

wemanship

THE 12 ENEMIES OF ADAPTABILITY



HIERARCHY



HIERARCHY

Top-down, command and control based hierarchies discourage individual initiatives, this leads to slower reaction times, and diverts energy to 'managing up'.

Actions I will take:

1. _____

2. _____

3. _____



FEAR



FEAR

Command and control systems lead to organizations filled with anxious employees, who are hesitant to take initiative or trust their own judgement.

Actions I will take:

1. _____

2. _____

3. _____



DECISION BIAS



DECISION BIAS

Defensive thinking, fossilized mental models and contentment, create a bias in favor of the status quo.

Actions I will take:

1. _____

2. _____

3. _____



HABIT



HABIT

Lack of proactive change often has to do with mindsets and behaviors: we must want to change, and also understand how to change.

Actions I will take:

1. _____

2. _____

3. _____



CENTRALIZATION



CENTRALIZATION

When the responsibility for making decisions is concentrated at the top, a handful of executives favoring the status quo can thwart change.

Actions I will take:

1. _____

2. _____

3. _____



INFLEXIBLE BUSINESS PRACTISES



INFLEXIBLE BUSINESS PRACTISES

Highly optimized business systems are great for efficiency, but deadly for adaptability. Assets, skills and processes become more specialized and change becomes more incremental.

Actions I will take:

1. _____

2. _____

3. _____



RIGID STRUCTURES



RIGID STRUCTURES

In many organizations, rigid unit boundaries, functional silos and political fiefdoms, hamper the rapid realignment of skills and assets.

Actions I will take:

1. _____

2. _____

3. _____



SKILLS DEFICIT



SKILLS DEFICIT

Employees don't have the skills,
training and coaching they need.

Actions I will take:

1. _____

2. _____

3. _____



SHORT-TERM THINKING



SHORT-TERM THINKING

Compensation and incentive systems often truncate time horizons and skew perspectives.

Actions I will take:

1. _____

2. _____

3. _____



INSUFFICIENT EXPERIMENTATION



INSUFFICIENT EXPERIMENTATION

Management processes typically arrive at the «one best strategy» through top-down analytical methods and discourage bottom-up experimentation.

Actions I will take:

1. _____

2. _____

3. _____



LACK OF DIVERSITY



LACK OF DIVERSITY

Management systems value conformance and cohesion at the expense of diversity and divergence. This limits the ability to generate the rich variety of ideas and options, required to be truly adaptable.

Actions I will take:

1. _____

2. _____

3. _____



A PAUCITY OF PURPOSE



A PAUCITY OF PURPOSE

Organizations without a compelling shared purpose may have trouble aligning on a natural path for adaptation.

Actions I will take:

1. _____

2. _____

3. _____

