Organizing for competitive advantage: Complicatedness trap

New business complexity to face

Organizational complicatedness

Organizational complicatedness

Source: Y. Morieux (2011), ‘To Boost Productivity, Try Smart Simplicity’, BCG Perspectives, July. Available at: https://www.bcgperspectives.com/content/podcasts/strategic_planning_people_management_human_resources_morieux_yves_key_to_boosting_productivity/
Managing complexity without getting complicated: Beyond the skeleton, need the nervous system

Leadership
- Managerial value-added

Engagement
- Value-adding execution

Cooperation
- Each one's behavior increases the effectiveness of others

Effect on performance

**Resources**

Over-consumption of resources
- Time, delays, systems, equipment, inventories, stock, waste, mistakes, accidents, teams, extra pressure on the individual...

Freeing resources for value-adding activities

Cooperation

Six Simple Rules

Understand what your people really do
- Their work
- Re-cognize work

Expand the shadow of the future
- Duration
- Frequency
- Inversion

Reinforce integrators
- Removing rules
- Refusing escalation
- Delayering

Increase reciprocity
- Rich objectives
- Cut resources
- No internal monopoly

Increase total quantity of power
- To give all actors enough cards to play a more collective game

Reward those who cooperate
- Make those who don't cooperate bear the cost


Explanations available at: http://www.youtube.com/watch?v=irRQOWAaABk
Smart Simplicity®: Advantage by simplifying the organization to better manage business complexity

**Less structures**

**No bureaucracy**

**More capabilities**

Delivering more value at lower costs

"This will help those looking to increase cooperation while also removing complicatedness in their organizations"
Lamberto Andreotti, CEO, BMS

"For those prepared to cut through the management jungle, offer a path to a clearer future"
Forbes

"Simplify without ignoring the new complexity of business. You can do it, thanks to the simple rules"
Jørgen Vig Knudstorp, CEO, LEGO Group

TEDTalk on Smart Simplicity: http://www.ted.com/talks/yves_morieux_as_work_gets_more_complex_6_rules_to_simplify.html