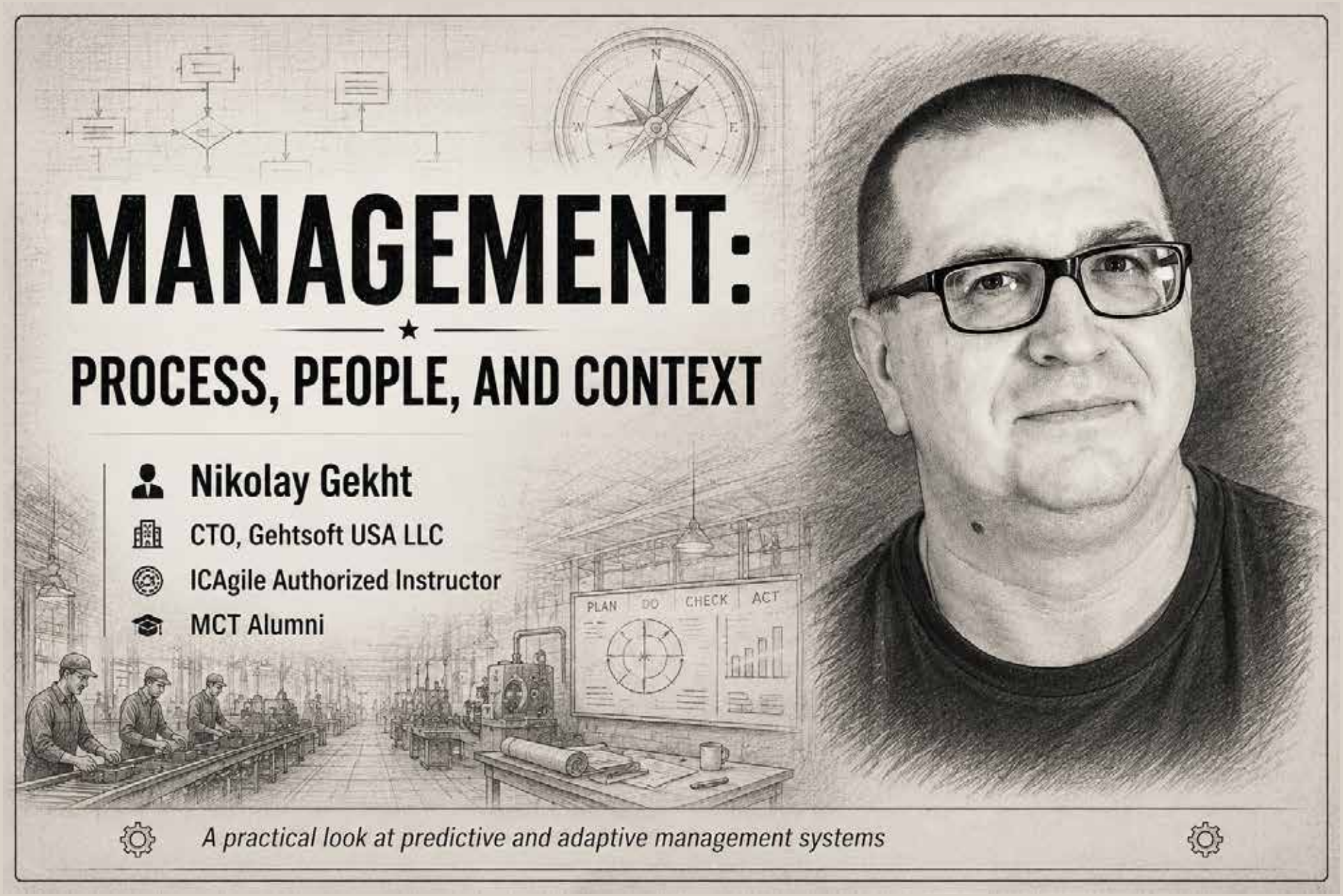
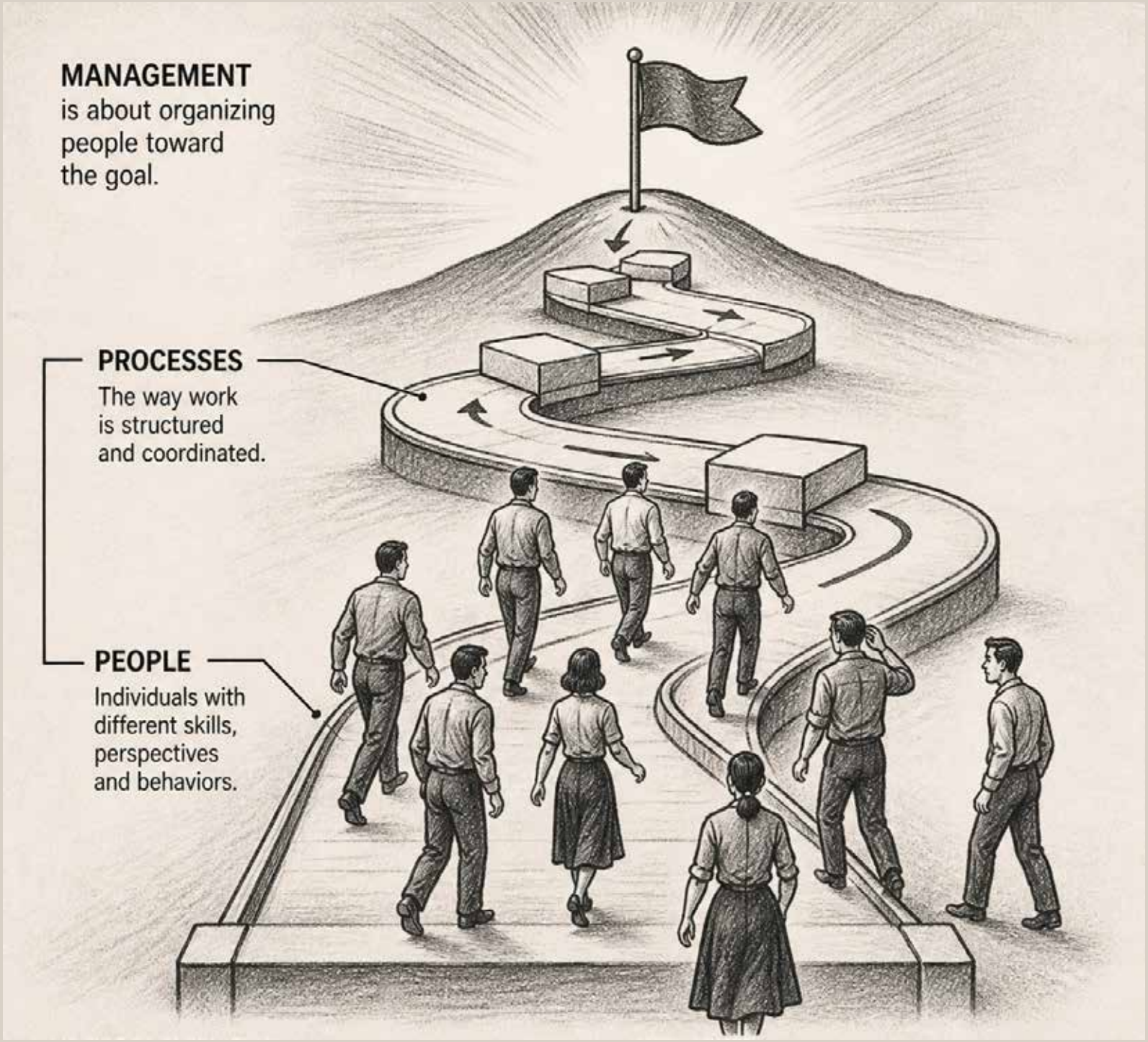

MANAGEMENT:
PROCESS, PEOPLE, AND CONTEXT
Nikolay Gekht
CTO, Gehtsoft USA LLC
ICAgile Authorized Instructor
MCT Alumni
PLAN
DO
CHECK
ACT
A practical look at predictive and adaptive management systems


MANAGEMENT
is about organizing people toward the goal.
PROCESSES
The way work is structured and coordinated.
PEOPLE
Individuals with different skills, perspectives and behaviors.

What Is Management?

Management is about moving toward a goal.

Any organization has goals. But it also has constraints. Time, budget, resources, and the environment.

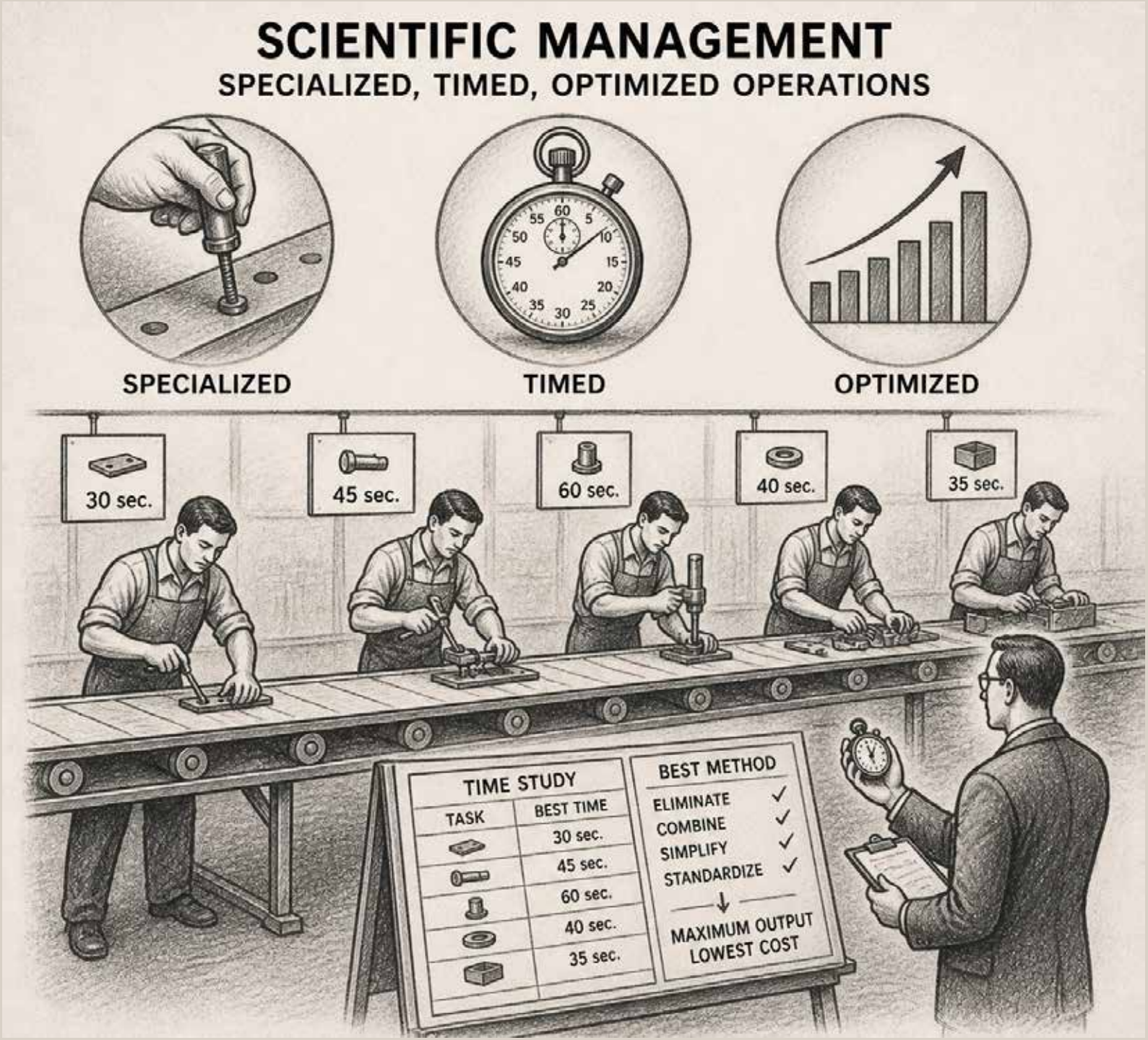
Management is the way we organize work to move toward that goal within those constraints. And the way we manage depends on those conditions. Different goals and different environments lead to different approaches.

There are two dimensions in management.

Processes — how work is structured and executed.

And people — how humans behave, decide, and act inside that system. You cannot separate them. Processes shape behavior. And people shape how processes actually work.

In this talk, we will see how changing conditions shaped management over time. This is not a full course on management history. We will focus only on key ideas that help explain the connection between goals, environment, and the way we manage.


SCIENTIFIC MANAGEMENT
SPECIALIZED, TIMED, OPTIMIZED OPERATIONS
SPECIALIZED
TIMED
OPTIMIZED
30 sec.
45 sec.
60 sec.
40 sec.
35 sec.
TIME STUDY
TASK
BEST TIME
30 sec.
45 sec.
60 sec.
40 sec.
35 sec.
BEST METHOD
ELIMINATE
COMBINE
SIMPLIFY
STANDARDIZE
MAXIMUM OUTPUT
LOWEST COST

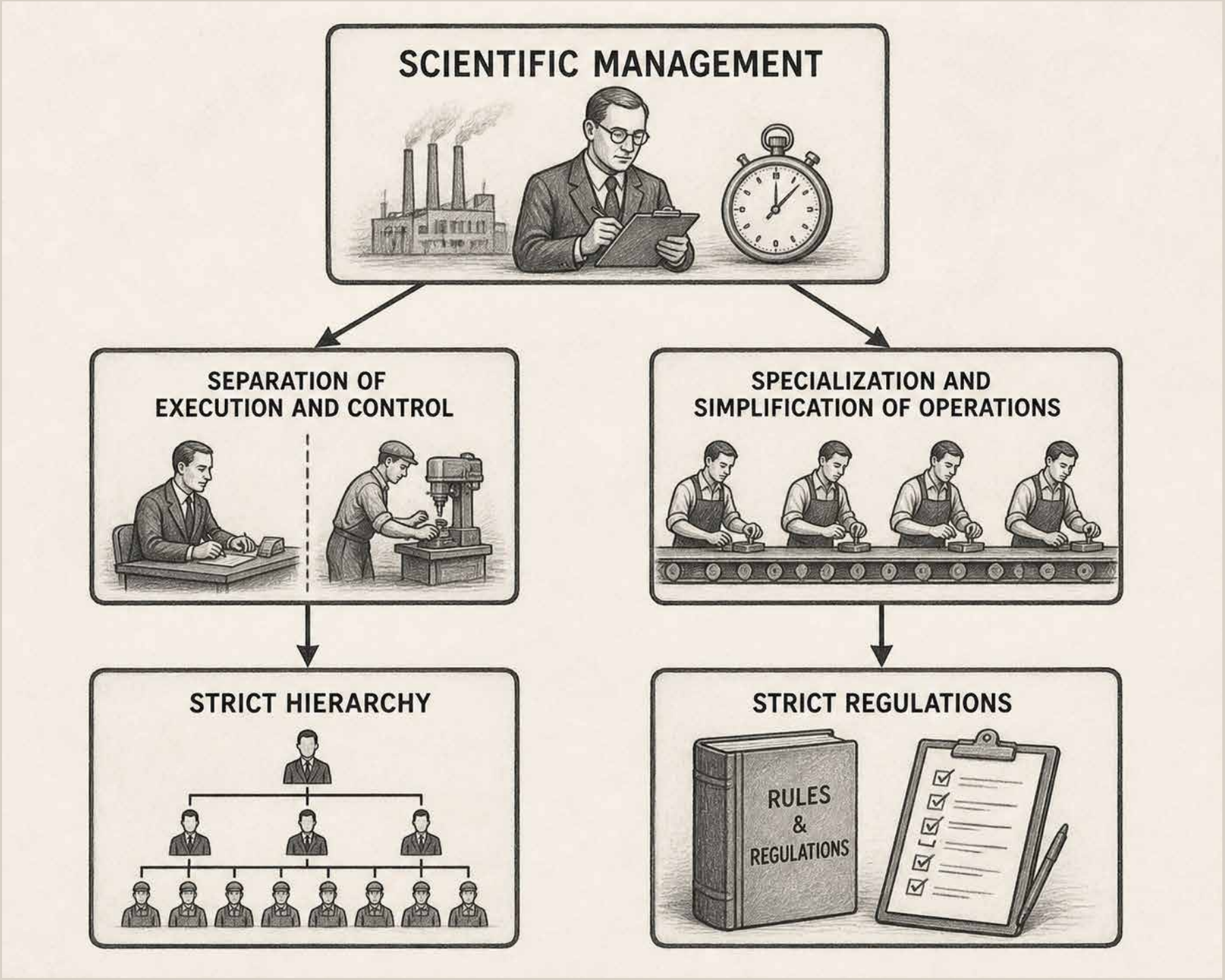
Scientific Management and the Age of Scale

The problem defines how we manage.

In the late 19th and early 20th century, industrial production was growing fast. Markets were expanding. Demand looked almost unlimited.The question was not only how to be efficient. It was how to scale. How do you produce more? How do you train people faster? How do you make output predictable? How do you keep quality acceptable as the organization grows?

This is where Scientific Management appears. Frederick Taylor looked at work as something that could be studied, measured, simplified, and improved. Break the work into small steps. Measure each step. Find the best known method. Train people to follow it. Remove variation.

The result is specialization, timing, and optimization.


SCIENTIFIC MANAGEMENT
SEPARATION OF EXECUTION AND CONTROL
SPECIALIZATION AND SIMPLIFICATION OF OPERATIONS
STRICT HIERARCHY
STRICT REGULATIONS
RULES & REGULATIONS

How Scientific Management Shapes Organizations

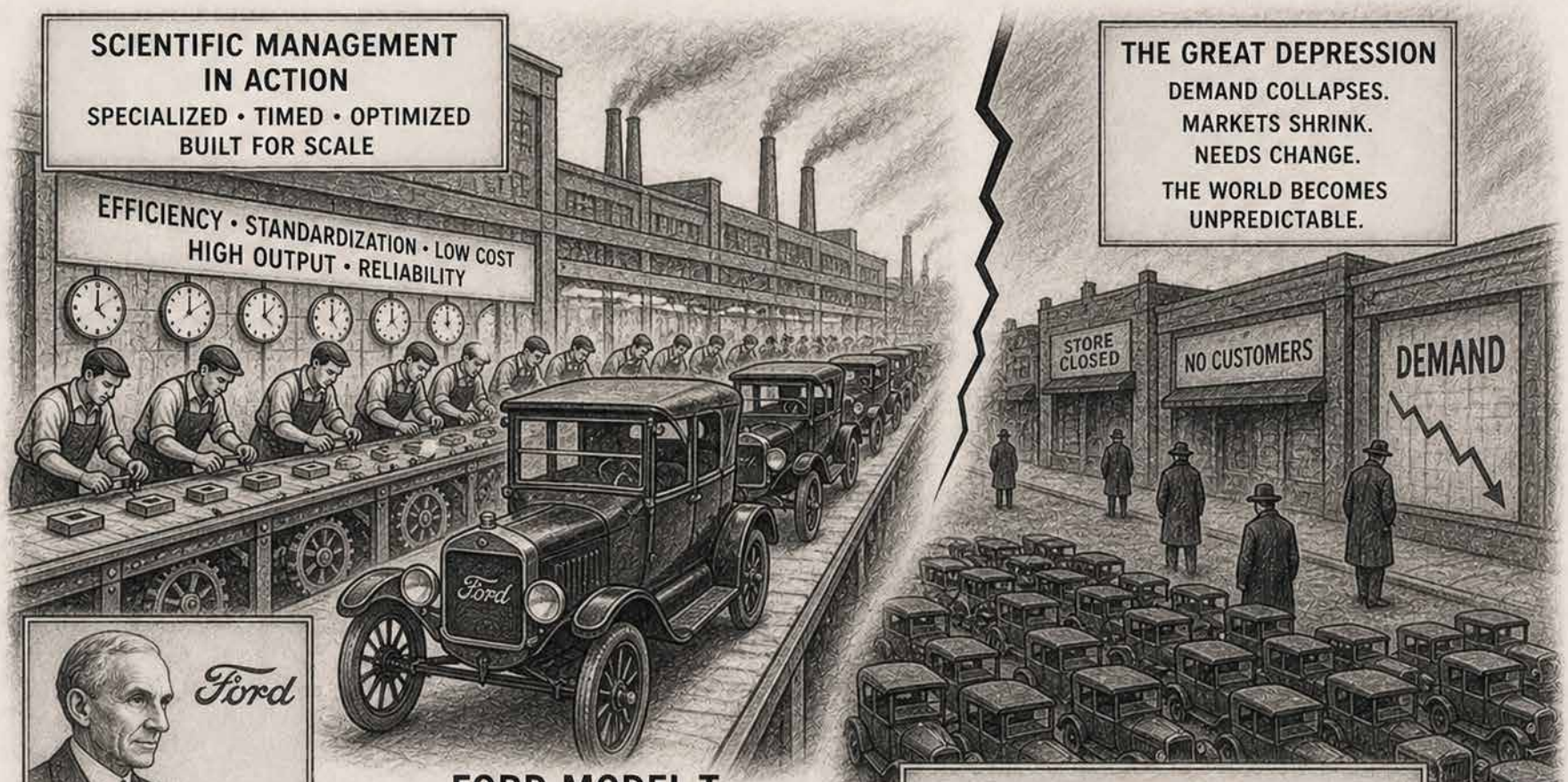
Scientific management does not stop at task optimization. It changes how the whole organization is built. If work is broken into small, simple steps, then people can specialize. One person does one task. Again and again. Faster and more consistently.

This leads to a second step. Separation of thinking and doing.Managers decide how work should be done. Workers execute. This is also specialization. Some people optimize the system. Others follow it. To make this work, you need structure. A clear hierarchy. Clear rules. Clear instructions. Every action is defined. Every step is controlled.

This creates a system that is easy to scale. You can train people quickly. You can replace them easily. And the system keeps running. This is not about control for its own sake. This is control in service of scale.

THE GREAT DEPRESSION

SCIENTIFIC MANAGEMENT MEETS A CHANGING REALITY



STRENGTH:
EFFICIENCY, QUALITY, LOW COST, MASS PRODUCTION

→

LIMITATION:
RIGIDITY, INFLEXIBILITY, SLOW TO ADAPT

→

NEW NEED:
ADAPTABILITY, FLEXIBILITY, RESPONSIVENESS TO CHANGE

The Great Depression and the Limits of Scale

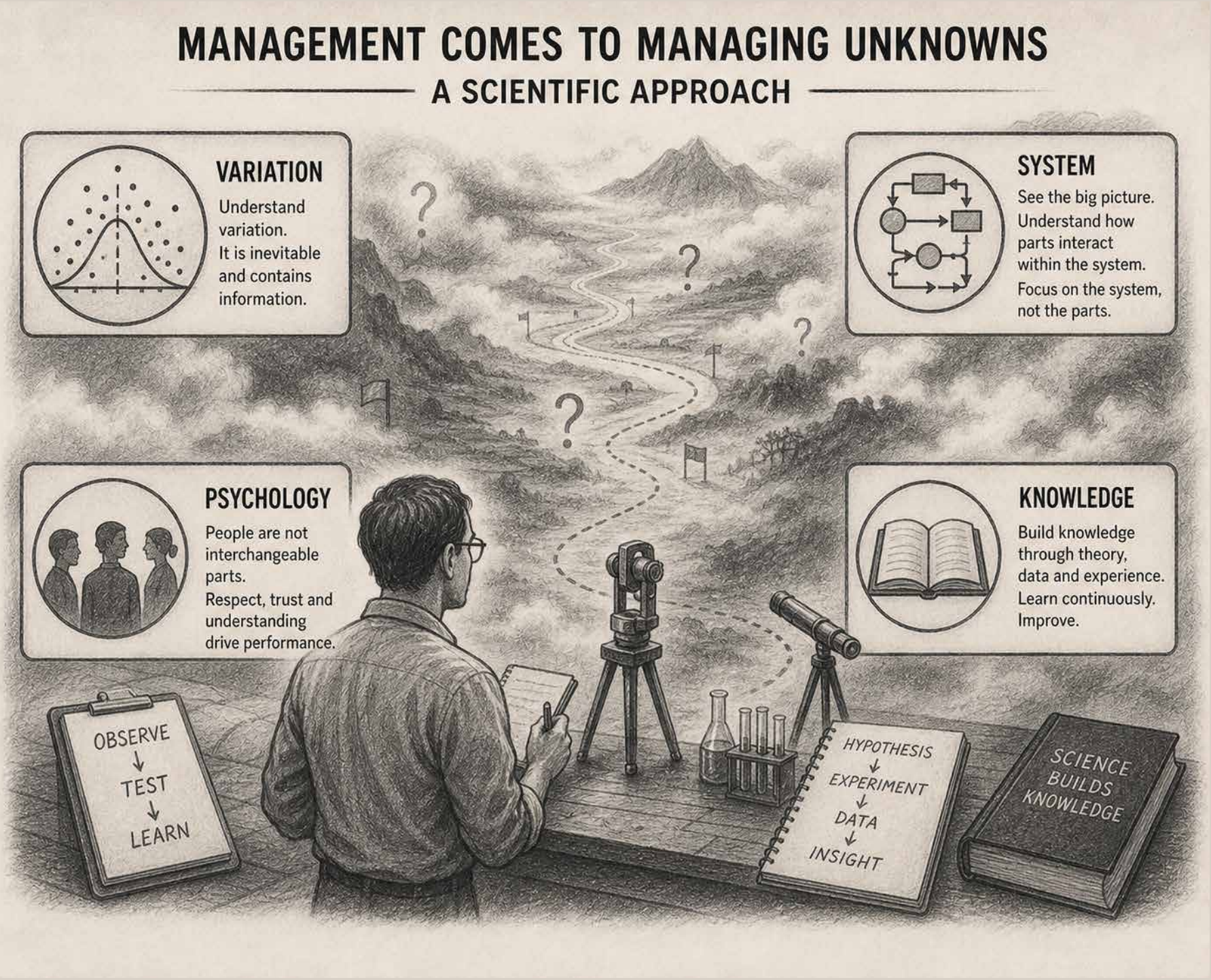
This model reaches its peak in mass production. A classic example is the Ford Model T. For almost two decades, it was produced with minimal changes. The process was stable. The product was stable. This is the ideal environment for scaling. Demand is high. The market can absorb everything you produce. The main goal is volume. In this world, Scientific Management works perfectly. Standardization increases speed. Specialization increases output. Control keeps everything predictable.

But then the context changes. Markets become saturated. Demand is no longer unlimited. Customers start to expect variety. And then comes the Great Depression. Suddenly, the problem is no longer how to scale. The problem is how to survive. Rigid systems struggle in this new reality. They are optimized for stability and scaling, not for change.

And this is the key shift. When the environment changes, the same system that gave you strength can become your biggest limitation.

MANAGEMENT COMES TO MANAGING UNKNOWNS

A SCIENTIFIC APPROACH



Deming and Managing the Unknown

So, the problems started when the environment changed. Scientific Management assumes something very important: we know how the system should work. We can define the best method. We can standardize it. We can control it. This works well when the world is stable. But what if it is not? What if demand changes?

What if customers want something different? What if the system behaves in ways we did not expect?

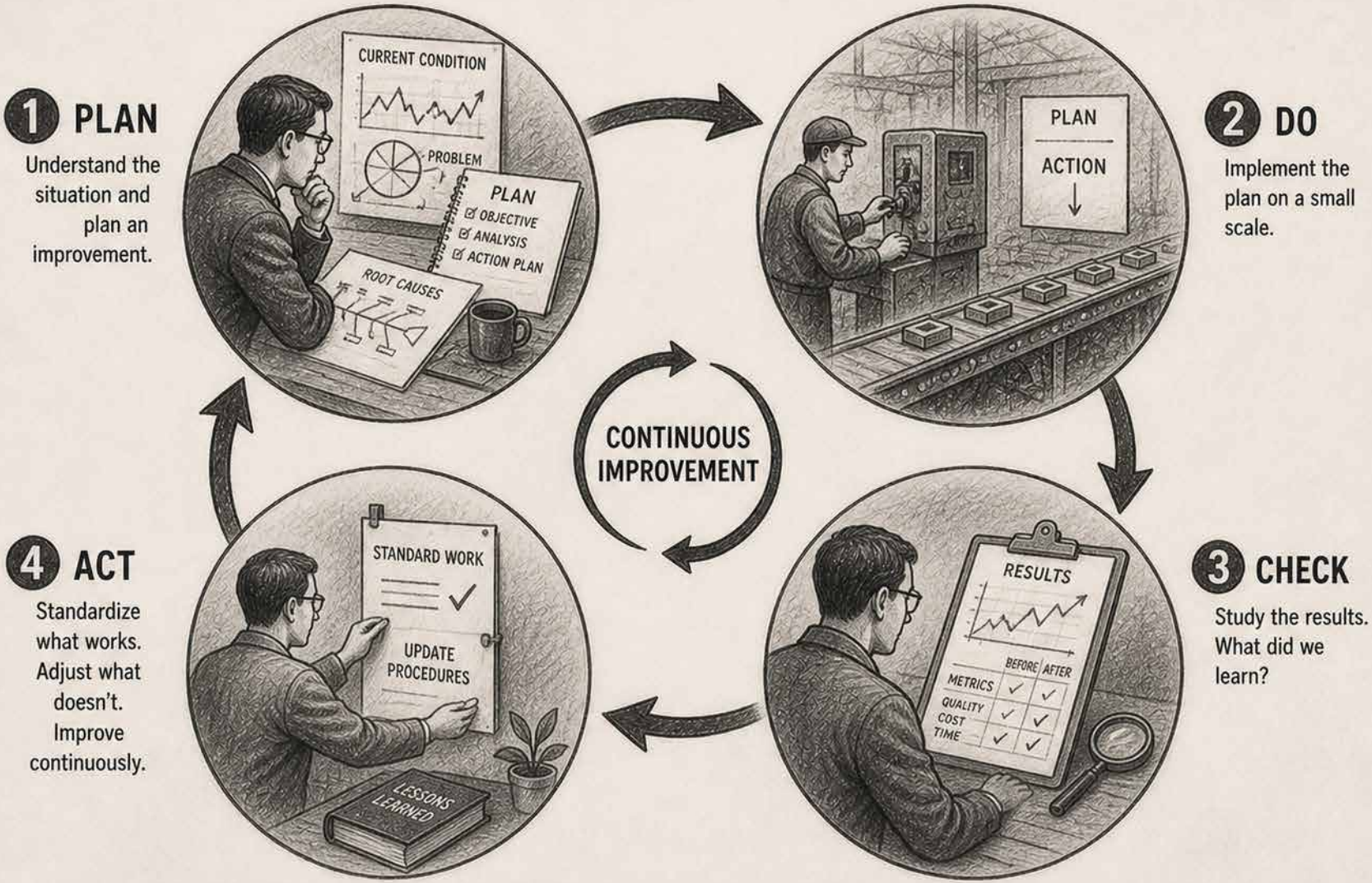
At that point, optimization becomes fragile. You can optimize each step perfectly, and still break the whole system. Because you are optimizing based on assumptions that are no longer true.

This is where Deming introduces a different view. He starts from a simple idea: we do not fully understand the system. Variation exists. Parts are connected. People are not predictable components. And most importantly — we can be wrong.

This changes everything. Instead of trying to define the perfect process once, we need to keep learning. Instead of control, we need understanding. Instead of certainty, we work with uncertainty. The shift is small in words, but huge in practice: From “we know the right way” to “we are trying to find a better way.” And once you accept that you don’t fully know, management can no longer be only about control. It has to include learning.

THE PDCA CYCLE

A SCIENTIFIC APPROACH TO CONTINUOUS IMPROVEMENT



PDCA turns knowledge into improvement and improvement into standard.

Small steps, repeated consistently, lead to big results over time.

PDCA and Learning Through Experimentation

If we accept that we don’t fully understand the system, then we need a way to learn. This is where PDCA comes in. Plan. Do. Check. Act. It looks simple, but the idea behind it is different from traditional management.

We do not start with certainty. We start with a hypothesis.

In the Plan phase, we define what we believe should happen.

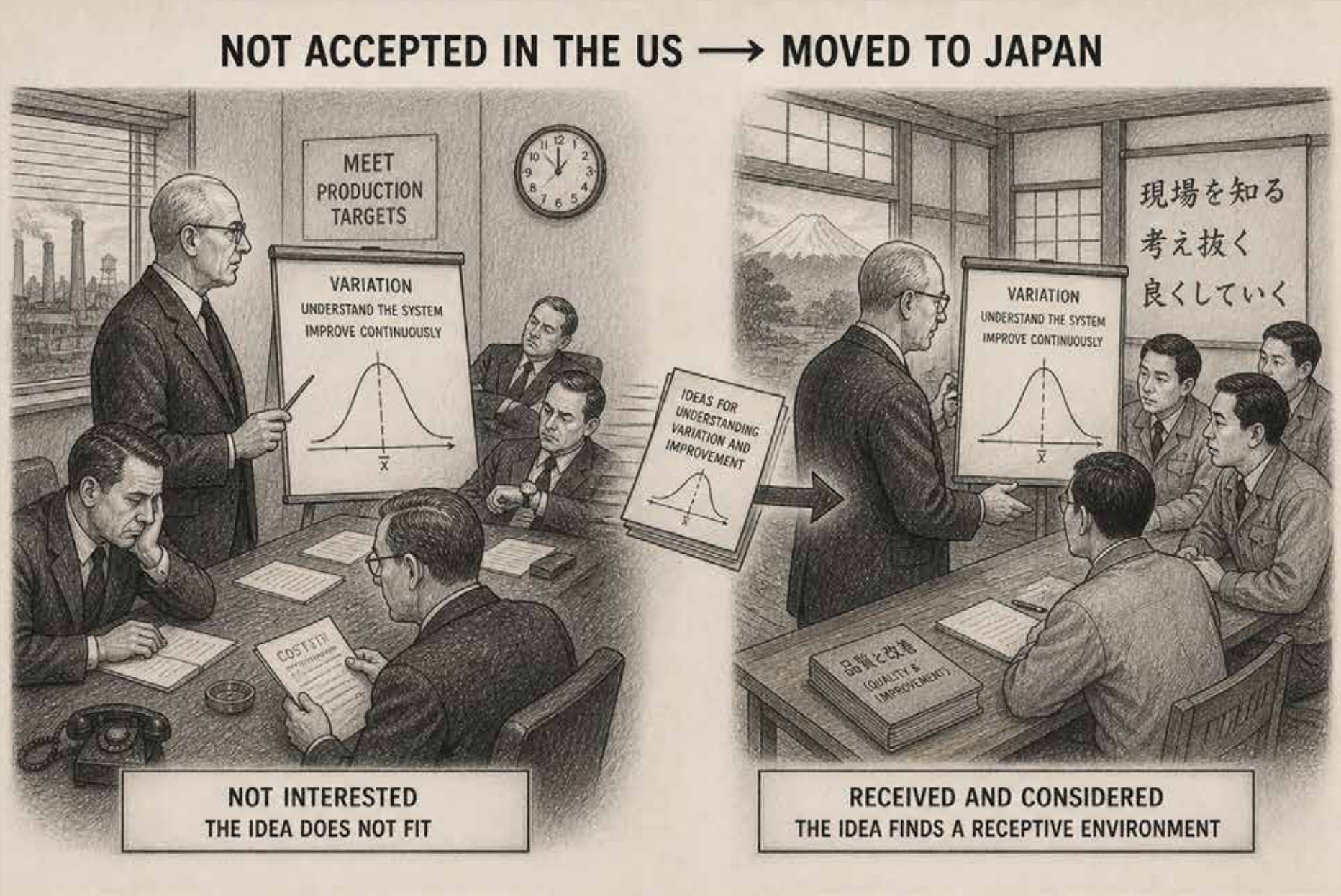
In Do, we run a controlled experiment.

In Check, we do not just verify results. We study what actually happened.

And in Act, we decide what to do next based on what we learned.

Then we repeat the cycle. The goal is not to execute a perfect plan. The goal is to reduce uncertainty over time.

This is a very different mindset. Instead of defining the right process once, we continuously improve it. And this is how management adapts to a changing environment.

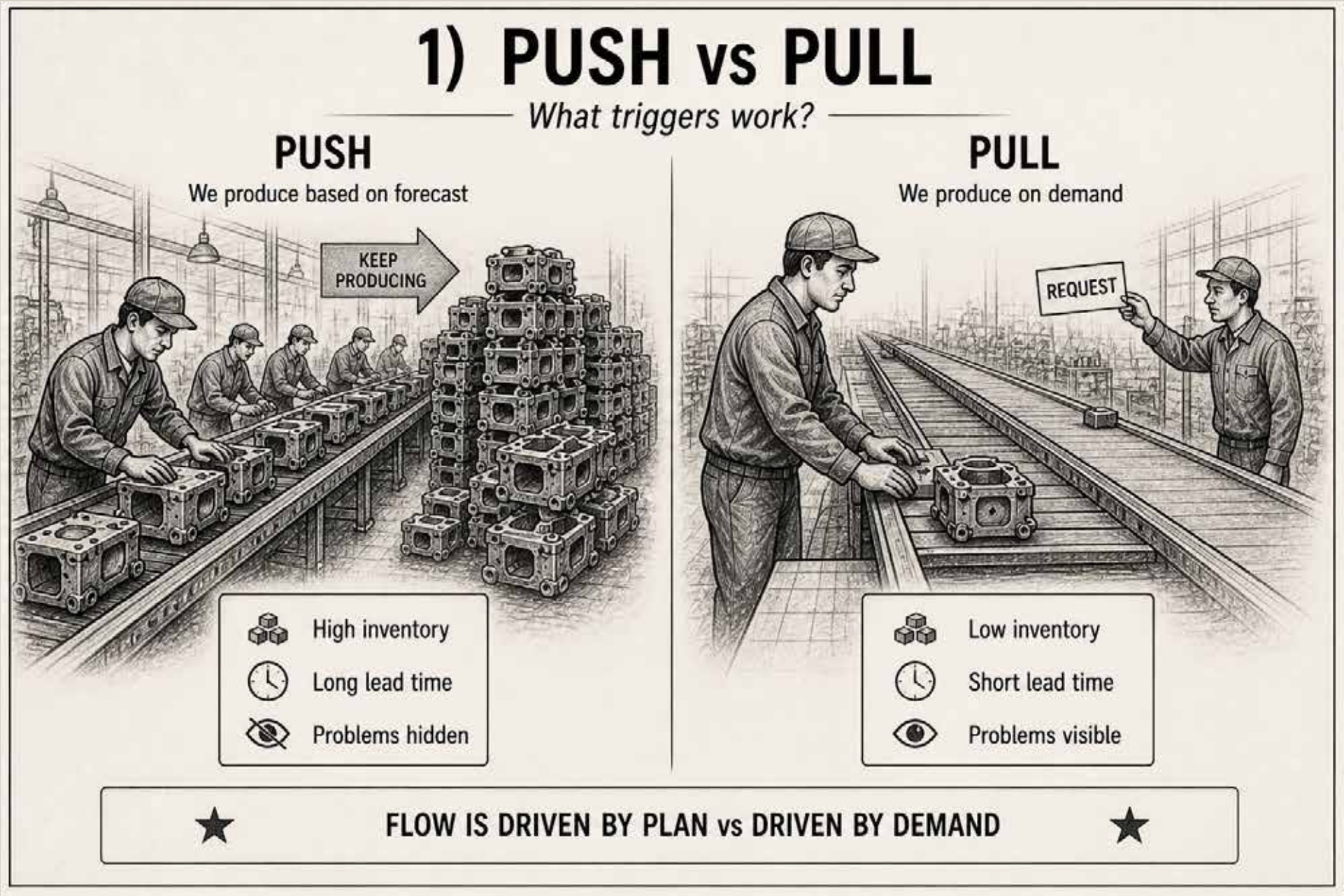

NOT ACCEPTED IN THE US ⟶ MOVED TO JAPAN
MEET PRODUCTION TARGETS
VARIATION
UNDERSTAND THE SYSTEM
IMPROVE CONTINUOUSLY
IDEAS FOR UNDERSTANDING VARIATION AND IMPROVEMENT
現場を知る
考え抜く
良くしていく
VARIATION
UNDERSTAND THE SYSTEM
IMPROVE CONTINUOUSLY
NOT INTERESTED
THE IDEA DOES NOT FIT
RECEIVED AND CONSIDERED
THE IDEA FINDS A RECEPTIVE ENVIRONMENT

Deming Goes to Japan

At first, Deming's ideas were not widely accepted in the United States. This is not because they were wrong. It is because they did not fit the context. After the Great Depression, there was pressure to change. But then World War II shifted the focus. Demand became predictable again. Large government contracts dominated. The main goal returned to scale and output. In that environment, existing management systems worked well enough again. There was no strong reason to rethink them in the moment.

Japan was in a very different situation after the war. Resources were limited. Markets were competitive. Quality and efficiency were critical for survival. They needed a way to improve continuously and adapt quickly. Deming's ideas fit this need. This became one of the foundations of the Japanese economic miracle.

From a management perspective, we can look at the Japanese model through a few key elements.


1) PUSH vs PULL
What triggers work?
PUSH
We produce based on forecast
KEEP PRODUCING
High inventory
Long lead time
Problems hidden
PULL
We produce on demand
REQUEST
Low inventory
Short lead time
Problems visible
FLOW IS DRIVEN BY PLAN vs DRIVEN BY DEMAND

Push vs Pull Systems

And the first one is how production is driven.

There are two fundamentally different ways to organize production: Push and Pull.

In a push system, production is driven by a plan. You decide what to build. You produce in advance. You push products into the market or into inventory. This works well when demand is stable and you expect to sell everything you produce.

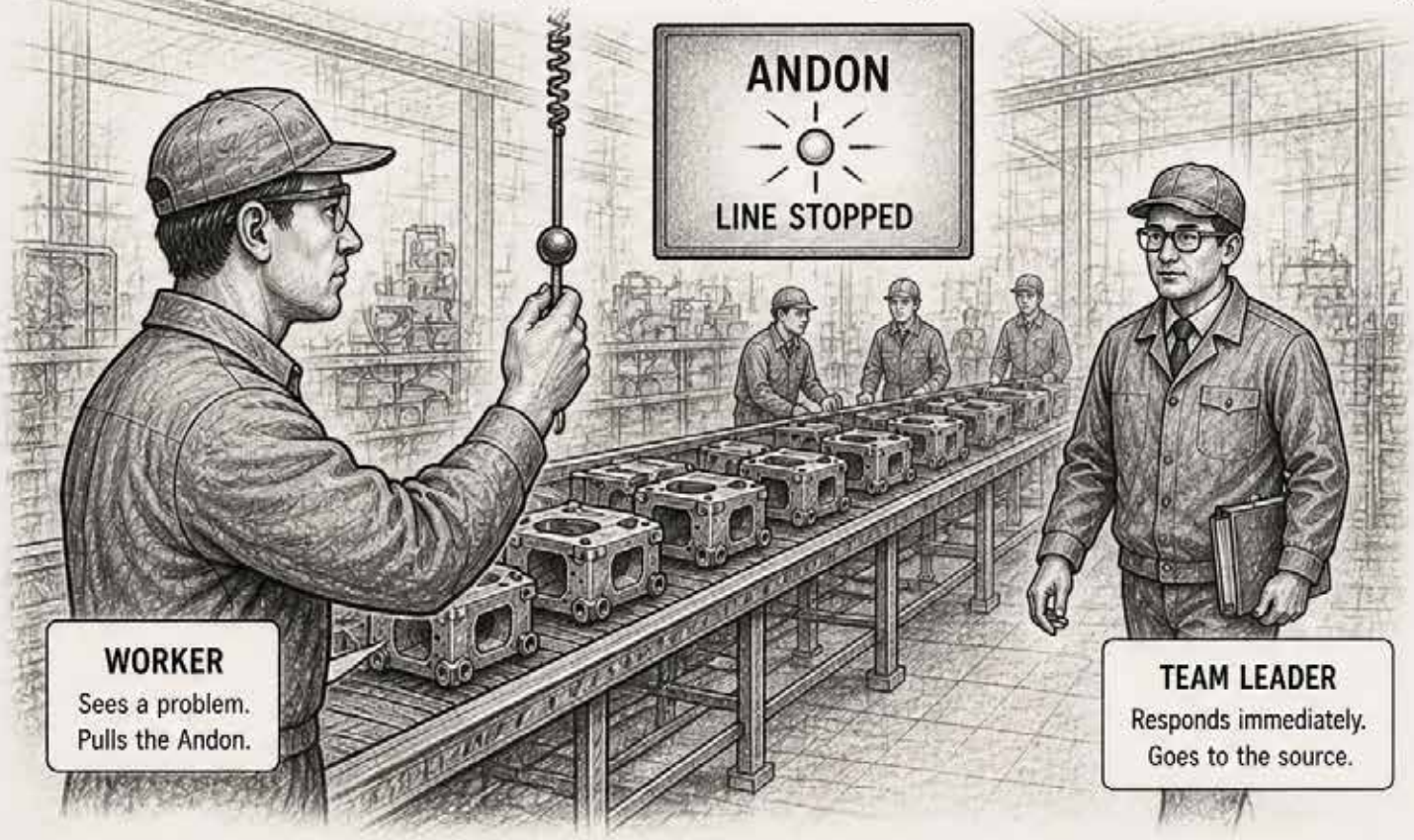
In a pull system, production is driven by actual demand. You do not produce until there is a signal. An order. A request. A real need. Work is pulled through the system, step by step. This changes the focus.

Push is about maximizing output. Pull is about matching demand. Push assumes you know what will be needed. It optimizes for speed and cost. Pull accepts that you may not know.

In a changing environment, this matters. Pull reduces overproduction and reduces building the wrong things. It limits risk. And it allows the system to adapt faster.

2) DECISION AT THE POINT OF WORK – ANDON

Empower people to stop the line, signal a problem, and solve it together.



STOP
It's OK to stop the line.

SIGNAL
Make the problem visible to all.

SOLVE
Solve at the source, together.

AUTHORITY TO STOP. RESPONSIBILITY TO IMPROVE.
People closest to the work are best positioned to fix it.

Decision-Making Moves to the Work

Pull changes not only how we produce. It changes how we make decisions. In Scientific Management, decisions are centralized. Managers define the process. Workers follow it. This works when the system is stable and decisions do not need to change often.

But in a pull system, the situation is different. Demand changes. Problems appear in real time. Delays are expensive. If every decision has to go up the hierarchy, the system slows down. That prevents fast changes. So decision-making moves closer to the work. People who see the problem are the ones who act.

A well-known example is the Andon cord. Any worker can stop the production line when something goes wrong. This may look inefficient at first. But it prevents larger problems later. The key idea is simple: When the system becomes dynamic, decision power has to move with it.

3) GEMBA KAIZEN AND 7 PRINCIPLES

★

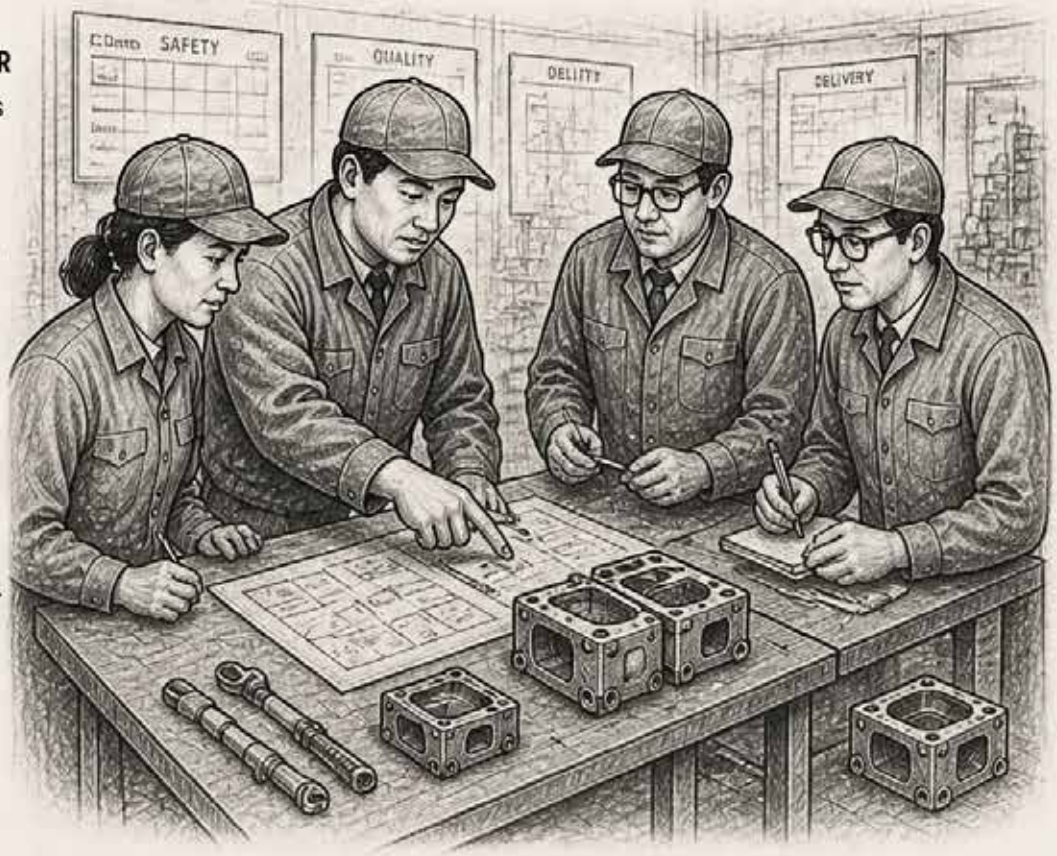
Go to the gemba. Involve people. Improve together, every day.

1. KNOW YOUR CUSTOMER
Start with the needs of the customer.

2. GO TO GEMBA
See firsthand. Understand the real situation.

3. EMPOWER PEOPLE
Give people the authority to improve.

4. BE TRANSPARENT
Share information openly.



5. CONTINUOUS IMPROVEMENT
Small steps, every day.

6. TEAMWORK AND QUALITY CIRCLES
Work together. Solve together.

7. PERSONAL DISCIPLINE
Follow standards. Build good habits.

8. SUGGESTIONS FOR IMPROVEMENT AND MORALE
Everyone has ideas. Make them count.

★ **SEE IT. UNDERSTAND IT. IMPROVE IT. TOGETHER.** ★

Gemba Kaizen and Continuous Improvement

When decision-making moves to where the work happens, the system starts to change. This is where we get the idea of Gemba Kaizen. “Gemba” means the place where work is done. “Kaizen” means continuous improvement. Together, it is about improving the system where the work actually happens. The idea is simple. See the work. Understand what is really happening. Improve it. And do it together. This is not a one-time effort. It is a daily activity. People closest to the work observe problems and suggest improvements. They share information. They learn from each other. They take responsibility for quality. Over time, small improvements add up.

This may look like a set of principles.

- Know the customer.
- Go where the work happens
- Share information.
- Work as a team.
- Stay disciplined.
- Keep improving.

But this is not a checklist.It is a way the system behaves. When the environment is changing, continuous small improvements become more effective than rare large changes.

4) WASTE MANAGEMENT – MUDA / MURA / MURI

★

Eliminate waste. Create flow. Protect people.

① MUDA (WASTE)

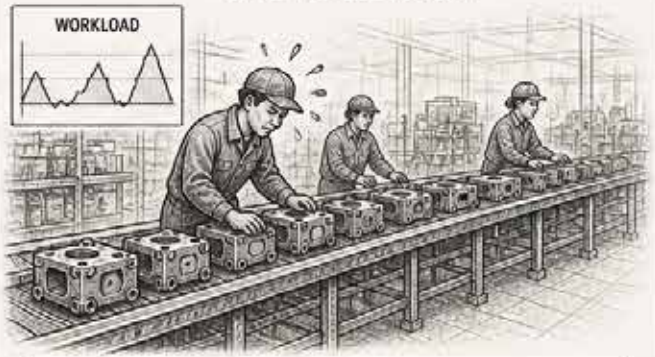
Anything that does not add value.

Leads to:

- Overproduction
- Waiting
- Transport
- Movement
- Overprocessing
- Inventory
- Defects

② MURA (UNEVENNESS)

Uneven workload and flow.



Leads to:

- Overloaded process
- Underutilized process
- Bottlenecks
- Delays
- Instability

③ MURI (OVERBURDEN)

Overload of people or equipment.

Leads to:

- Excessive work for people
- Excessive strain on equipment
- Fatigue
- Errors
- Injuries
- Breakdowns

THE 7 KINDS OF MUDA (WASTE)

① OVERPRODUCTION

Producing earlier or more than needed.

② WAITING

People or equipment waiting.

③ TRANSPORT

Unnecessary movement of materials.

④ MOVEMENT

Unnecessary movement of people.

⑤ OVERPROCESSING

More work or higher quality than required.

⑥ INVENTORY

More inventory than needed.

⑦ DEFECTS

Rework, scrap, or failure to right.

★ **REMOVE WHAT DOESN'T ADD VALUE. BALANCE THE SYSTEM. PROTECT PEOPLE.** ★

Muda, Mura, Muri and Adaptive Optimization

Optimization also does not go away in adaptive systems. But it changes its role. In a stable environment, you optimize for maximum efficiency. In a changing environment, you need to optimize without breaking the system.

This is where Lean introduces a different view. It focuses on three types of problems. Muda — waste.

Muri — overburden. Mura — unevenness.

Muda means operations that don't contribute to creating value. Overproduction. Waiting. Rework. Extra inventory. Unnecessary movement. These are not only efficiency problems. They also increase risk. Extra inventory hides problems. Rework slows adaptation. Too many handoffs create instability. All of them create additional load and increase the risk of operator error. Waste makes the system harder to change safely.

But there is another important problem. Mura — unevenness. When work arrives in bursts, the system becomes unstable. People are overloaded at one moment and idle at another. One way to deal with this is cadence. A regular rhythm of work and feedback. Small changes. Frequent checks. Continuous adjustment. Without cadence, adaptation becomes chaotic. With cadence, it becomes manageable.

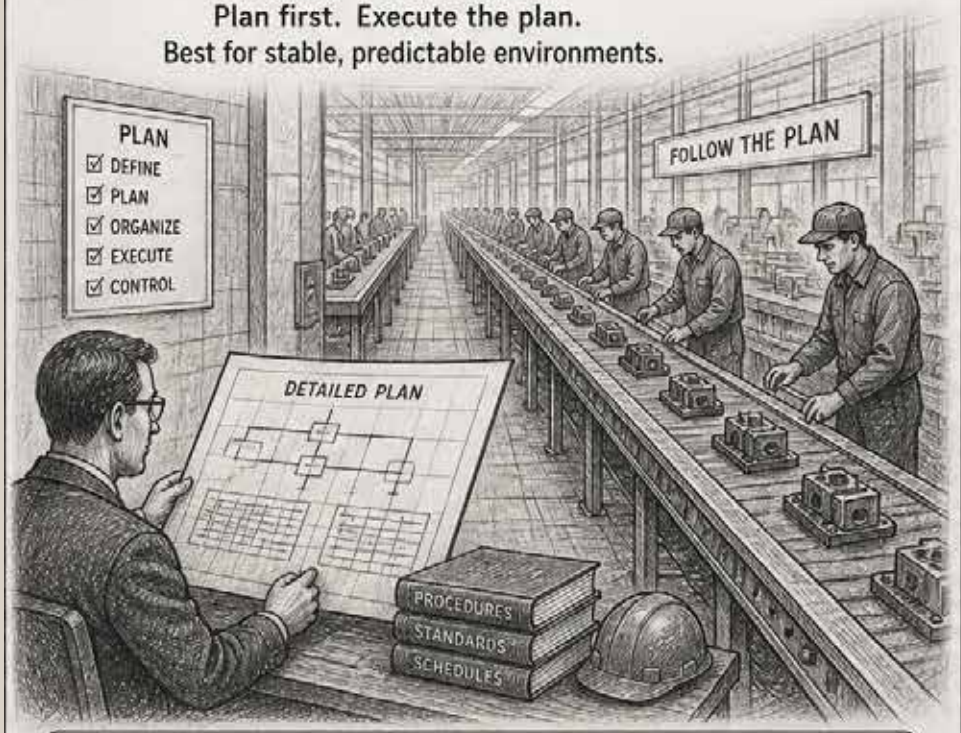
This is why you see cadence everywhere in Lean, Agile, and DevOps. Not as a ritual, but as a way to keep the system stable while it is changing. The goal is not only to be efficient. The goal is to improve the system without making it more fragile.

PREDICTIVE vs ADAPTIVE

TWO WAYS OF MANAGING WORK

PREDICTIVE

Plan first. Execute the plan.
Best for stable, predictable environments.



LINEAR · CERTAINTY · CONTROL

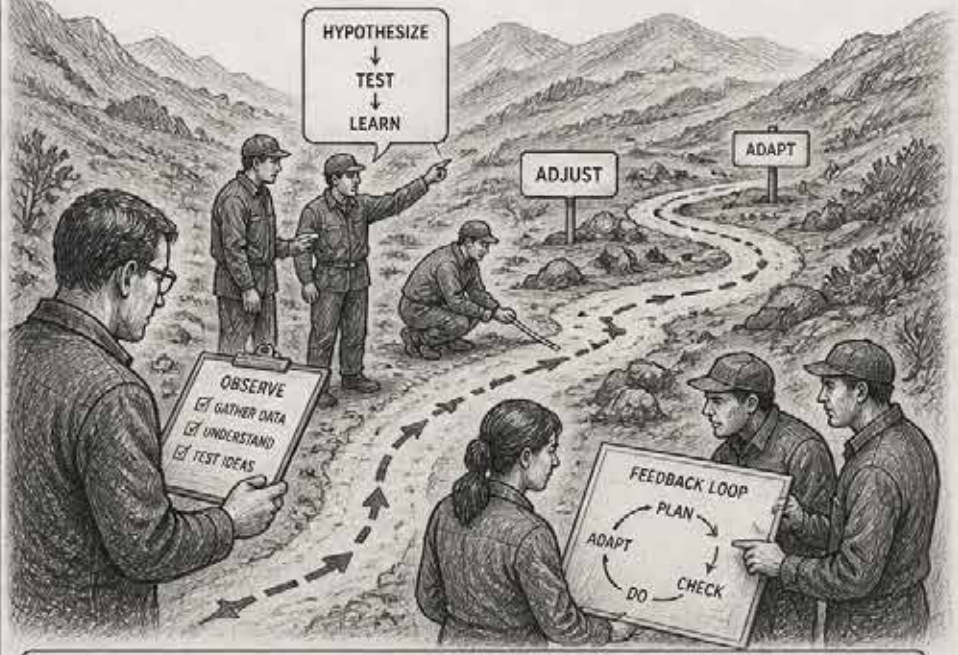
- Known requirements
- Detailed planning up front
- Minimize variation
- Measure compliance

EXAMPLES

- Scientific Management
- Mass Production
- Planned Economy
- PMBOK (early)

ADAPTIVE

Observe first. Learn continuously. Adapt.
Best for complex, uncertain environments.



NON-LINEAR · UNCERTAINTY · LEARNING

- Unknowns and change
- Short cycles, rapid feedback
- Embrace variation
- Measure outcomes

EXAMPLES

- Deming / Profound Knowledge
- Lean / TPS
- Agile
- Continuous Improvement

★ USE **PREDICTIVE** WHERE YOU CAN. USE **ADAPTIVE** WHERE YOU MUST.
Great organizations move between the two.

Predictive and Adaptive Systems

We looked at predictive and adaptive systems. This does not mean that one is better than the other. They solve different problems. So let's compare them.

Predictive systems assume that the environment is mostly stable.The main goal is efficiency, scale, and predictability. Work is planned in advance. Processes are standardized. Variation is reduced.

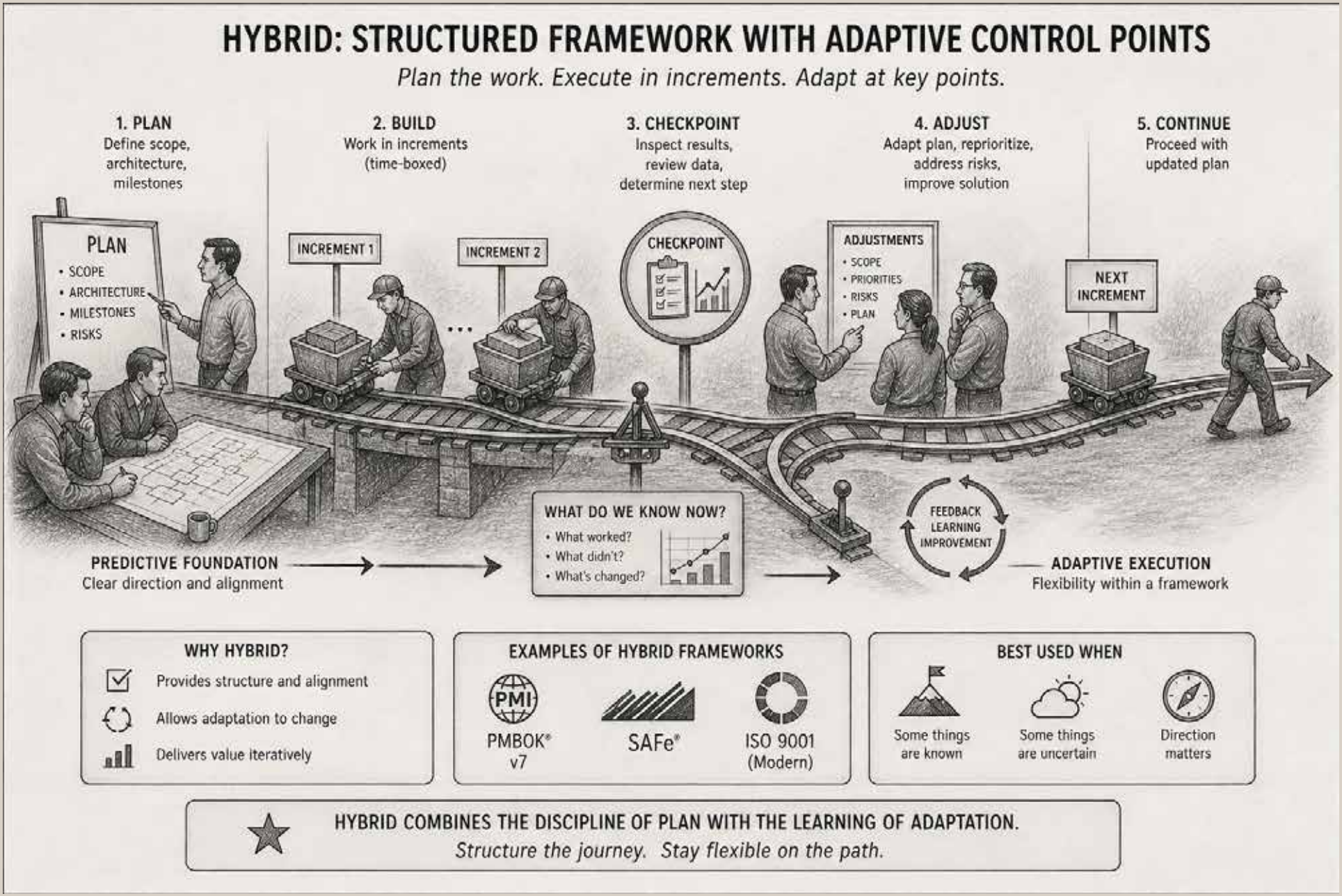
This works extremely well when demand is stable and change is limited. Scientific management is a classic example.

Adaptive systems start from a different assumption. The environment changes. Not everything is known. Learning becomes part of the process. The goal is not only efficiency. It is the ability to change safely.

This leads to shorter feedback loops, distributed decision-making, continuous improvement, and cadence.

Lean, Agile, DevOps, and similar approaches belong to this family. Neither approach is universally correct. Each one is optimized for a different type of environment.

And this is where things become interesting. Because most real organizations do not live entirely in one world.


HYBRID: STRUCTURED FRAMEWORK WITH ADAPTIVE CONTROL POINTS
Plan the work. Execute in increments. Adapt at key points.
1. PLAN
Define scope, architecture, milestones
2. BUILD
Work in increments (time-boxed)
3. CHECKPOINT
Inspect results, review data, determine next step
4. ADJUST
Adapt plan, reprioritize, address risks, improve solution
5. CONTINUE
Proceed with updated plan
PLAN
• SCOPE
• ARCHITECTURE
• MILESTONES
• RISKS
INCREMENT 1
INCREMENT 2
CHECKPOINT
ADJUSTMENTS
• SCOPE
• PRIORITIES
• RISKS
• PLAN
NEXT INCREMENT
WHAT DO WE KNOW NOW?
• What worked?
• What didn't?
• What's changed?
FEEDBACK LEARNING IMPROVEMENT
PREDICTIVE FOUNDATION
Clear direction and alignment
ADAPTIVE EXECUTION
Flexibility within a framework
WHY HYBRID?
Provides structure and alignment
Allows adaptation to change
Delivers value iteratively
EXAMPLES OF HYBRID FRAMEWORKS
PMI
PMBOK® v7
SAFe®
ISO 9001 (Modern)
BEST USED WHEN
Some things are known
Some things are uncertain
Direction matters
HYBRID COMBINES THE DISCIPLINE OF PLAN WITH THE LEARNING OF ADAPTATION.
Structure the journey. Stay flexible on the path.

Hybrid Management Systems

In reality, most organizations are hybrid. Some parts of the system need stability and predictability. Other parts need experimentation and adaptation. So predictive and adaptive approaches often coexist.

There are different ways this happens.

One is vertical splitting. Strategic decisions may stay adaptive, while operational execution becomes predictive. For example, a company may experiment with products and markets, but use highly standardized processes in manufacturing or support.

Another way is horizontal splitting.

Different teams work in different modes. Research and product discovery may use adaptive approaches. At the same time, finance, compliance, infrastructure, or large-scale operations may rely on predictive systems.

Modern hybrid frameworks try to support this reality.

For example, starting at the seventh version, PMBoK moved away from prescribing a single process model. Instead, they focus more on principles, context, and selecting the right delivery approach.

You can see similar ideas in Lean governance models, DevOps practices, and systems like EOS.

This is not a contradiction. Different environments create different management needs. A fully predictive organization becomes rigid. A fully adaptive organization can become chaotic. Hybrid systems try to balance stability and adaptation.

And this leads to the most important question: How do we decide which approach fits which situation?

CONTEXT IS KING

DIFFERENT CONTEXTS REQUIRE DIFFERENT APPROACHES

COMPLEX

Cause → Effect (emergent)

Pattern • Unpredictable • Unknown

SENSE
↓
PROBE
↓
SENSE
↓
RESPOND

Good Practice

EXPERIMENT
LEARN • ADAPT

COMPLICATED

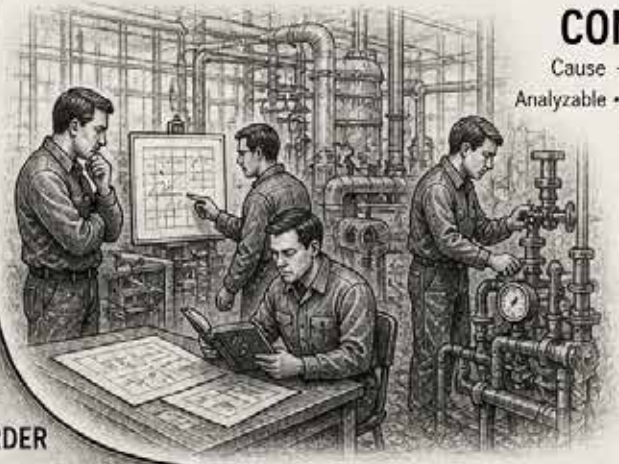
Cause → Effect (discoverable)

Analyzable • Knowable • Multiple Answers

SENSE
↓
ANALYZE
↓
RESPOND

Good Practice

ANALYZE



DISORDER

Unclear cause and effect

Unpredictable

Unknown

CHAOS

No Cause → Effect

Unstable • Turbulent • Unknown

ACT
↓
SENSE
↓
RESPOND

Good Practice

ACT FAST
STABILIZE

CLEAR (OBVIOUS)

Cause → Effect

Repeating • Predictable • Stable

SENSE
↓
CATEGORIZE
↓
RESPOND

Good Practice

FOLLOW

Different contexts.
Different approaches.

THERE IS NO ONE BEST METHOD.
THE RIGHT RESPONSE DEPENDS ON THE CONTEXT.

Same team.
Different context.
Different response.

Context Is King: The Cynefin Framework

The answer to choose the appropriate way to manage is context. One useful model for thinking about context is the Cynefin framework. It divides environments into several domains.

In clear environments, cause and effect are obvious.The work is repeatable. Best practices are effective. This is where predictive systems perform very well.

In complicated environments, there are still correct answers, but finding them requires expertise. Planning and analysis still work, but the system becomes more difficult and may require some degree of feedback and adaptation. This is where hybrid approaches shine.

In complex environments, things change while you are working. Cause and effect become visible only after the fact. This is where adaptive approaches become necessary. You experiment. You learn. You adjust.

But complexity is not fully objective.It also depends on our understanding of the system. A situation may look complex simply because we do not understand it well enough yet. And this creates another problem. Adaptive approaches often feel more creative and more exciting. Because of this, teams sometimes classify stable problems as “complex” and introduce unnecessary adaptation, variability, and overhead.

And then there is chaos. The system changes faster than we could learn. The first goal is survival and stabilization.

The important part is this: Methods that work well in clear environments often fail when moving toward complexity and chaos. But adaptive methods can also become expensive and inefficient when used in stable environments.

And there is another danger. The cliff between clear and chaotic. Systems can look stable for a long time and then fail very quickly.

So, every approach has its time and place. And management is not about applying the purest model. It is about solving the actual problem.

PEOPLE IN PREDICTIVE / SCIENTIFIC MANAGEMENT SYSTEMS

People are motivated and controlled to produce predictable, repeatable results.

1) MOTIVATE THROUGH NEEDS

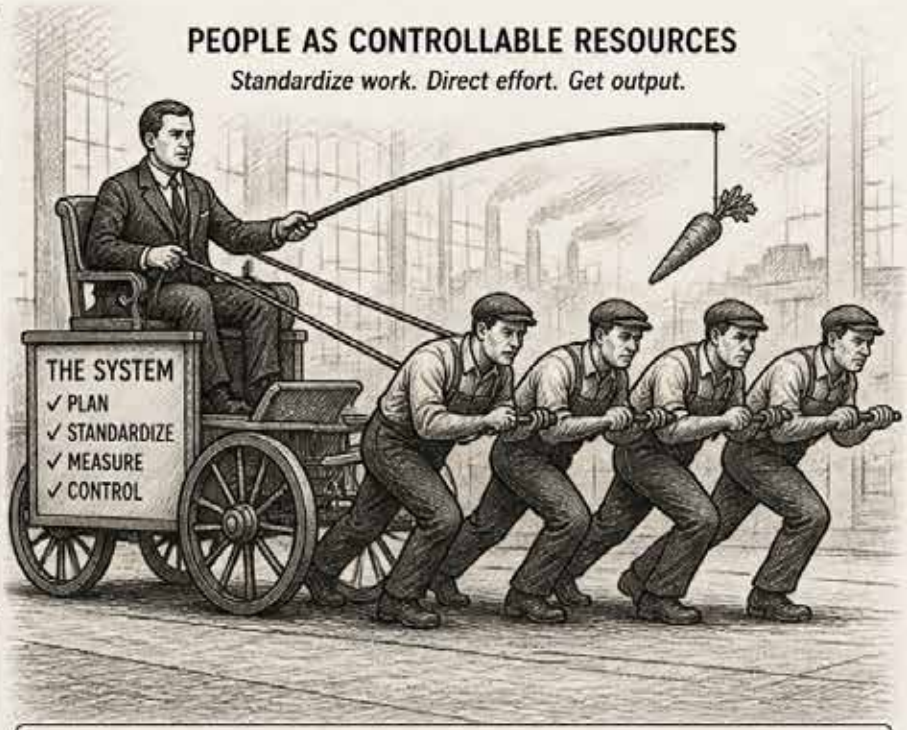
Needs drive compliance.

MEET NEEDS GAIN COMPLIANCE

When needs are met, people are willing to work and follow the system.

PEOPLE AS CONTROLLABLE RESOURCES

Standardize work. Direct effort. Get output.



Define the work
Break down, simplify, standardize.

Measure performance
Track output. Compare to standard.

Control behavior
Use rules, supervision, and consequences.

Increase output
Improve efficiency. Reduce variation.

2) CONTROL THROUGH REINFORCEMENT

Consequences shape behavior.

REWARD (POSITIVE REINFORCEMENT)

Something good happens after the behavior.

↓

Behavior is strengthened.

PUNISHMENT (NEGATIVE CONSEQUENCE)

Something bad happens after the behavior.

↓

Behavior is weakened.

Use rewards to encourage the right behavior.

Use punishment to discourage the wrong.

IN PREDICTIVE SYSTEMS, PEOPLE ARE MANAGED THROUGH NEEDS AND REINFORCEMENT

Clarify the work. Motivate. Control. Get consistent results.

Managing People in Predictive Systems

But management is not only about processes. It is also about people. And once the management system changes, the approach to people changes as well.

Predictive systems rely on stability, repeatability, and control. To support this, people also need to behave predictably. This creates a more mechanistic view of motivation.

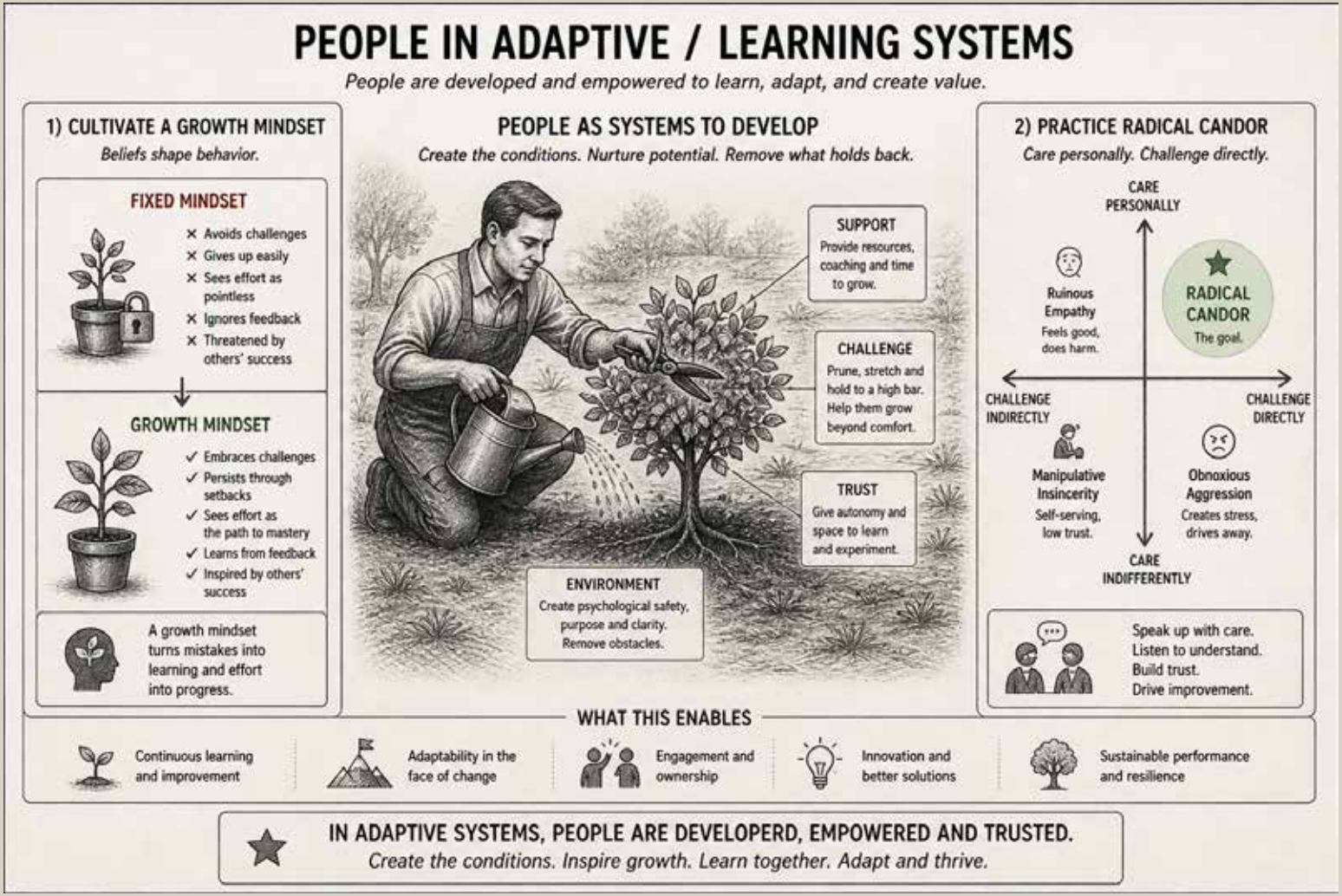
The system defines the process. And management looks for ways to align human behavior with that process.

One well-known model comes from Maslow. People have needs. Security. Recognition. Achievement. If the organization controls access to those needs, it can influence behavior.

Another important influence comes from Skinner and operant conditioning. Reward desired behavior. Punish unwanted behavior. This becomes the foundation of the classic “carrot and stick” approach. In stable systems, this can work surprisingly well. It supports standardization, predictability, and scalability. But there is also a limitation. People become very good at following the system. But there is also a tradeoff.

The more predictable behavior becomes, the less flexibility people usually have. People learn to operate inside established rules and procedures. But adaptive environments often require something different. Judgment. Initiative. The ability to act outside predefined situations.And this creates a new management challenge.

the context matters more than following trends.



Managing People in Adaptive Systems

One useful metaphor for adaptive management is the gardener. A gardener does not control every plant directly. Instead, the gardener creates conditions where growth becomes possible. This changes the role of management. The goal is no longer only compliance. It becomes learning, adaptation, and decision-making under uncertainty.

But this metaphor is often misunderstood. A gardener does not only water plants and admire flowers. A gardener also *removes weeds, cuts unhealthy branches, and selects what should continue to grow*. Adaptive systems still require standards, discipline, and boundaries.

But inside those boundaries, people need more autonomy and judgment.

This is why internal motivation becomes more important.

One example is ***Carol Dweck's idea of fixed and growth mindset***.

In a fixed mindset, people try to avoid failure and protect competence. Mistakes become threats. Feedback feels personal. Uncertainty creates fear. That creates lack of initiative, hiding mistakes and problems.

In growth mindset, ability is seen as something that can develop. Mistakes become information.

Feedback becomes useful. Challenges become opportunities to learn. This matters because adaptive systems require experimentation. And experimentation means that not everything will work correctly the first time.

Another example is ***Radical Candor by Kim Scott***.

Adaptive systems still need accountability and high standards.

But there is a problem.

Pure empathy often avoids difficult conversations and is ultimately damaging to the business. Pure pressure over outcomes often becomes aggression. Many managers become aggressively demanding because outcomes matter to the business. But pressure without personal involvement eventually destroys trust and learning.

Radical Candor tries to balance both. Challenge directly. But also care personally.

Feedback should not come from indifference or dominance. It should come from genuine involvement

in helping people and the system improve.

There are many approaches built around similar ideas.

The key point is this:

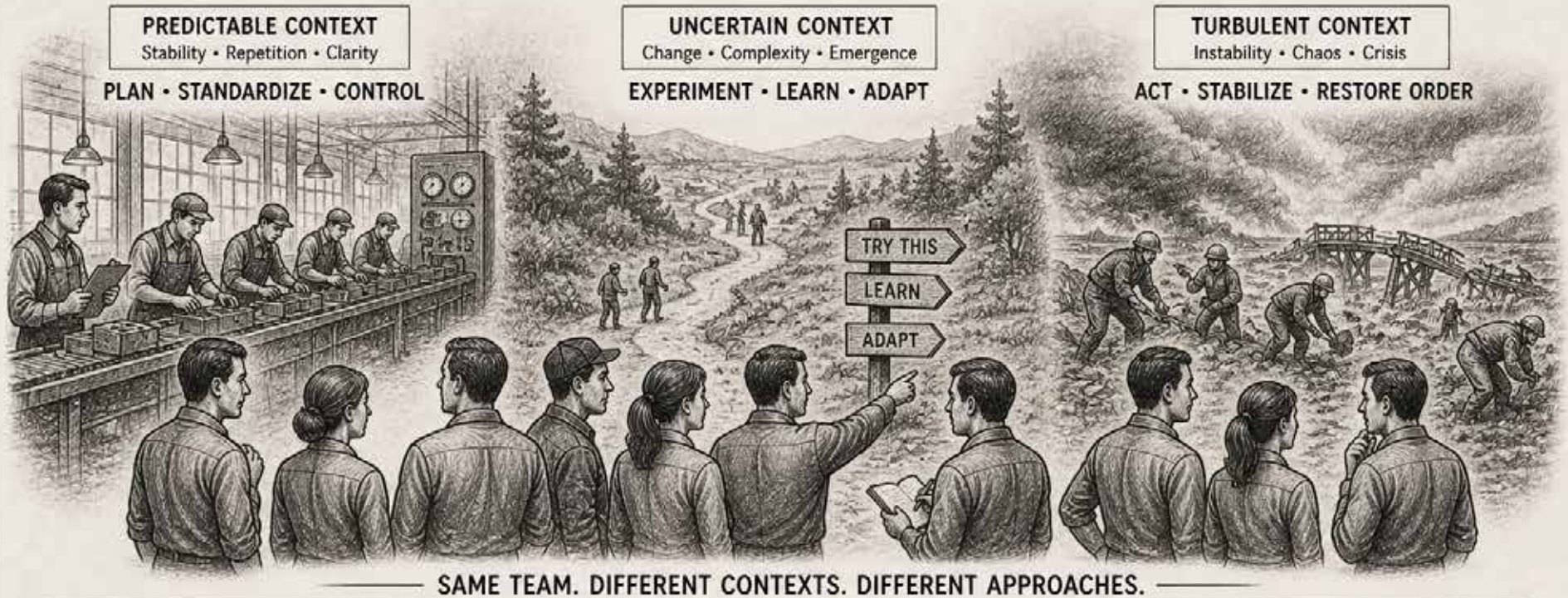
When organizations need to adapt, management must support not only execution, but also learning and change. Alignment between managing processes and managing people matters. Predictive systems usually work better with predictable behavior and stronger control. Adaptive systems require judgment, initiative, learning, and openness to feedback.

When the management model and the people model conflict, the organization becomes unstable.

For example, adaptive processes combined with fear-based management often create chaos instead of adaptability. And the opposite, predictive processes combined with highly adaptive, learning-based people management, can create distraction, frustration, and false expectations.

THERE IS NO SINGLE RIGHT WAY

*The right approach depends on the **context** and the **goals**.*



SAME TEAM. DIFFERENT CONTEXTS. DIFFERENT APPROACHES.

METHODS ARE TOOLS,
not one-size-fits-all solutions.

FIT IS WHAT WORKS.

Choose consciously.
Adjust continuously.
Deliver value.

MANAGEMENT IS NOT ABOUT FINDING THE BEST METHOD. *IT IS ABOUT FINDING THE RIGHT FIT.*

There Is No Such Thing as Single Right Way

So where does all of this leave us?

There is no single “correct” way to manage. Different management systems evolved to solve different problems under different conditions. Scientific Management solved the problem of scale. Adaptive approaches evolved to deal with uncertainty and change. Neither is universally superior. Every approach has its time and place.

Management is not about applying the purest or “right” model. It is about solving the actual problem. And this applies not only to processes, but also to people.

The way we structure work, make decisions, give feedback, and motivate people must align with the environment we operate in. Even the same team may need different management approaches in different situations. That is why management is difficult. Not because there are no good ideas, but because context keeps changing.

This was only a high-level overview.

But hopefully it helps explain why management approaches differ, where they come from, and why understanding the context matters more than following trends.

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