



ATTRACTORS  
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*IN THIS MONTH'S EDITION, ROYCE HOLLADAY, DIRECTOR OF THE NETWORK,  
TALKS ABOUT USING SIMPLE RULES TO GUIDE DECISION MAKING.*

In organizations today, there is no way to plan for every contingency or possible challenge. Policies and procedures shape decisions when individuals are engaged in organized, predictable work. They are great when running payroll or generating a balance sheet. Policies and procedures are effective when everyone agrees about what is to happen and how it should happen. They are less valuable, however, when there is less agreement and when the situations are less than predictable. There is no way to codify each and every decision that must be faced in the fast-paced, quickly changing landscape of today's business environment.

In areas such as customer service, product development, and organizational politics and relationships, questions are more ambiguous and require individual responses and decisions. How can you, as a supervisor or leader in the organization know that the individuals with whom you work are making decisions that support the organizational values? How can you make decisions that you know "fit" with the direction and intent of your organization?

Human Systems Dynamics offers a tool that can help you assure that decisions are aligned within the context of the organizational needs. A short list of simple rules provides guidance for decisions across the organization in those instances when existing procedures can't. This short list is an additional resource that supports employees as they carry out the day-to-day work in their unpredictable worlds.

A short list of simple rules provides a robust and effective answer to your decision-making dilemmas for many reasons.

**They are simple.** Stated as verb phrases, simple rules are action oriented and give general guidance for decision making across the organization. They state the action that is desired. Ideally the list consists of 5-9 clear statements about what is expected in all behaviors.

**They are comprehensive.** Because the rules are designed to describe behavior across the organization, the short list of simple rules provides the essence of the expectations that establish the conditions for effective and productive work.

**They are portable.** The list is short, and the rules are simple, so they can be remembered and applied in any situation that might arise. Unlike thick notebooks or online access to multiple and complicated policies and procedures, the short list of simple rules are with the employees at all times and in all situations.

At the Human Systems Dynamics Institute, we operate with a list of six rules that are the foundation of our work and interactions with each other and with our clients and customers.

***HUMAN SYSTEMS DYNAMICS INSTITUTE  
SIMPLE RULES***

- Teach and learn in every interaction.
- Reinforce strengths of self and others.
- Search for the true and the useful.
- Apply emergent learnings in reflective practice.
- Make expectations explicit.
- Give and get value for value.
- Attend to the part, the whole, and the greater whole.
- Engage in joyful practice.

These rules have provided a foundation for decision making as well as for the development of our performance standards and expectations for the Institute, itself, as well as for the Associates who work with the Institute.

If you want a simple, comprehensive, and portable support for your employees as they face their day-to-day challenges, contact the HSD Institute and let us help you develop and implement a short list of simple rules.

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