



Encourage informal experimentation

The stakes

The need for rigorous tracking and measurement, such as budgetary supervision and measuring the time allocated to projects, considerably restricts opportunities for informal experimentation. Yet, informal tests are an important source of innovation. For instance, Greg Linden, an Amazon employee, was able to go outside the official project structure to test an idea for a personalized purchasing recommendation application that has since become one of the most effective drivers of on-line sales. Managers must ask themselves: How do we reconcile the need to manage the work of employees with the freedom required for informal experimentation? What is the right balance between refusing and giving in when an employee has an exciting idea that doesn't fit into the approved project portfolio?

Manage with discernment

