

Summary of Key Concepts & Links to Design Thinking Principles
Six Simple Rules: How to Manage Complexity without Getting Complicated
 Yves Morieux & Peter Tollman

Neither the “hard” or “soft” approaches to management of the past 100 years work in today’s complex business environment. The hard approach adds new structures, processes, systems for greater control and results in new complexity. It is a net add of complicatedness to control the complex situation. The soft approach is an approach seeking individual control also, but through emotional appeals through building affiliation with the organization. Today, more than ever, leading complex organizations is less about control and more about empowerment. Thus, businesses must innovate and find a new way. Mr. Morieux and Tollman offer us six simple rules.

Scope	The Six Simple Rules	Design Thinking Concepts
Individual Empowerment	<p>1. Understand what people do (and why they do it). Context matters in this new world. So you have to use your observation skills to really penetrate what people are doing in context. Analyzing context and seeing the system with specificity so that you know what and why people do what they do is essential. It opens up root causes and allows you to take the minimal action necessary to improve performance.</p>	<ul style="list-style-type: none"> • Observation • Empathy • Systems thinking
	<p>2. Reinforce Integrators. Integrators are people directly involved in work who cooperate and encourage others to do so. To reinforce integrators a company needs less hierarchy, fewer rules and greater empowerment for personal judgement. Judgement is the way an organization can deal with the contradictions inherent in complexity. In addition, you want to remove hierarchal levels so there is more dependency on one another. Counterintuitively, the bigger the company, the fewer the rules. “It’s not what the rule decrees that matters. It is the effect the rule has on the actions and interactions of the people involved--how the rule affects the context.” And, examples are given how the affect of more rules on the company is negative.</p>	<ul style="list-style-type: none"> • Exploration • Co-creation • No pre-determined KPI
	<p>3. Increase the total quantity of power. Power is not an authority position in a company but how a person can make a difference on issues that matter to another. In complex situations, agility and adaptation are key to competitive advantage. This requires cooperation and cooperation requires a positive sum game of power, one where more people, especially on the front lines, have the power to decide. When you create more reinforcements to cooperate and reinforce integrators and eliminate rules and hierarchy, you create more power. The key is to have a clear common goal, but to allow people closest to delivery to determine how best to deliver it.</p>	<ul style="list-style-type: none"> • Co-creation • Iteration • Failing, in order to learn

Scope	The Six Simple Rules	Design Thinking Concepts
Group Cooperation	<p>4. Increase reciprocity. Creating the condition where one person's success depends upon the success of another is increasing reciprocity. Creating mutual interest requires "rich objectives" in which an organization has three aspects of their goal: their collective output (measurable), their individual input (skill and learning) and their overlap goal (helping another perform well). Reducing resources also increases reciprocity because the fewer the abundance of resources the greater the interdependency. Finally, ensuring that people are part of a multiplicity of networks and consider diverse points of views also helps.</p>	<ul style="list-style-type: none"> • Collective intelligence & curiosity • Systems thinking • Improv: make your partner look good • Diversity/POV's
	<p>5. Extend the shadow of the future. Cooperation improves when feedback loops are flowing. More, not less, feedback is important. Equally important is tying people's performance to the end point, that future state. Finally, having people understand the impact their actions have on others by "waking a mile in the other's shoes." The concept of Strategic Alignment is not helpful here as it is an old system that is mechanistic, linear and therefor does not empower people, but rather, locks them up. Extending the shadow of the future, that shared accountability, on the other hand builds engagement and performance.</p>	<ul style="list-style-type: none"> • Story (hero's goal) • Empathy
	<p>6. Reward those who cooperate. Finding blame, 'passing the buck', or punishment focus on the wrong things and reduce performance. It is more important to focus on how results were delivered and who was helpful. Rewarding helpfulness increases resilience of the organization. The collective dynamic requires that a manager ask three things of their employee in one on one discussions: 1)what will you do to improve performance; 2) what are the personal risks to you in setting this target; 3)How can I help you get the cooperation you need from others to mitigate the risk?</p>	<ul style="list-style-type: none"> • Collective intelligence • Failing, in order to learn • Co-creation

The book includes case studies and tool kits on how to identify and make adjustments to how a company operates in today's complex business. Less is more when you live in a complex world. Understanding this and setting your business context to creating an empowered, adaptable, nimble organization leads to a more engaged workforce and better performance overall. Design Thinking is useful ways to create some of these conditions and this helps explain the team performance improvement I have witnessed in teams that embrace the principles of design thinking not just the tools.

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