

# Paper for smart rules: six ways to get people solve problems without you essay

[Business](#), [Management](#)



BA 560 Management of Information Technology October 1, 2012 Paper for Smart Rules: Six Ways to Get People Solve Problems Without You As globalization and technology is developing nowadays, it is more and more difficult to satisfy customers to companies. Facing a more complex environment, many companies have to add layers and impose procedures. In fact, this makes managers almost have no time to work with their team because writing reports and coordination meeting take too much time.

To manage complexity, Yves Morieux introduced six smart rules to apply. The first three involve enabling and the second three involve impelling. RULE 1—Improve Understanding of What Coworkers Do People need to know where and how cooperation is breaking down through observing and interacting.

In a hotel case, receptionist used other resource to handle unhappy customer, refunds, youthful energy and upgrade. And managers can't make the right decision by the traditional metrics and peer feedback. RULE 2—Reinforce the People Who Are Integrators To deal with conflicts between front and back offices, there is a better way. Managers need find out people who can act as integrators well and then empower them by increasing their responsibilities, giving them a greater say on issues that matter to others and removing some formal rules and procedures. RULE 3—Expand the Amount of Power Available Companies should create new power to give the people who have least power and be most important in cooperation but get least credit. It can prevent those people from losing their enthusiasm to the cooperation. RULE 4—Increase the Need for Reciprocity Spreading the

responsibilities of integrators and making their goals richer and more complex by removing resource will make employees to resolve trade-off better.

**RULE 5—Make Employees Feel the Shadow of the Future** The long-term project is more difficult to hold a decision maker accountable because people are changed between the beginning and the end of the project. To solve this problem, companies can the same people to experience the period of develop and research and the period of after-sales. Also, companies can increase the frequency of output performance reviews. All of these can make employees feel the shadow of the future more.

**RULE 6—Put the Blame on the Uncooperative** It is difficult to find out whose responsibility in a long time lag, so managers have to punish all the people fail to cooperate on solving a problem and reward all cooperate well. In my opinion, there are some problems about enabling, companies need modestly empower to the integrators and hold on the right position.

In some situations, companies should not give more power to the subordinate employees. First, when companies make goals or launch new project, managers should hold the power by themselves because it is much important to companies individual employees can't take responsibility for it. Second, managers need to solve the conflicts between different departments by themselves rather empowering employees, because managers are more fair to deal with the problems. Third, when companies encourage employees, managers can't empower to others, because managers can effect more positive on employees than employees.

Forth, managers need develop and train their assistants by themselves, because their assistants need to work with and support the managers and they need to establish trust and well relationship. Fifth, managers need maintain the regulars and disciplines by themselves and they can't give the power to others, because maybe empowered-employed will break the regulars and disciplines in some situations.