

HIRT&FRIENDS EXECUTIVE BRIEFING



Dr. Michael Hirt

To extend its reach, the HIRT&FRIENDS Executive Briefing is now available in English.

When Complexity gets Complicated

How to get a grip on Complexity in Organizations

Most organizations respond to the increase in complexity of their environment by increasing their own complexity, often achieving only complicatedness and enormous losses in productivity through numerous pointless meetings and coordination structures.

The central instruments to be successful in complex and dynamic environments are not rules, processes and structures, but principles, people and corporate culture.

Make coordination and cooperation an explicit cornerstone of your corporate culture.

Demonstrate that a successful future for your company and its employees is only possible if complexity does not become complicated and thus slow and bureaucratic.

Promote cooperation and reciprocity by consciously breaking down exclusive access to certain resources and internal monopolies.

Be a role model yourself and create more role models by rewarding and promoting people who show and promote cooperative behaviour.

Measure cooperative behaviour, for example through a regular, comprehensive 360° feedback, and make it a natural part of your assessment and reward system.

Make sure that people live with the consequences of their decisions, i.e. that uncooperative behaviour also has negative consequences for them.

Separate yourself consistently from employees who cook their own soup and avoid cooperation.

In a Nutshell

The central instruments for being successful in complex and dynamic environments are not rules, processes and structures, but principles, people and corporate culture.

All the Best!

Michael Hirt

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