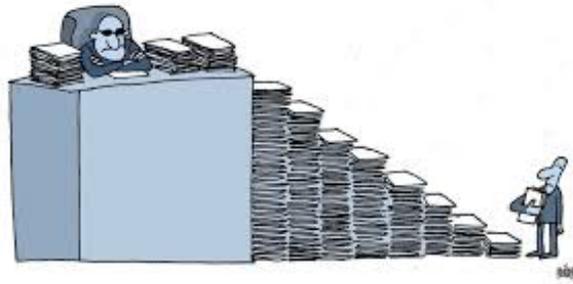


By Yves Morieux, 2015



Key messages

- ▶ The growth of productivity has decreased over the past few decades despite the rise in new technology.
- ▶ With 3 percent growth in productivity you double the standard of living each generation. However, in most societies growth has decreased to 1 percent. This means that some will be less well-off than their parents and will have fewer opportunities for wellbeing and health.
- ▶ We can now speak of a productivity crisis.
- ▶ What is the cause? The holy trinity of effectiveness: clarity, measurement, and accountability derails human effort.
- ▶ Morieux demonstrates his point by using the World Championship Relay Race between France and the United States as an example. The latter was by far the faster team on paper. The American team had the greater talent; they had the two fastest women on earth on their team! Still, it was the French that won! Why this was the case is explained in this movie.
- ▶ Essentially, we make collaboration too complicated by implementing too many rules, processes, and control and coordination mechanisms. The key to productivity is human collaboration. Making sure that one plus one is three. Too much focus on the holy trinity of role clarity, measurement, and accountability has a destructive effect on human collaboration within a more complex world. Measurement and accountability means that people put their effort into what can be measured and not into the things that really matter, such as making a sacrifice to further the success of the team.
- ▶ Morieux argues that people lose 40 to 80 percent of their time in meetings, reporting, and controlling, working harder and harder but generating less and less productivity.
- ▶ We misuse human intelligence; we make people suffer at work.
- ▶ Solutions:
 - ▶ Remove all complicated coordination structures (interfaces, middle offices, coordination figures or centers).
 - ▶ Don't go for role clarity but for fuzziness!
 - ▶ Remove most quantitated measurements of performance: value the what and how (collaboration) of people's work. It must be personally useful for people to cooperate!