfunction come from.

THE PATTERN BEHIND THE WAVES

This stops transformation working



new roles · new rituals · new vocabulary

The load-bearing “underlying structures” hardly move.

“that’s just the way things are here”

THE CONCEPTUAL ENGINE

Give the interventions a better chance

Symptoms

what people “complain about” or describe

→

Patterns

the recurring configuration behind it

→

Interventions

Focus on a root causes

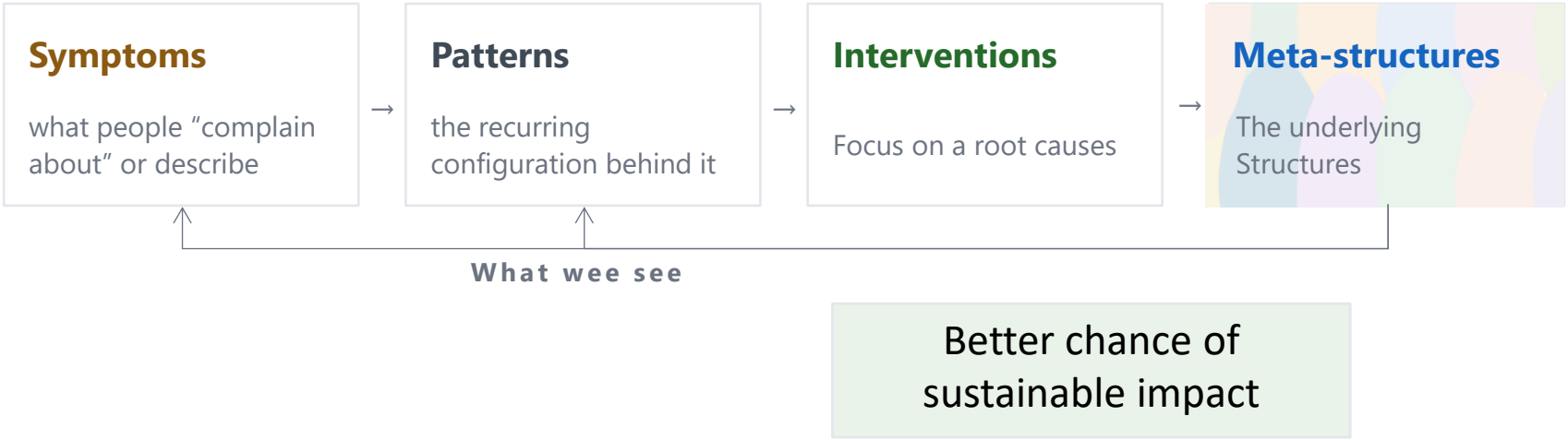
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Meta-structures

The underlying Structures

THE CONCEPTUAL ENGINE

Give the interventions a better chance

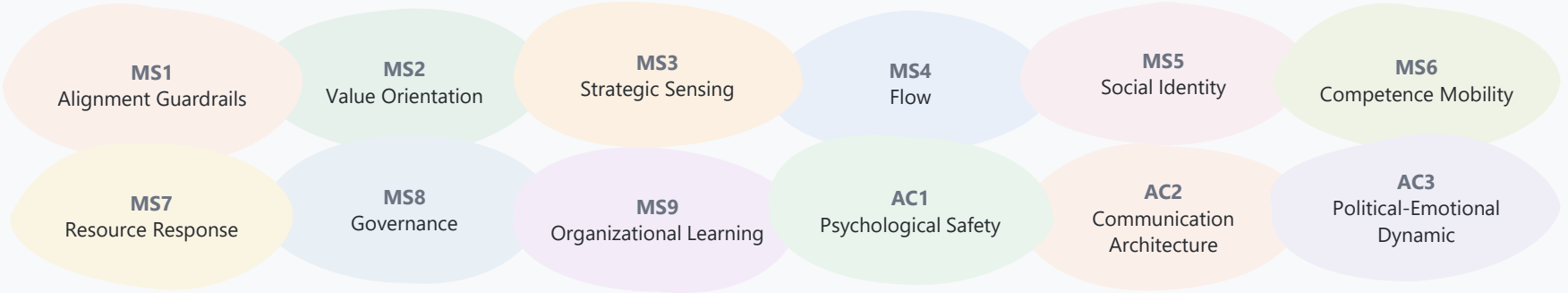


CORE PREMISE

Metastructures

The persistent layer that decides what an organization is able to do — whatever method sits on top.

Not culture. Not process. Not the org chart.

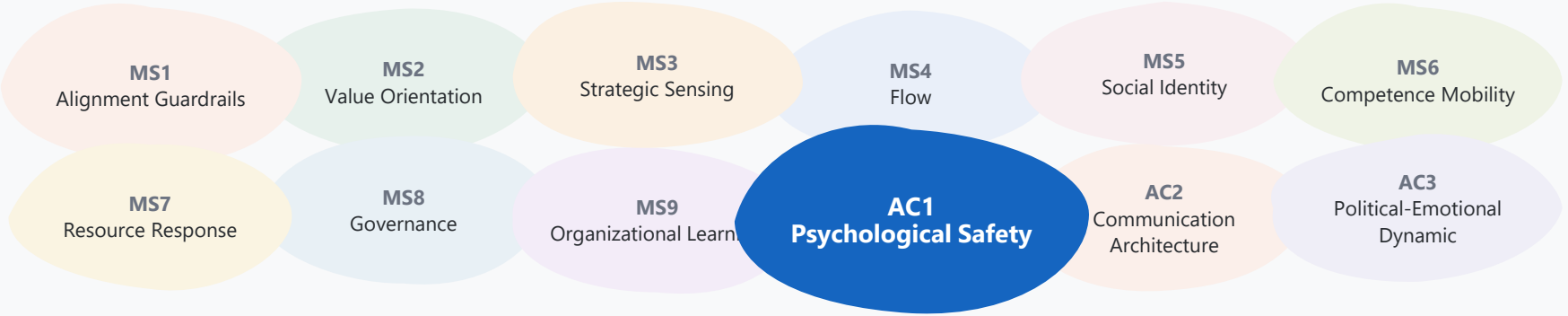


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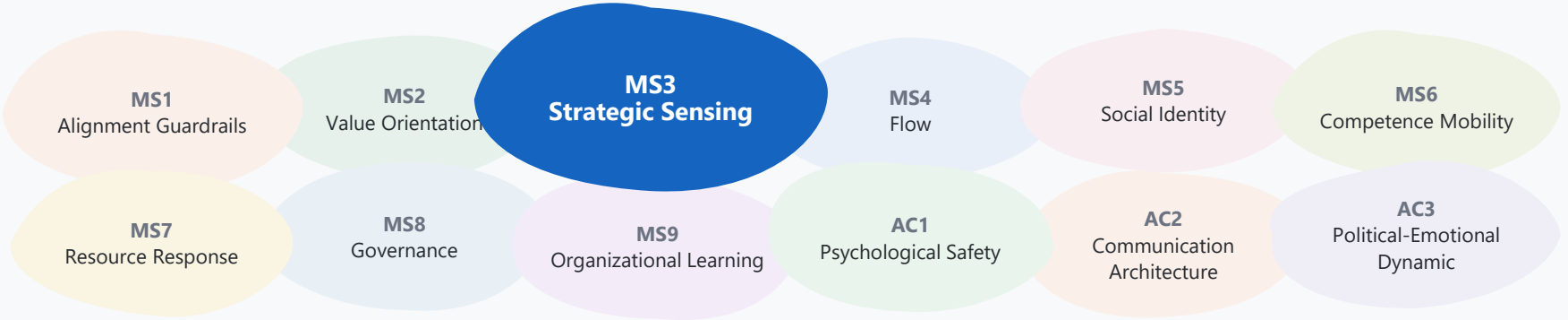


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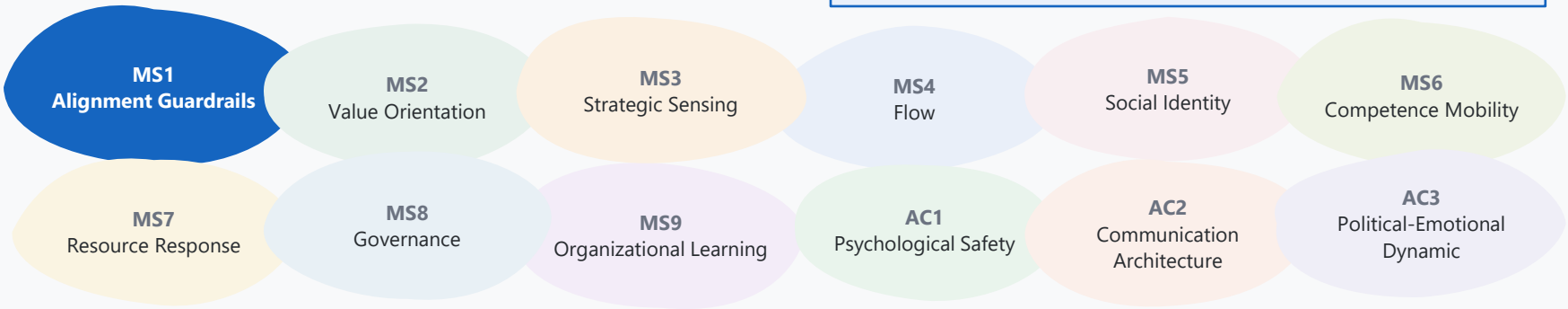
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Not culture. Not process. Not the org chart.

MS1 · Alignment Guardrails

Explicit and practiced constraints that define what should be achieved, who can decide what, where authority begins and ends, and how escalation and exceptions are handled.

A symptom when weak: A decision gets made twice or not at all or remade because nobody knows for sure who can decide what.



What happens when alignment guardrails are weak and we add AI?

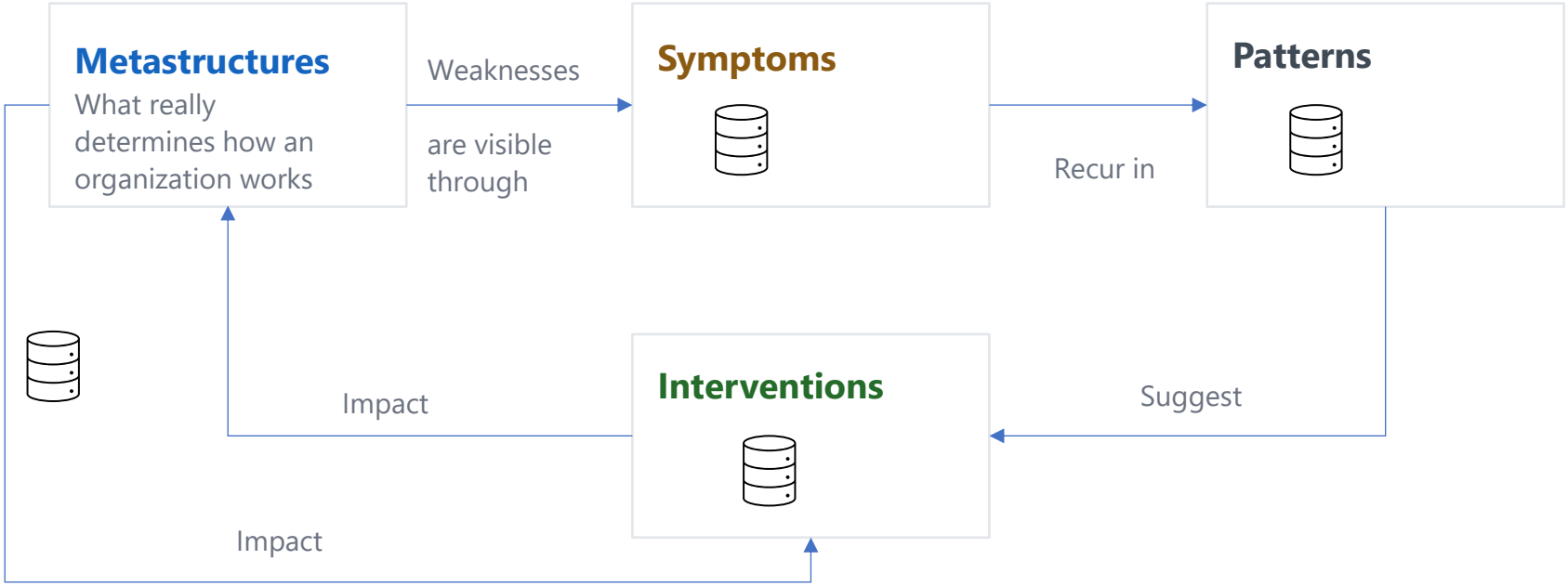
THE CONCEPTUAL ENGINE

From symptom to metastructure

Symptoms	→	Patterns	→	Interventions	→	Metastructures
what people "complain about" or describe		the recurring configuration behind it		the moves actually available to you		what those moves change underneath
"Decisions get made twice and then unmade." "If I decide, he'll overrule me later"		**Decision Fog:** People cannot clearly tell who **actually** decides what, so hesitation and decision paralysis become normal.		**Decision Guardrail Mapping and Socialization:** Map and communicate *real* decision guardrails, escalation paths, and override rights		**Impact:** MS1 Alignment Guardrails MS4 Flow

Will this work?

Summary


Metastructures
What really determines how an organization works
Weaknesses
are visible through
Symptoms
Recur in
Patterns
Suggest
Interventions
Impact
Impact

Community initiative · Free · Non-commercial · No registration

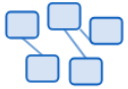


Work through an issue

Describe what keeps happening, in your own words. A short conversation works out what is underneath it, and what to try first.

Try: "We're busy but not seeing results"

Start →



Browse the library

Every value tension, meta-structure, pattern and intervention — as an interactive map or searchable tables.

Open the Library →



Understand the concepts

A plain-language guide to the ideas behind the tool: organizational gravity, meta-structures and the TERA cycle.

Read the Concepts →

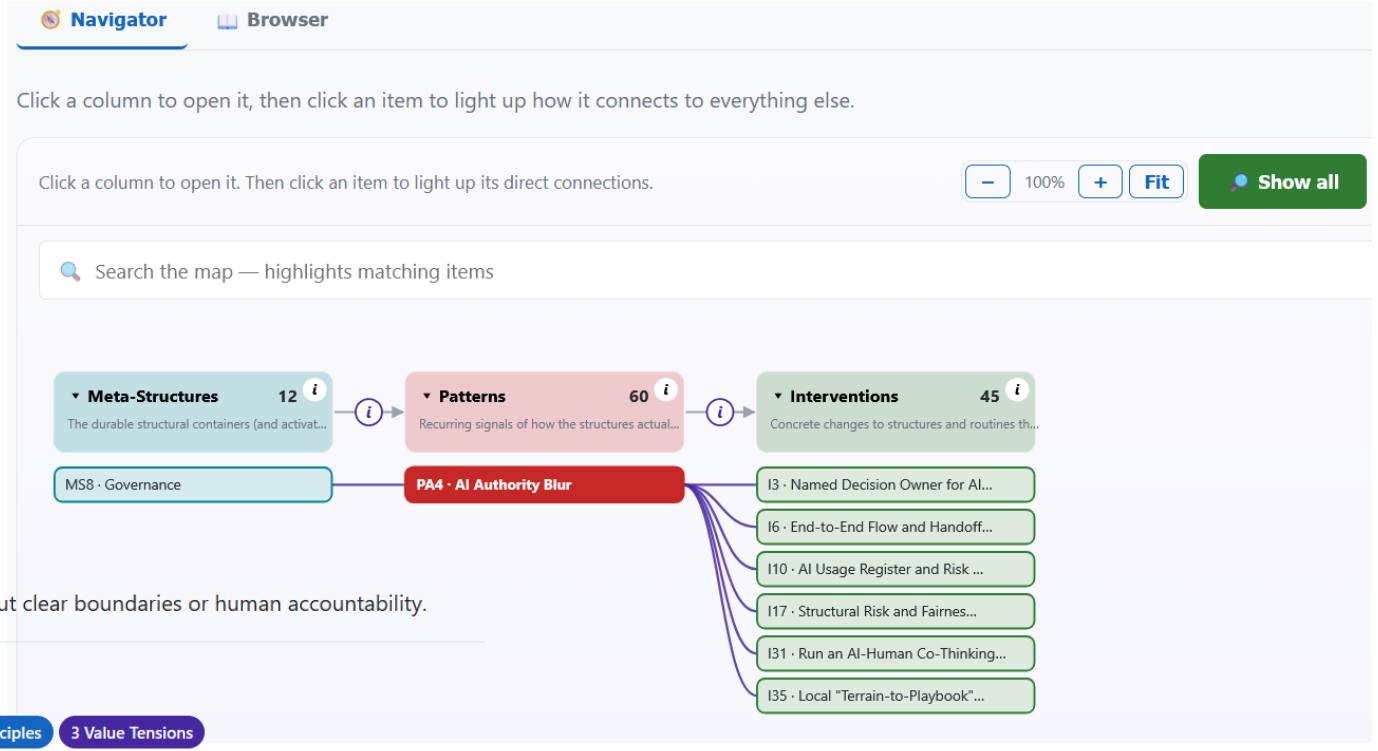


Share your ideas

Spotted something missing, or have a suggestion? Talk it through or fill in a form — either way, a moderator reviews it.

Share your ideas →

Explore the meta-structures, patterns and interventions



PA4

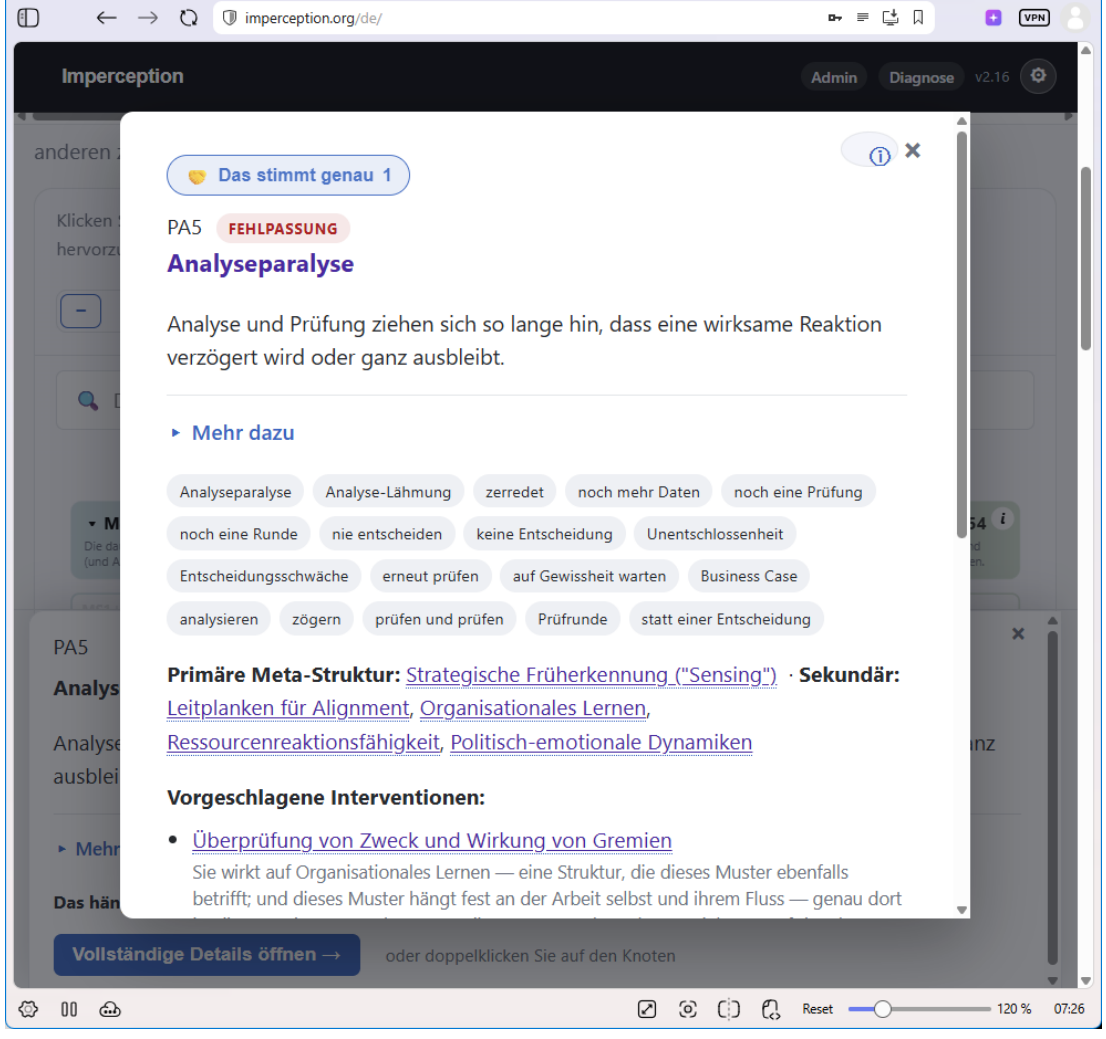
AI Authority Blur

Automated systems influence critical decisions without clear boundaries or human accountability.

▸ More detail

This connects to: 1 Meta-Structures | 6 Interventions | 2 Principles | 3 Value Tensions

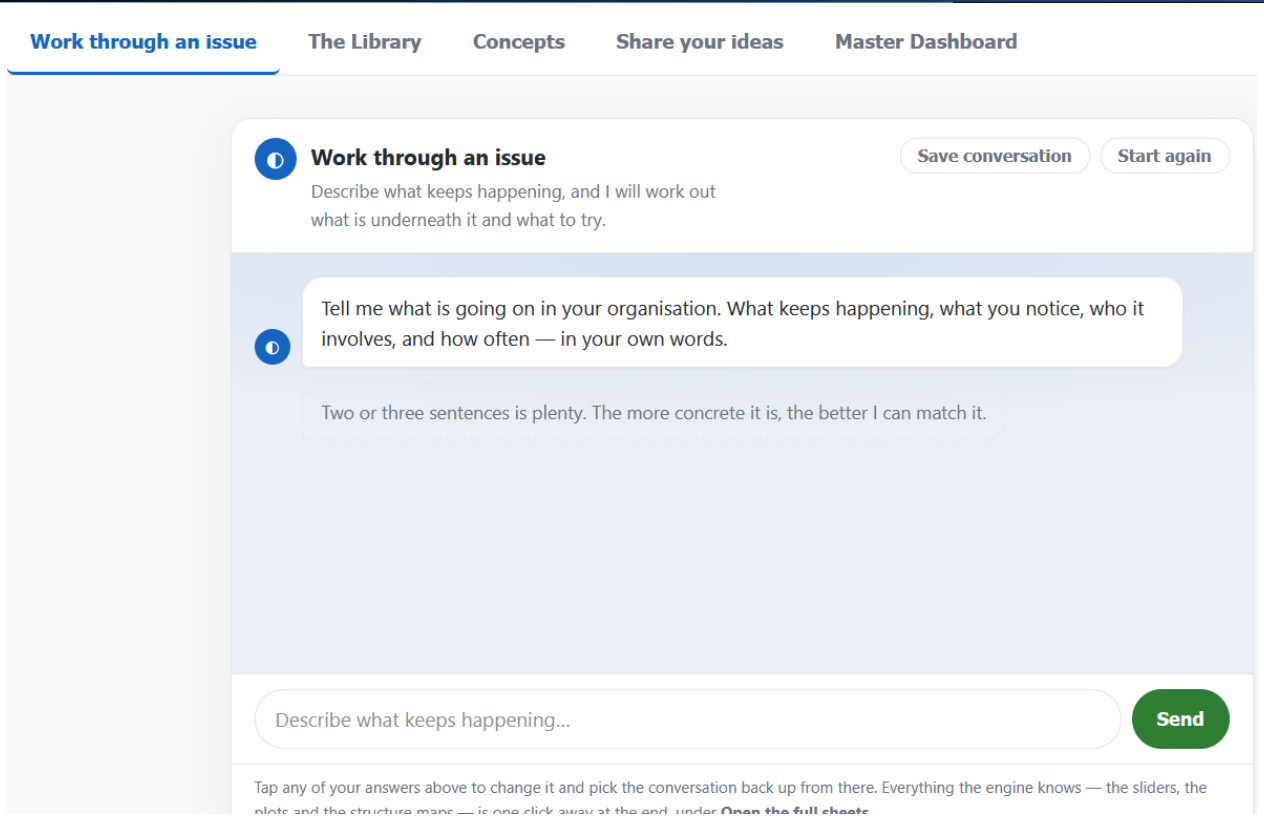
Open full detail → or double-click the node


imperception.org/de/
Imperception
Admin
Diagnose
v2.16
Das stimmt genau 1
PA5
FEHLPASSUNG
Analyseparalyse
Analyse und Prüfung ziehen sich so lange hin, dass eine wirksame Reaktion verzögert wird oder ganz ausbleibt.
Mehr dazu
Analyseparalyse
Analyse-Lähmung
zerredet
noch mehr Daten
noch eine Prüfung
noch eine Runde
nie entscheiden
keine Entscheidung
Unentschlossenheit
Entscheidungsschwäche
erneut prüfen
auf Gewissheit warten
Business Case
analysieren
zögern
prüfen und prüfen
Prüfrunde
statt einer Entscheidung
Primäre Meta-Struktur: Strategische Früherkennung ("Sensing") · Sekundär: Leitplanken für Alignment, Organisationales Lernen, Ressourcenreaktionsfähigkeit, Politisch-emotionale Dynamiken
Vorgeschlagene Interventionen:
Überprüfung von Zweck und Wirkung von Gremien
Sie wirkt auf Organisationales Lernen — eine Struktur, die dieses Muster ebenfalls betrifft; und dieses Muster hängt fest an der Arbeit selbst und ihrem Fluss — genau dort
Vollständige Details öffnen →
oder doppelklicken Sie auf den Knoten
Reset
120 %
07:26

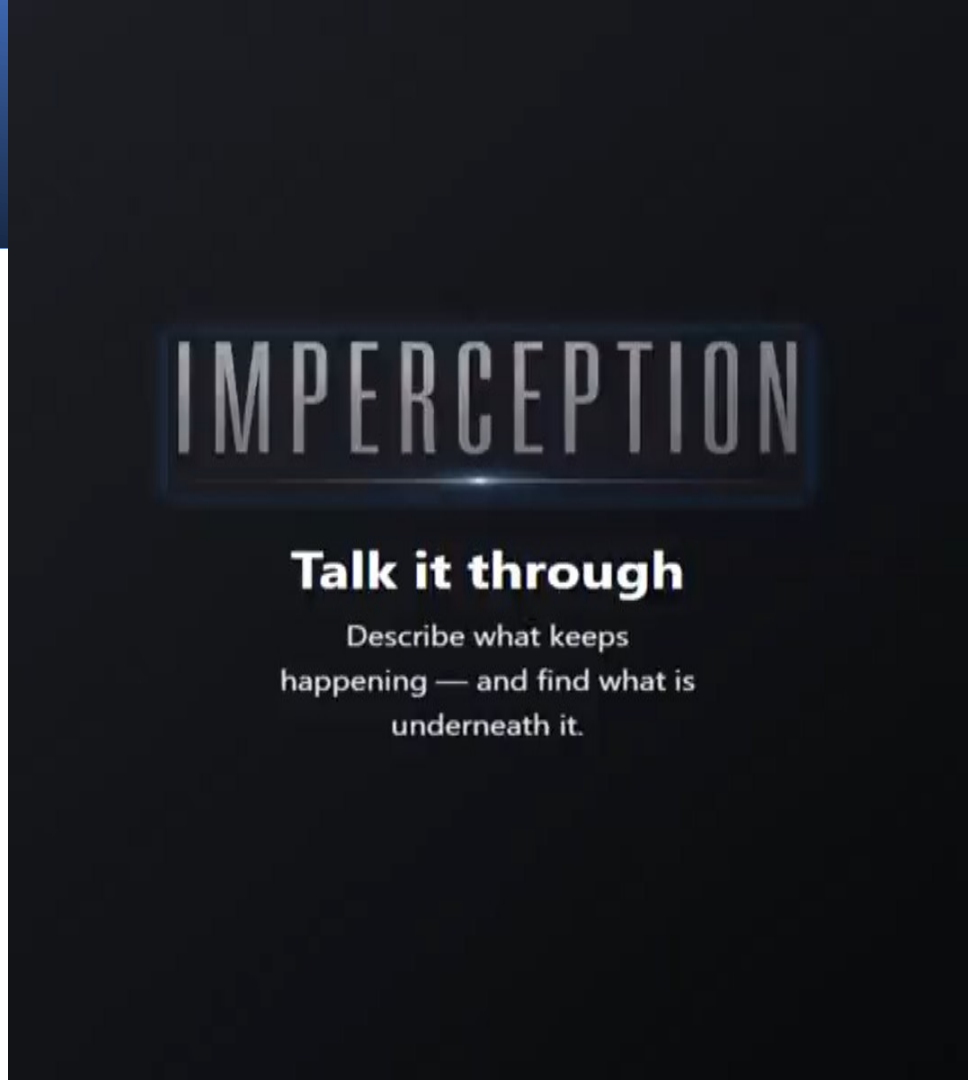
Open Space – Dein Wissen ist gefragt

- **Datenbank:** wie können wir eure Erfahrungen in das Tool bringen (und wer möchte das)?
- **Teilen:** wie können wir es nutzlicher und nutzbarer machen für alle?
- **Pflegen.** wie Sorgen wir dafür, dass es nachhaltig wertvoll ist?
- **Demo:** das Tool in action

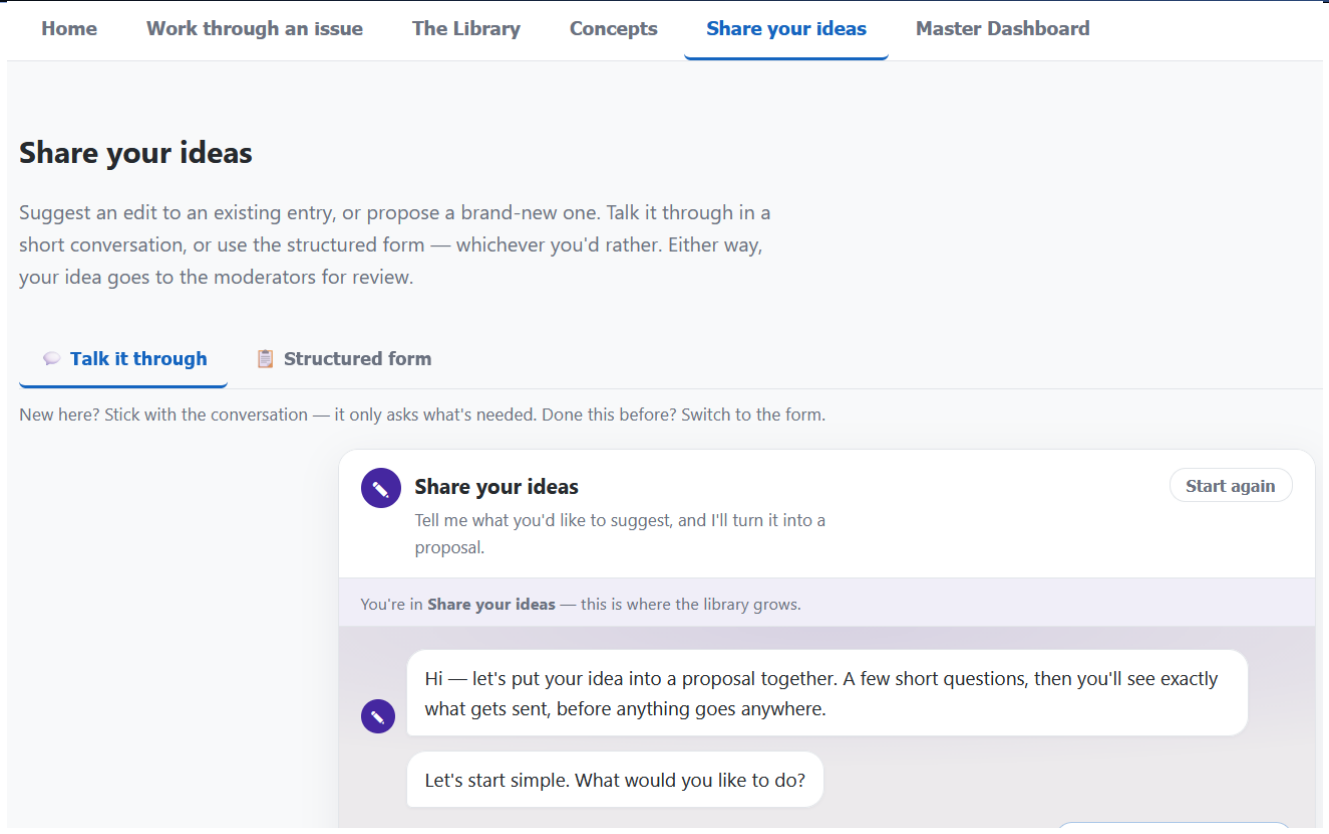
Work through issues



Work through issues



Share your ideas with us



Move any answer to see how the order would shift. Your real answers stay as they are.

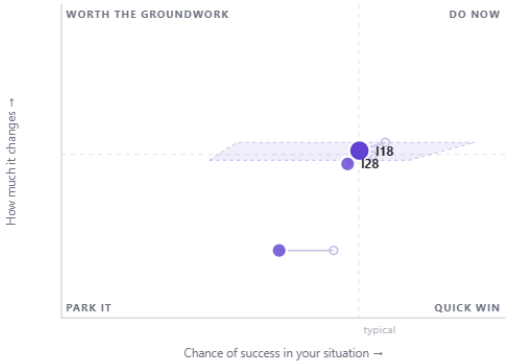
What if your situation were different?

Compact

Move anything below to see how the ranking would shift if your situation were different. **Your real answers are not changed** — this is a sandbox, and each control shows where your own answer sits.

Odds vs impact | Knock-on effects | How structures connect

Highlighted: **I18** · Navigation Pause Ritual in Governance Forums



Hollow rings need more reach than you described. Faint trails show where each option sat under your own answers. **The shaded area is everywhere I18 could go** if the ordered answers below were different — click or drag inside it and the sliders move to the nearest set of answers that actually reaches that point.

▾ **What am I looking at?** Odds vs impact

● **Filled dot**	An option you could start yourself, given the reach you described.
○ **Hollow dot**	Beyond your reach - real, but somebody else would have to run it.

This pattern's options | Anything in the library | Top 5 | Top 10 | All

↺ Back to my answers

You are testing a different situation. Changed: **Cost to anyone's standing**, **Sphere of influence**.

The first recommendation holds either way, which is worth knowing: it does not rest on the answers you were unsure about.

1	I18	Navigation Pause Ritual in Governance Forums	Possible fit
2	I28	Mode of Response Training for Leaders	Possible fit
3	I29	Committee Purpose and Impact Review	Weak fit

Where it sticks more than one allowed

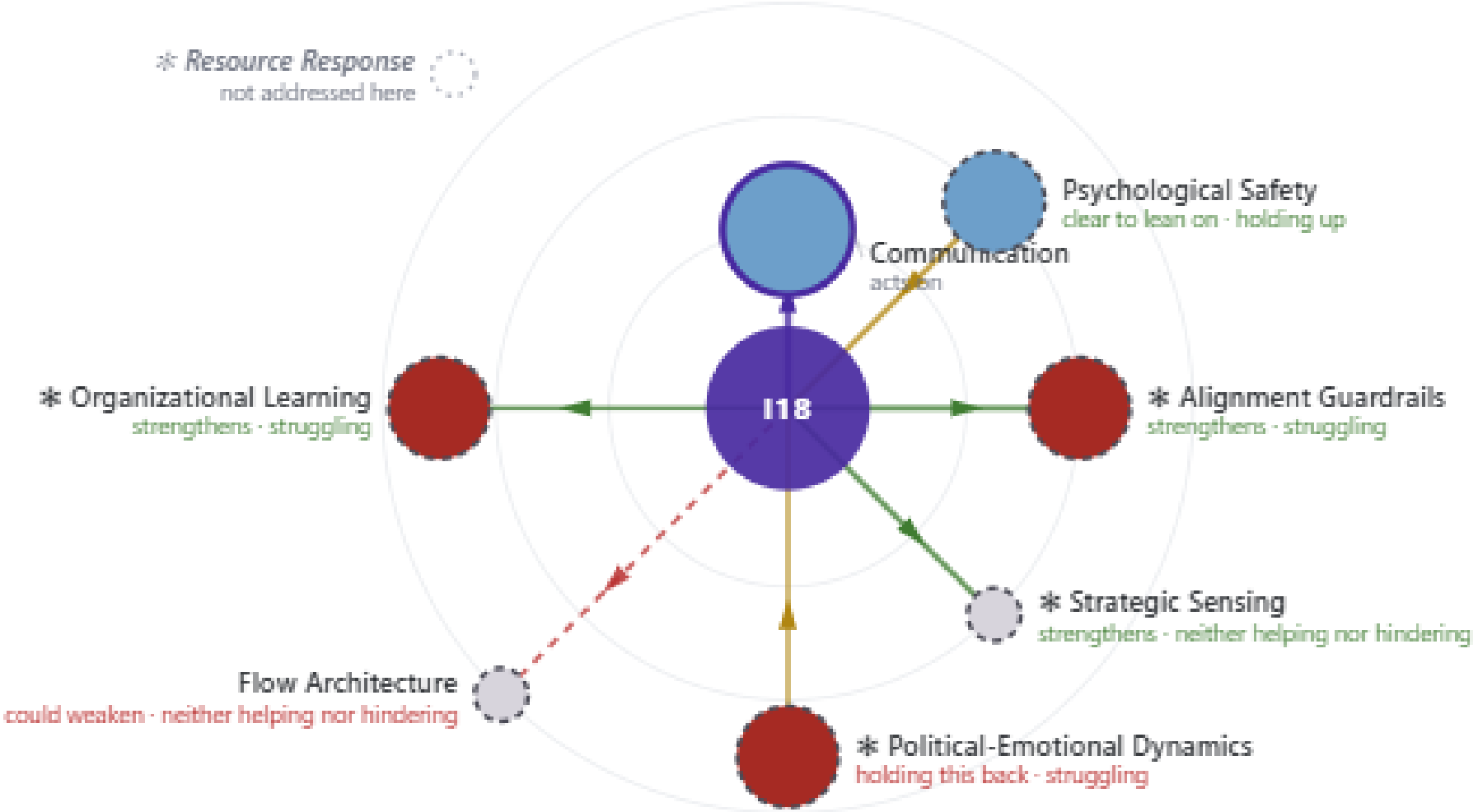
With people and roles | With information or rules | With the work itself

Your reach

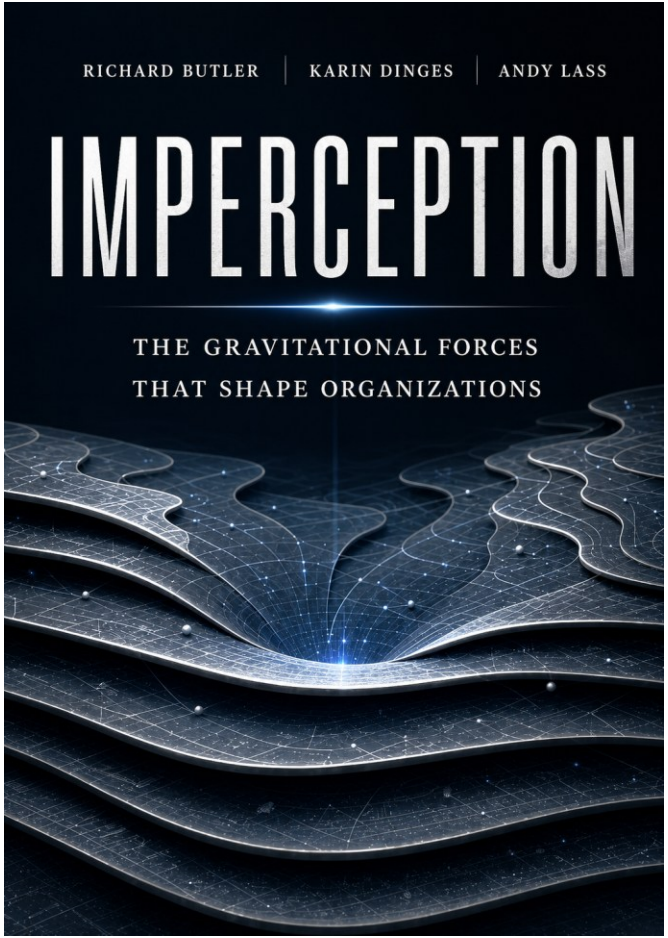
The organization

your answer: My whole department or function

How well understood


* Resource Response
not addressed here
Psychological Safety
clear to lean on · holding up
Communication
acti n
* Organizational Learning
strengthens · struggling
I18
* Alignment Guardrails
strengthens · struggling
* Strategic Sensing
strengthens · neither helping nor hindering
Flow Architecture
could weaken · neither helping nor hindering
* Political-Emotional Dynamics
holding this back · struggling

There's more from us coming soon



Thank you!



Richard Butler



Karin Dinges



Andy Lass

IMPERCEPTION