



Six Simple Rules

*How to Manage Complexity
without Getting Complicated*

YVES MORIEUX
PETER TOLLMAN

HARVARD BUSINESS REVIEW PRESS

Six Simple Rules How To Manage Complexity Without Getting Complicated

M. Mitchell Waldrop



Six Simple Rules How To Manage Complexity Without Getting Complicated:

Six Simple Rules Yves Morieux, Peter Tollman, 2014-04-01 Two senior members of the Boston Consulting Group discuss how the complicated layers of management and hierarchy in business today make it difficult for people to do their jobs and describe a solution for managing this increasing complexity 25 000 first printing **Six Simple Rules** Yves Morieux, Peter Tollman, 2014-03-11 New tools for managing complexity Does your organization manage complexity by making things more complicated If so you are not alone According to The Boston Consulting Group s fascinating Complexity Index business complexity has increased sixfold during the past sixty years And all the while organizational complicatedness that is the number of structures processes committees decision making forums and systems has increased by a whopping factor of thirty five In their attempt to respond to the increasingly complex performance requirements they face company leaders have created an organizational labyrinth that makes it more and more difficult to improve productivity and to pursue innovation It also disengages and demotivates the workforce Clearly it s time for leaders to stop trying to manage complexity with their traditional tools and instead better leverage employees intelligence This book shows you how and explains the implications for designing and leading organizations The way to manage complexity the authors argue is neither with the hard solutions of another era nor with the soft solutions such as team building and feel good people initiatives that often follow in their wake Based on social sciences notably economics game theory and organizational sociology and The Boston Consulting Group s work with more than five hundred companies in more than forty countries and in various industries authors Yves Morieux and Peter Tollman recommend six simple rules to manage complexity without getting complicated Showing why the rules work and how to put them into practice Morieux and Tollman give managers a much needed tool to reinvigorate people in the face of seemingly endless complexity Included are detailed examples from companies that have achieved a multiplicative effect on performance by using them It s time to manage complexity better Employ these six simple rules to foster autonomy and cooperation and to effectively handle business complexity As a result you will improve productivity innovate more reengage your workforce and seize opportunities to create competitive advantage **Simple Rules** Donald Norman Sull, Kathleen M. Eisenhardt, 2015 Outlines an approach to high performance problem solving and decision making that draws on insights from survival guides pop culture and other sources **Simple Rules for a Complex World** Richard A. Epstein, 1995 Our aspirations for what a legal system can do to improve social circumstances is simply too high We try to solve more and more problems through legal intervention and fewer through voluntary accommodation and informal practices Introduction **Complexity** M. Mitchell Waldrop, 2019-10-01 If you liked Chaos you ll love Complexity Waldrop creates the most exciting intellectual adventure story of the year The Washington Post In a rarified world of scientific research a revolution has been brewing Its activists are not anarchists but rather Nobel Laureates in physics and economics and pony tailed graduates mathematicians and computer scientists from all over the world They have formed an iconoclastic

think tank and their radical idea is to create a new science complexity They want to know how a primordial soup of simple molecules managed to turn itself into the first living cell and what the origin of life some four billion years ago can tell us about the process of technological innovation today This book is their story the story of how they have tried to forge what they like to call the science of the twenty first century Lucidly shows physicists biologists computer scientists and economists swapping metaphors and reveling in the sense that epochal discoveries are just around the corner Waldrop has a special talent for relaying the exhilaration of moments of intellectual insight The New York Times Book Review Where I enjoyed the book was when it dove into the actual question of complexity talking about complex systems in economics biology genetics computer modeling and so on Snippets of rare beauty here and there almost took your breath away Medium Waldrop provides a good grounding of what may indeed be the first flowering of a new science Publishers Weekly

Managing Complexity of Information Systems Pirmin P. Lemberger, Mederic Morel, 2013-01-09 This book is about complexity in Information Systems IS The subject is addressed from both conceptual and applied perspectives Concepts are drawn from information theory industrial design and software engineering Its content capitalizes on experiences gathered by the authors during various contracting jobs involving software architecture modeling and IS architecture that were conducted for large organizations in the banking and industry sectors as well as in the public sector The authors develop the point of view according to which mastering complexity involves two essential steps first one should develop a clear understanding of the real nature of complexity within the IS second one should identify the primary causes which contribute to its uncontrolled growth and organize these into a logical framework in order to define efficient countermeasures Both technical and psychological causes of complexity are to be considered Two themes make up the main thread of the book complexity and value Both themes are quite common when considered separately but their interplay remains a largely unexplored topic The analysis of this interplay is one of the sources of originality of this book

Computational Complexity Sanjeev Arora, Boaz Barak, 2009-04-20 New and classical results in computational complexity including interactive proofs PCP derandomization and quantum computation Ideal for graduate students

Brain Rules John Medina, 2011-03 Most of us have no idea what's really going on inside our heads Yet brain scientists have uncovered details every business leader parent and teacher should know like that physical activity boosts your brain power How do we learn What exactly do sleep and stress do to our brains Why is multi tasking a myth Why is it so easy to forget and so important to repeat new information Is it true that men and women have different brains In Brain Rules Dr John Medina a molecular biologist shares his lifelong interest in how the brain sciences might influence the way we teach our children and the way we work In each chapter he describes a brain rule what scientists know for sure about how our brains work and then offers transformative ideas for our daily lives

The Simplicity Principle Julia Hobsbawm, 2020-04-03 Learn how to develop a clear and calm way to be more creative gain greater focus and reclaim productivity

Thinking in New Boxes Luc De Brabandere, Alan Iny, 2013-09-10 When BIC

manufacturer of disposable ballpoint pens wanted to grow it looked for an idea beyond introducing new sizes and ink colors Someone suggested lighters LIGHTERS With an idea that seemed crazy at first that bright executive instead of seeing BIC as a pen company a business in the PEN box figured out that there was growth to be found in the DISPOSABLE box And he was right Now there are disposable BIC lighters razors even phones The company opened its door to a host of opportunities IT INVENTED A NEW BOX Your business can too And simply thinking out of the box is not the answer True ingenuity needs structure hard analysis and bold brainstorming It needs to start THINKING IN NEW BOXES a revolutionary process for sustainable creativity from two strategic innovation experts from The Boston Consulting Group BCG To make sense of the world we all rely on assumptions on models on what Luc de Brabandere and Alan Iny call boxes If we are unaware of our boxes they can blind us to risks and opportunities This innovative book challenges everything you thought you knew about business creativity by breaking creativity down into five steps Doubt everything Challenge your current perspectives Probe the possible Explore options around you Diverge Generate many new and exciting ideas even if they seem absurd Converge Evaluate and select the ideas that will drive breakthrough results Reevaluate Relentlessly No idea is a good idea forever And did we mention Reevaluate Relentlessly Creativity is paramount if you are to thrive in a time of accelerating change Replete with practical and potent creativity tools and featuring fascinating case studies from BIC to Ford to Trader Joe s Thinking in New Boxes will help you and your company overcome missed opportunities and stay ahead of the curve This book isn t a simpleminded checklist This is Thinking in New Boxes And it will be fun We promise Praise for Thinking in New Boxes Excellent While focusing on business creativity the principles in this book apply anywhere change is needed and will be of interest to anyone seeking to reinvent herself Blogcritics Thinking in New Boxes is a five step guide that leverages the authors deep understanding of human nature to enable readers to overcome their limitations and both imagine and create their own futures This book is a must read for people living and working in today s competitive environment Ray O Johnson Ph D chief technology officer Lockheed Martin Thinking In New Boxes discusses what I believe to be one of the fundamental shifts all companies brands need to be thinking about how to think creatively in order to innovate and differentiate our brands We need to thrive and lead in a world of accelerating change and this book challenges us to even greater creativity in our thinking One of the best business books I ve read in a long time Jennifer Fox CEO Fairmont Hotels Resorts As impressive as teaching new tricks to old dogs Thinking in New Boxes is both inspirational and practical a comprehensive step by step guide to sharpening one s wits in order to harness creativity in the workplace Peter Gelb general manager Metropolitan Opera

The Laws of Subtraction: 6 Simple Rules for Winning in the Age of Excess Everything Matthew E. May,2012-10-23 In the long awaited follow up to the bestselling In Pursuit of Elegance May outlines seven simple principles for designing more engaging strategies products and services in any industry Team of Teams General Stanley McChrystal,Tantum Collins,David Silverman,Chris Fussell,2015-05-12 From the New York Times bestselling author of My

Share of the Task and Leaders comes a manual for leaders looking to make their teams more adaptable agile and unified in the midst of change When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004 he quickly realized that conventional military tactics were failing Al Qaeda in Iraq was a decentralized network that could move quickly strike ruthlessly then seemingly vanish into the local population The allied forces had a huge advantage in numbers equipment and training but none of that seemed to matter To defeat Al Qaeda they would have to combine the power of the world s mightiest military with the agility of the world s most fearsome terrorist network They would have to become a team of teams faster flatter and more flexible than ever In Team of Teams McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses nonprofits and organizations today In periods of unprecedented crisis leaders need practical management practices that can scale to thousands of people and fast By giving small groups the freedom to experiment and share what they learn across the entire organization teams can respond more quickly communicate more freely and make better and faster decisions Drawing on compelling examples from NASA to hospital emergency rooms Team of Teams makes the case for merging the power of a large corporation with the agility of a small team to transform any organization

Simplexity Jeffrey Kluger, 2008-06-03 Using real world examples such as traffic flow politics and baby linguistics the author makes the theories of simplicity accessible to the layperson Kluger makes complex science seem simple Kirkus Kluger makes the modern world comprehensible his astonishing discoveries require no exaggeration his findings are likely to incite controversy confirming his contention that explaining simplicity and complexity is never as straightforward as it seems Publishers Weekly Simplexity is a study of human behavior and the way we perceive things and events and how our perception frequently causes us to make wrong assumptions and to perceive simplicity or complexity where it does not exist The book is sure to be a deserved hit among the ever growing Freakonomics crowd Booklist Why are the instruction manuals for cell phones incomprehensible Why is a truck driver s job as hard as a CEO s How can 10 percent of every medical dollar cure 90 percent of the world s disease Why do bad teams win so many games Complexity as any scientist will tell you is a slippery idea Things that seem complicated can be astoundingly simple things that seem simple can be dizzyingly complex A houseplant may be more intricate than a manufacturing plant A colony of garden ants may be more complicated than a community of people A sentence may be richer than a book a couplet more complicated than a song These and other paradoxes are driving a whole new science simplexity that is redefining how we look at the world and using that new view to improve our lives in fields as diverse as economics biology cosmology chemistry psychology politics child development the arts and more Seen through the lens of this surprising new science the world becomes a delicate place filled with predictable patterns patterns we often fail to see as we re time and again fooled by our instincts by our fear by the size of things and even by their beauty In Simplexity Time senior writer Jeffrey Kluger shows how a drinking straw can save thousands of lives how a million cars can be on the streets but just a few hundred of them can lead

to gridlock how investors behave like atoms how arithmetic governs abstract art and physics drives jazz why swatting a TV indeed makes it work better As simplicity moves from the research lab into popular consciousness it will challenge our models for modern living Jeffrey Kluger adeptly translates newly evolving theory into a delightful theory of everything that will have you rethinking the rules of business family art your world **Mind Tools** Rudy Rucker,2013-11-12 From mathematics and computers to insights into the workings of the human mind this popular mathematics book reflects the intelligence gathered from the frontiers of mathematical thought Illuminated by more than 100 drawings 1987 edition

The Great Game of Business Jack Stack,1992 Profiles the workers and managers of a small engine remanufacturing operation in Springfield Missouri and the new approach to management they revolutionized when their parent company International Harvester went down the tubes *Continuous Delivery* Jez Humble,David Farley,2010-07-27 Winner of the 2011 Jolt Excellence Award Getting software released to users is often a painful risky and time consuming process This groundbreaking new book sets out the principles and technical practices that enable rapid incremental delivery of high quality valuable new functionality to users Through automation of the build deployment and testing process and improved collaboration between developers testers and operations delivery teams can get changes released in a matter of hours sometimes even minutes no matter what the size of a project or the complexity of its code base Jez Humble and David Farley begin by presenting the foundations of a rapid reliable low risk delivery process Next they introduce the deployment pipeline an automated process for managing all changes from check in to release Finally they discuss the ecosystem needed to support continuous delivery from infrastructure data and configuration management to governance The authors introduce state of the art techniques including automated infrastructure management and data migration and the use of virtualization For each they review key issues identify best practices and demonstrate how to mitigate risks Coverage includes Automating all facets of building integrating testing and deploying software Implementing deployment pipelines at team and organizational levels Improving collaboration between developers testers and operations Developing features incrementally on large and distributed teams Implementing an effective configuration management strategy Automating acceptance testing from analysis to implementation Testing capacity and other non functional requirements Implementing continuous deployment and zero downtime releases Managing infrastructure data components and dependencies Navigating risk management compliance and auditing Whether you re a developer systems administrator tester or manager this book will help your organization move from idea to release faster than ever so you can deliver value to your business rapidly and reliably *The 3 Simple Rules of Investing* Michael Edesess,Kwok L. Tsui,Carol Fabbri,George Peacock,2014-06-16 Managing your money can be stressful And confusing and complicated advice from the financial industry just makes it harder But as the authors of this clear practical and enlightening book part financial guide part expos prove there are just three simple rules you need to follow and only a few investment products that are necessary for an ideal portfolio That s it And the

authors dispense with all that expert advice by deftly debunking what they call investing's Seven Deadly Temptations. By embracing commonsense solutions and rejecting investments that seem enticing but are needlessly complex, overpriced and risky, you'll put not only yourself in a stronger position but the entire economy as well.

Making Sense of Change Management Esther Cameron, Mike Green, 2016-03-03 Master the models, tools and techniques of successful change management with this definitive text.

Complexity Chris Mowles, 2021-11-29 This book interprets insights from the complexity sciences to explore seven types of complexity better to understand the predictable unpredictability of social life. Drawing on the natural and social sciences, it describes how complexity models are helpful but insufficient for our understanding of complex reality. Taking an interdisciplinary approach, the book develops a complex theory of action more consistent with our experience that our plans inevitably lead to unexpected outcomes. It explains why we are both individuals and thoroughly social and gives an account of why, no matter how clear our message, we may still be misunderstood. The book investigates what forms of knowledge are most helpful for thinking about complex experience, reflects on the way we exercise authority, leadership and thinks through the ethical implications of trying to co-operate in a complex world. Taking complexity seriously poses a radical challenge to more orthodox theories of managing and leading based as they are on assumptions of predictability, control and universality. The author argues that management is an improvisational practice which takes place in groups in a particular context at a particular time. Managers can influence but never control an uncontrollable world. To become more skilful in complex group dynamics involves taking into account multiple points of view and acknowledging not knowing, ambivalence and doubt. This book will be of interest to researchers, professionals, academics and students in the fields of business and management, especially those interested in how taking complexity seriously can influence the functioning of businesses and organizations and how they manage and lead.

Mastering the Science of Organizational Change Martin Reeves, Kevin Whitaker, 2021-02-22 As the business context evolves more rapidly, driven by accelerating technological, political and social change, an increasing strategic priority for business leaders is how to enact large-scale organizational change. Even companies that are current industry leaders are vulnerable to disruption. Company leaders need to watch over their shoulder for and transform the company in anticipation of the next disruption. *Mastering the Science of Organizational Change* summarizes the work of the BCG Henderson Institute and its fellows and ambassadors over several years to develop a more scientific approach to change. Hundreds of companies are analyzed in the book's discussion on how to beat the odds in large-scale change management using an evidence-based approach. A large-scale analysis of what approaches actually work in which circumstances. Part 1 of the book reviews the imperatives for self-disruption. The second part elaborates on how to manage the process of change. Finally, Part 3 discusses how organizations can take change to the next level. Events around the book. Link to a De Gruyter online event in which Martin Reeves, Chairman of the BCG Henderson Institute, will share lessons on how to develop a more scientific approach to change, including how to self-disrupt, how to

manage the process of change and how organizations can take change to the next level <https://youtu.be/TfzFllmL4Cg>

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