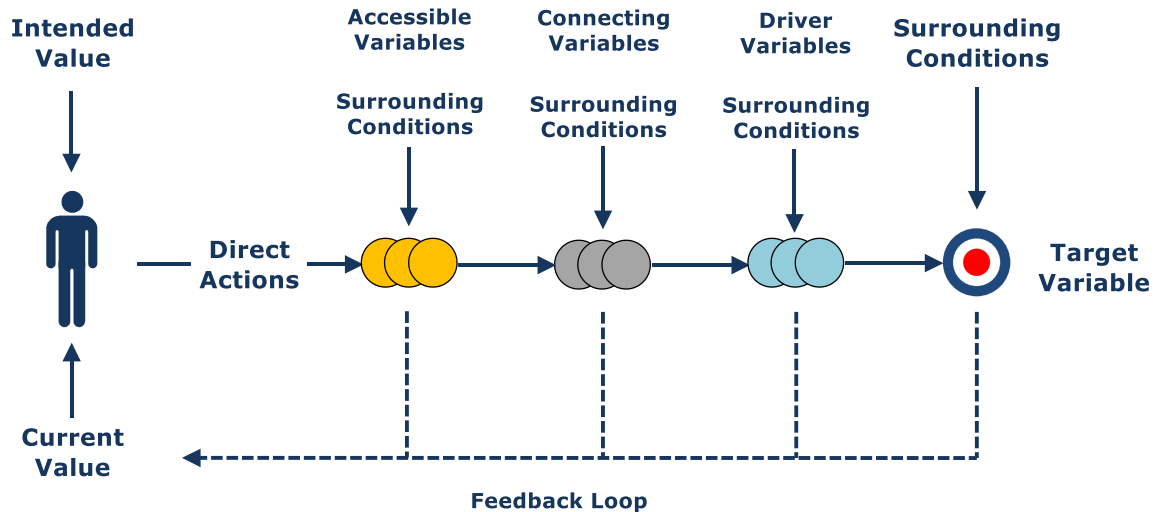


Tools for Knowledge Workers

Performers as Living Control Systems



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People are usefully viewed as “living control systems,” especially with respect to their performance in organizational settings.

The person in the diagram above has a goal, an Intended Value for some variable he has targeted (the Target Variable). He is informed about the Current Value of the Target Variable by way of his perceptions, which are part of the feedback loop. If a gap exists, he takes action. His actions directly affect one or more Accessible Variables. They in turn affect some number of Connecting Variables and they affect Driver Variables. Driver Variables are those that directly affect the Target Variable. Assuming no overwhelming effects from the Surrounding Conditions, the person achieves his goal: The Current Value of the Target Variable matches its Intended Value.

For more, see [“A Conversation about Living Control Systems.”](#)

WARNING: If you read the paper, your view of people and performance will be forever and fundamentally altered.

