

In *The Change Masters* (Simon & Schuster, 1983), Rosabeth Moss Kanter proposed ten rules for stifling initiative:

1. Regard any new idea with suspicion because it is new and wasn't proposed by management.
2. Insist that people get the signatures of several other managers before they seek your approval for an idea.
3. Have departments or individuals criticize one another's ideas.
4. Express criticism often and withhold praise (to keep people on their toes). Let people know they can be fired at any time.
5. Present problems as failure.
6. Control everything. Count everything that can be counted often.
7. Make decisions in secret and spring them on people unexpectedly.
8. Require that all requests for information be justified and don't distribute information freely.
9. Delegate to lower level managers the responsibility to figure out how to cut back, lay off, or reassign people.
10. Never forget that management knows everything that is important to know about the business.

The learning organization needs to break these rules, often.