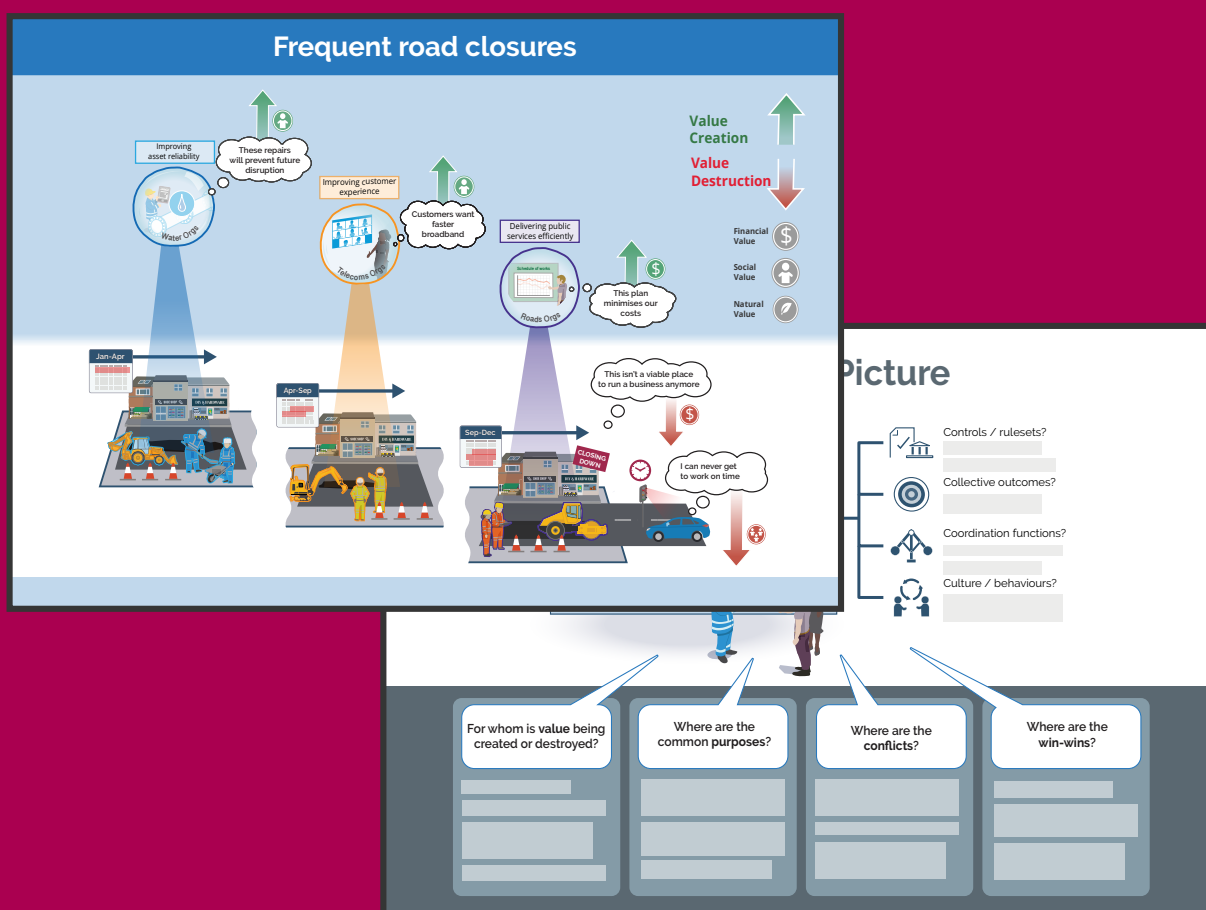


The Bigger Picture:

The cross-boundary integration toolkit

Version 1

September 2026

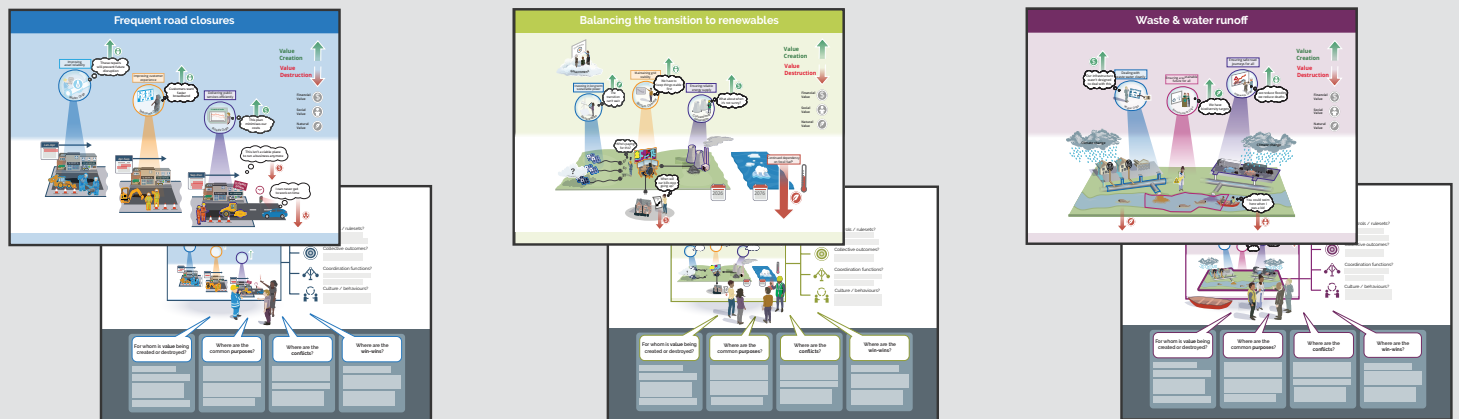


1

THE BIGGER PICTURE: PART ONE Review example challenges

Share out the example “Bigger Picture” cards in pairs or small groups. Spend 5-10 minutes on each card, asking the questions below. Then rotate the cards between groups.

Each picture is an example of a situation in which different groups are responsible for different aspects of a shared asset system, but no one is in a position to make decisions that optimise for the whole.



1: INSIDE THE SILOS

What keeps the groups involved stuck “inside” their bubbles in this picture? Organisational boundaries? Regulatory boundaries? Competition? Culture? Geography? Time? Something else?

2: BETWEEN THE SILOS

Who is impacted “outside” the bubbles?

What kind of value is being created or destroyed outside the bubbles? Who for? How does their voice get heard? Who else has a stake in the system that isn't portrayed in the picture?

3: THE BIGGER PICTURE

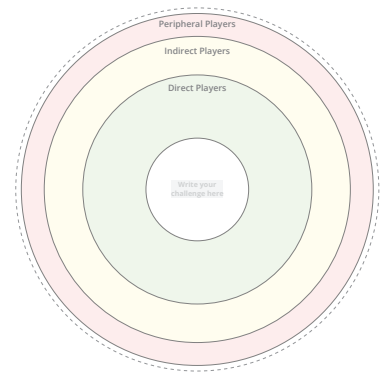
What would need to be true for optimal, joined-up decisions to be possible?

Of the four categories of enablers listed (controls/rulesets, collective outcomes, coordination functions and cultures/behaviours), which seem the most significant in this situation?

2 THE BIGGER PICTURE: PART TWO

List the actors involved

In small groups, spend 30-60 minutes using one of the “actors” templates to make sense of who most needs to be represented in your “Bigger Picture”



1: DEFINING THE CHALLENGE

ACTION In the centre of the concentric circles (page 9), write down in no more than five words, the systemic challenge your group is facing / is here to talk about



Refer back to the pictures from part one for example phrases ... try to keep things as simple as possible at this stage.

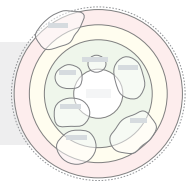


Has there been an incident or recurring challenge at the intersection of multiple organisations, assets, or systems?

What is changing that is making an existing challenge harder to manage in isolation?

2: DEFINING THE PLAYERS

ACTION Draw a bubble (with a label) on the circles for each actor involved



- Draw actors closest to the centre who are most involved in the challenge
- Draw actors closer together when they interact frequently, depend on each other, or influence each other's decisions.



Who operates, maintains, or relies on this system of assets?

Who involved might experience the consequences?

Are there actors outside of the workshop who you would need to work with to address this challenge?

3: DEFINE THEIR PURPOSES

ACTION Create a box next to each bubble, defining in 5 words or less the primary purpose of that actor

Again, look back to the sample pictures for examples, and keep things as simple as possible.



What is the actor ultimately trying to achieve?

What would success look like from their perspective?

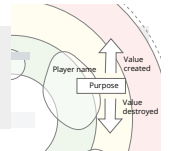
2

PART TWO CONTINUED... List the actors involved

4: IDENTIFY THE VALUE CREATED / DESTROYED

ACTION

For each actor, draw arrows to show whether value is being created or destroyed for them



Draw an “up” arrow for value created, and a “down” arrow for value destroyed by the way the system is currently configured. Label each arrow with the type of value



From the perspective of the actor, what value is being created or destroyed?

Value Creation

- Saving Time
- Protecting the Environment
- Improving Safety

Value Destruction

- Increased Delays
- Environmental harm
- Increased Risk

Does the current system leave this actor better off or worse?

Would this actor want the system to stay as it is?

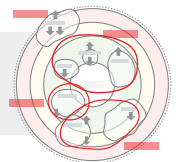
Does anyone experience the opposite effect?

In this workshop to simplify value, created or destroyed value can be categorised, for example, as financial, social, or natural value.

5: GROUP AND SELECT THE KEY PLAYERS TO MODEL

ACTION

Select or group actors that are closely related or have fewer boundaries between them until you have 3 or 4 to take forward to the next step.



The model you are going to draw is a simplified visual summary of something happening in the system, not everything! Only pick the most relevant actors.



Which actors are most important to understanding this challenge?

Which actors have similar purposes, responsibilities, or influence?

If you could only model 3-4 actors, who would you need to keep?

Does each selected actor/ group have a meaningful role in what happens next?

3

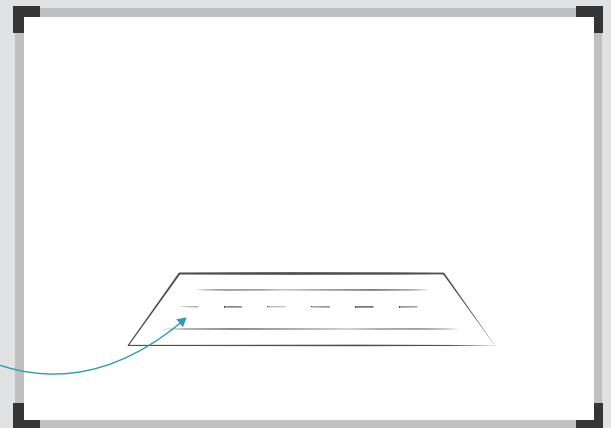
THE BIGGER PICTURE: PART THREE Visualising the Challenge

Continuing in small groups, take a blank sheet of A3 paper and turn the components into an integrated picture of the current state

1: DEFINING THE CONTEXT

What are the shared assets or systems that all of the key actors have an interest in:

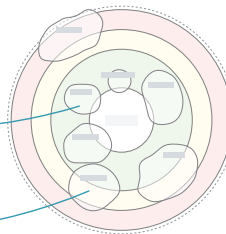
Draw a simplified picture of it towards the bottom of the page.



2: CHOOSING THE KEY ACTORS

Select 3 or 4 key actors/groups from the Direct Actors circle:

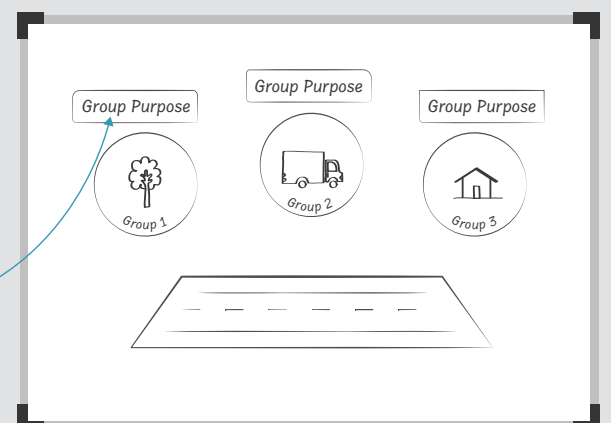
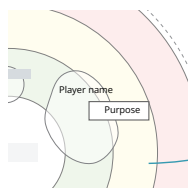
Add these to bubbles, ensuring to place actors near the part of the context they are most connected with



3: ADD THE PURPOSE LABELS

For each actor/group add their primary purpose:

As it relates to the current challenge

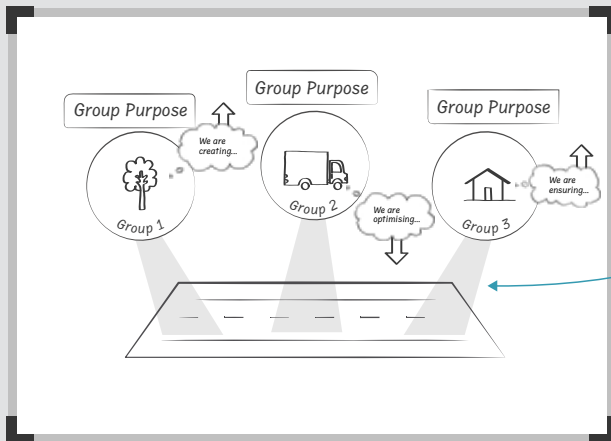
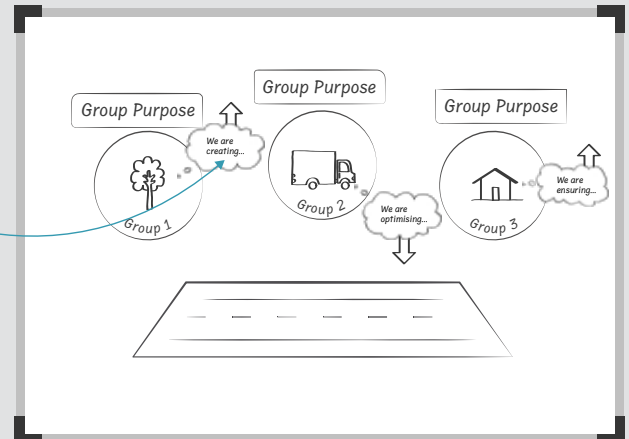
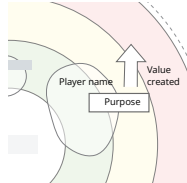


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PART THREE continued... Visualising the Challenge

4: ADD VALUE CREATION

Add arrows to show the value created or destroyed by each actor/group as they pursue their purpose



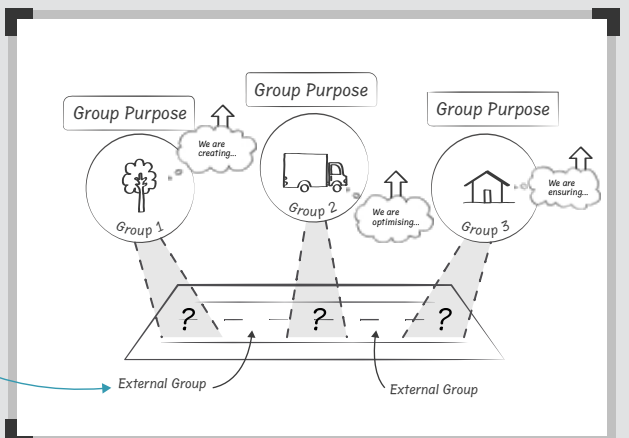
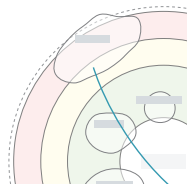
5: CONNECT THE PLAYERS

Draw out the areas of influence:
The actors have influence over assets / areas in the system, draw these lines to the context to show this

6: ADD EXTERNAL PLAYERS

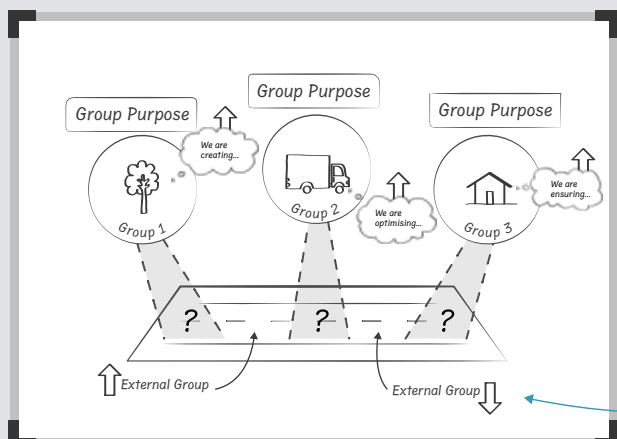
Add additional voices that need to be present in the context:

A community group affected? A natural resource? Consider revisiting the example cards



7: ADD COLLECTIVE VALUE

Consider the consequences: where is value being created or destroyed between all of these actors?
Add these arrows on the shared system.



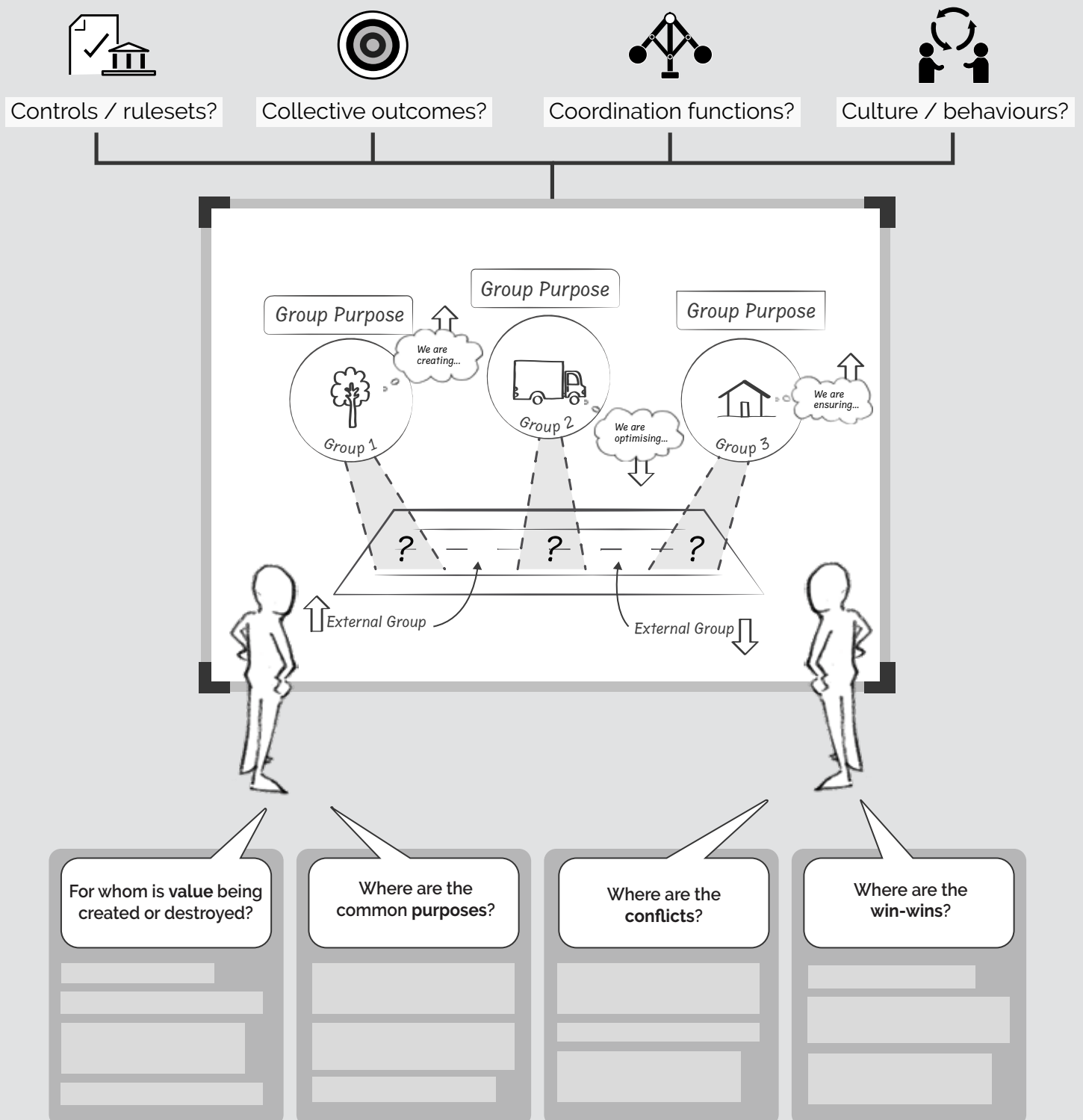
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THE BIGGER PICTURE: PART FOUR Zooming out

Rotate groups. Have one member of each group present the image and initiate a “bigger picture” conversation:

Zooming out, what is missing from the picture as a whole?

- what are the current common purposes and trade-offs? Where are the conflicts and win-wins?
- what already exists between the boundaries for this situation to work better, and what is missing? (controls/rulesets, collective outcomes, coordination functions, culture/behaviours?)
- of the things that are missing, what would make the largest and most noticeable difference?



4

PART FOUR CONTINUED... Zooming out

Step back from your model and explore the challenge through four different enablers

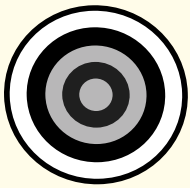
Controls / rulesets



Controls / rulesets define what actors are expected, required, or permitted to do

- Are there missing or ineffective rules, policies, or standards contributing to the challenge?
- Are existing controls creating unintended consequences?
- What rules need to change, be introduced, or removed? Does the current system leave this player better off or worse?

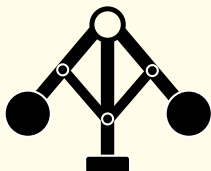
Collective outcomes



Collective outcomes are the shared goals or benefits that multiple actors work together to achieve. They represent the value that can only be realised through collaboration across the system

- What shared outcome could bring these actors together?
- Where do actors have common interests that could be better aligned?
- What “win-win” outcomes would encourage collaboration?
- How could we define success in a way that benefits multiple actors?
- What shared objective is currently missing?

Coordination functions



Coordination functions are activities, roles, or mechanisms that help actors work together to achieve a shared objective

- Where are actors failing to coordinate effectively?
- What information, decisions, or resources aren't flowing between actors?
- What mechanisms could improve collaboration?
- Who needs to be connected that currently isn't?

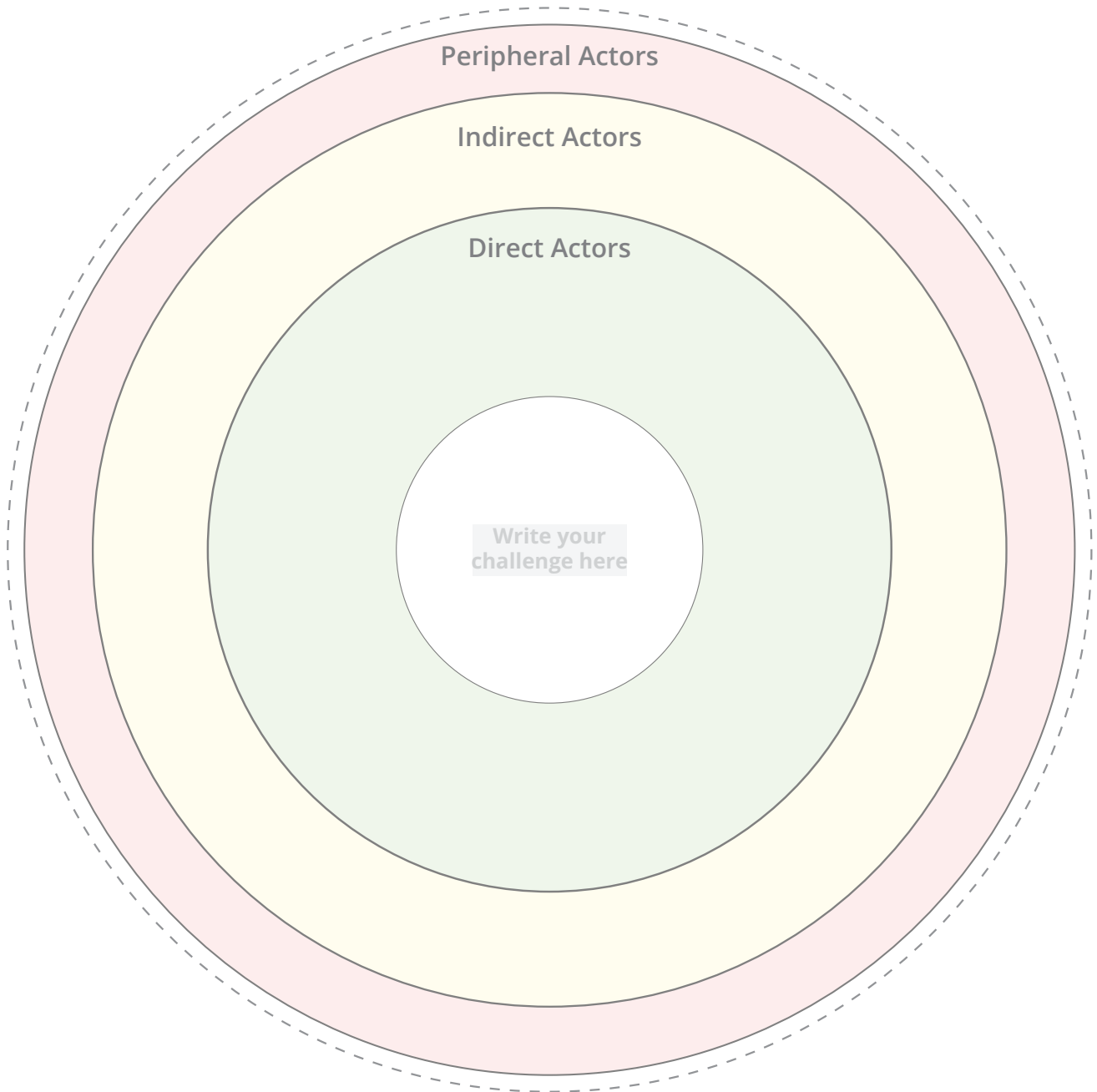
Culture / behaviours



Culture and behaviours describe how actors think, act, and interact within the system

- What behaviours are reinforcing the current challenge?
- What behaviours would help create better collective outcomes?
- What attitudes or incentives need to change?
- How could trust, learning, or collaboration be strengthened between actors?
- What behaviours might be a response to the way the current system operates, rather than the root cause?

The Bigger Picture: list the actors



Direct Actors

Directly affected or involved in the challenge



Indirect Actors

Indirectly affected or not directly involved in the challenge



Peripheral Actors

Minimally affected or no involvement in the challenge

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