

Control Systems in Action

Design a control system to produce a specific target behavior

Step 1: Define Your Target Behavior

What specific behavior do you want employees to exhibit?

Why does this behavior matter? List 2–3 reasons:

- 1.
- 2.
- 3.

Step 2: Design the Control System — *For each control type, identify specific mechanisms your organization could use.*

INPUT CONTROLS

What hiring, training, tools, or resources would build the right capability upfront?

- 1.
- 2.
- 3.
- 4.

► **Goal:** *In one sentence, what is the goal of these input controls?*

BEHAVIOR CONTROLS

What rules, SOPs, guidelines, or coaching routines would guide how employees act?

- 1.
- 2.
- 3.
- 4.

► **Goal:** *In one sentence, what is the goal of these behavior controls?*

OUTPUT CONTROLS

What metrics, targets, or incentives would reinforce the right results?

- 1.
- 2.
- 3.
- 4.

► **Goal:** *In one sentence, what is the goal of these output controls?*

CLAN
CONTROLS

What cultural norms, rituals, stories, or leadership behaviors would shape mindset?

- 1.
- 2.
- 3.
- 4.

► **Goal:** *In one sentence, what is the goal of these clan controls?*

Step 3: How Does the System Work Together?

Complete the chain — what does each control type deliver?

Input → employees can...

Behavior → employees know how to...

Output → employees are rewarded for...

Clan → employees want to...

Step 4: What Breaks If One Piece Is Missing?

What would go wrong if each control type were absent?

No Input controls →

No Behavior controls →

Wrong Output controls →

Weak Clan culture →

Step 5: Key Insight

Complete this sentence:

If you want people to act differently, you must align...

Step 6: Reflection Question

Think of a behavior problem in an organization you know:

Which control type is missing or broken — and how do you know?

*Control systems don't just monitor performance—they **shape** it.*