Complexitools

How to circumnavigate bureaucratization, avoid the centralization trap and create the truly agile organization. Sooner than you think!
Dynamic part of value creation
Solution: Man

Formal part of Value Creation
Solution: Machine

around 1850/1900
around 1970
today
time
Dynamic part of value creation
Solution: Man

Local markets, high customization
Age of Crafts Manufacturing

Wide markets, low density, high standardization, little competition
Industrial Age, Age of tayloristic industry

Formal part of Value Creation
Solution: Machine

around 1850/1900
around 1970 today

High dynamics ↔ Dullness/Low dynamics

Time
Idea

Innovation
Idea -> Creativity -> Innovation
**Industrial Age**

- Mechanistic, dead, steering
- Functionally divided, individualizing
- Work the people!
- Top-down, managed
- In parallel, in line
- Centralized, efficiency-oriented, stability-seeking

**Knowledge Age**

- Systemic, alive, market-driven
- Functionally integrated, team-based
- Work the work!
- Outside-in, led, socially dense
- With-each-other-for-each-other
- Decentralized, complexity-robust
**Theory X**

**Attitude**
People dislike work, find it boring, and will avoid it if they can.

**Leadership**
People must be forced or bribed to make the right effort.

**Responsibility**
People would rather be directed than accept responsibility (which they avoid).

**Motivation**
People are motivated mainly by money and fears about their job security.

**Creativity**
Most people have little creativity - except when it comes to getting around rules.

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**Theory Y**

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Theory Y

**Attitude**
People need to work and want to take an interest in it. Under right conditions, they enjoy it

**Leadership**
People will direct themselves towards a target that they accept

**Responsibility**
People will under the right conditions seek and accept responsibility,

**Motivation**
Under the right conditions, people are motivated by the desire to fulfill their own potential

**Creativity**
Creativity and ingenuity are widely distributed and grossly underused
Individual
Relationship
Informal Structure

Value Creation Structure

Formal Structure
Culture
Your people are not the problem. Your system is.

**Systems drive behavior.**
Not the other way ´round.

The radically decentralized “peach” model of organizing is **not a f*@king option**. It is a necessity.

We have to stop working the people, and start working, or flipping organizational models, or systems.
It is possible
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