

Managing Adaptive Systems

*Luca Dellanna's 12 Principles For Managing Your Team - And Yourself –
As An Adaptive System.*

1 Teams are adaptive systems

Motivation is adaptation to a work environment in which results bring positive outcomes.

2 Avoid motivational losses

Decisions must feel fair. Performance expectations must be clear.

3 Surface problems

Problems grow to the size where they must be acknowledged. Consider future impact if you let a problem grow.

4 Give specific feedback

There must be perfect alignment between what you say you want and what you reward. The key is clarity and specificity.

5 Systematically remove grey areas

In great companies there are no grey areas. Performance is either up to standard or called out.

6 Lead by example with costly signaling

Once you announce a core value or policy, you must follow up with it, even when it is costly for you to do so.

7 Work on the root causes first

Root causes keep on generating problems. Solving the root cause is the only way to stop the flow of problems.

8 Use tight feedback loops

The faster the feedback, the more it reinforces the right behavior.

9 Go where the work takes place

Distance dilutes information and communication.

10 Take decisions not just for their result but for how they affect future behavior

Think about second-order effects and the long term.

11 You are an adaptive system too

You adapt to your own work environment. If you find yourself unable to make decisions or act on them, change your work environment.

12 Change is achieved one focus at a time

Don't let incorrect behavior become a habit.



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