

Future Work: Managing Complexity With Simplicity



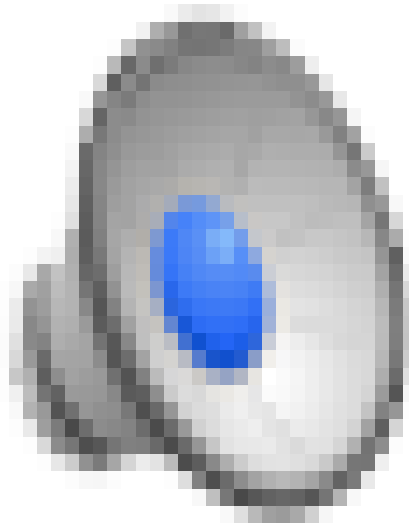
Doug Kirkpatrick

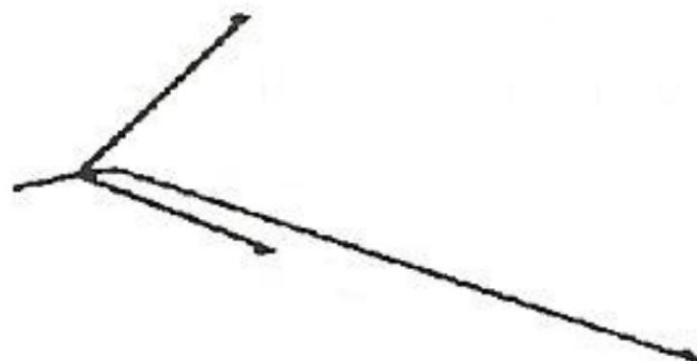
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Can we create organizations where...

- Everyone has a voice?
- Women don't have to lean in-- because they're already in?
- People are free to thrive?
- Leadership and innovation are everywhere?
- The organization itself is agile?
- We manage complexity with simplicity?
- We can out-VUCA the VUCA world?



Harvard Business Review
December 2011
Gary Hamel

Cover: "Inside the World's Most Creatively Managed Company"

Article: "First, Let's Fire All The Managers"



Self-Management Foundations

- *Start with Principle*
- *See Human Beings as Ultimate Reality*
- *Align with Technological and Social Drivers*
- *Manage Complexity with Simplicity*
- *Slash the Management Tax*

Management Tax

Span of Control 1:10



Colleague Letter of Understanding

- *Personal Mission*
- *Objectives*
- *Decision Rights*
- *Steppingstones*

Cambrian Explosion of Self-Managed Companies

Haier

Zappos.com

MENLO
innovations

SEMCO
PARTNERS

BUURTZORG

equinor

FRESH FILL

VALVE

meetup

Agile Enterprise

Waterfall vs. Agile: Traditional vs. Self-Management

Customer Collaboration: Customer-Supplier Agreements

Individuals and Interactions: Individual Voices + Teamwork

Simplicity: Two Core Principles

Satisfy the Customer: Company Mission

Face-to-Face Communication: Direct Communication

Reduced Risk: Multiple Commitment Keepers

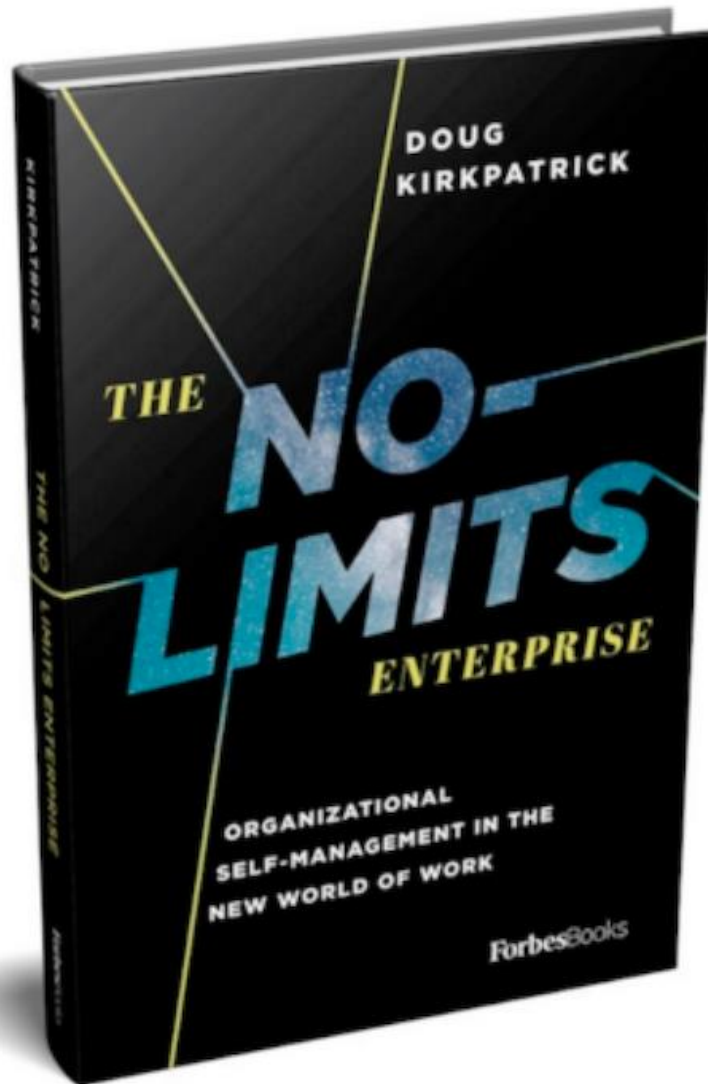
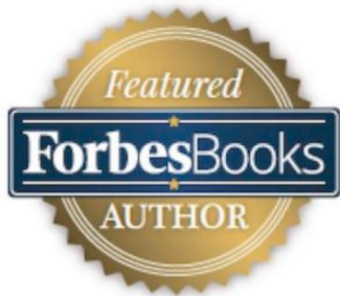
Development of Teams of 7+: 8-12 Peer Agreements

Retrospectives: Post-Operation Strategy Sessions





A Challenge...



Coming from Forbes Books Summer 2019

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