Dynamic Work Design

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Static Design
Managing Optimal Challenge

The Yerkes-Dodson Curve

Push Harder

Spend more time solving problems
Collaborative Work

Individual Work

Known Method, Predictable Output

Ambiguous Process and Output

“Task”

“Studio”

Trigger

Check
The Dual Process Model

Conscious Processing
- We have direct access
- selective and resource limited
- slow laborious and serial
- intermittently analytical
- computational powerful

Automatic Processing
- unconscious
- fast, effortless and parallel
- works based on:
  - “pattern matching” – like for like
  - “frequency gambling” – most frequent
Visual Management

Give “invisible work” a physical face

Don’s rule:
If you can’t draw it...
you can’t understand it...
and you certainly can’t fix it.
Operating an Organization of 5000 People: Strategy on Left – Operating on Right
Design How You Will Work Together
(Best if you post it on the wall)

- Quantify the targets
- Build a plan with the least number of tasks possible
- Define who is doing what task
- Know who to call if you run into a problem
- Decide how often to have a short team meeting to:
  - Check progress against plan
  - Summarize what you have learned
  - Raise and solve issues
  - Adjust the plan
  - Get back to work
Show your **targets**, **metrics**, **activities**, and **problems** on a wall.
It doesn’t have to be fancy to work
Dynamic Work Design: Four Principles
and the questions you should ask yourself about your plan

Reconcile Activity and Intent
Are the targets clear and quantified?
Will my actions produce the results needed to hit the goal?
Are we checking results frequently and adjusting the plan?

Connect the Human Chain
Are the inputs and outputs aligned?
Can I see a problem when it happens?
Who do I ask for help? Who is supposed to respond?

Structure Problem Solving and Creativity
If the activity does not deliver the result, do we stop to check why?
Are there known steps to get to next steps and root cause?

Manage Optimal Challenge
Are we pushing hard enough to test the limits of the system?
Do we have time to find problems and address the root cause?