

The following table reflects how a common organizational activity, performance appraisal, might look different, depending on the basic assumptions about change.

	<b>Performance Appraisal Static Change</b>	<b>Performance Appraisal Dynamic Change</b>	<b>Performance Appraisal Dynamical Change</b>
<b>Frequency</b>	Annual “snapshots” of performance are used to formulate evaluation and feedback	Periodic feedback based on expectations around cycle time of a project, projected completion dates, or agreed-upon milestone of completion	Ongoing conversation and formative feedback built into day-to-day inquiry in the Adaptive Action Cycle, with at least annual documentation and summative feedback
<b>Unit of Measurement</b>	The difference between this year’s snapshot and last year’s snapshot Based on static measures such as output, time use, resource allocation or usage	Performance measured against established milestones or certified, standardized measures Performance measured against established standards or competencies relative to job assignment	Ability to engage in Adaptive Action to influence patterns in the system
<b>Definition of Success</b>	Work was completed on time and under budget, Output this year exceeded last year Amount of savings or profit	Achievement of established milestones Meeting or exceeding standards of certification Exhibition of a given rate or percent of competencies relative to job assignment	Ongoing performance and movement toward increased sustainability and fitness across the system
<b>Rewards and/or Incentives</b>	External, disparate awards of money, prestige, privilege based on narrowly focused measures External or extrinsic enticements for engagement with the system (Casual Fridays, etc.)	Awards of increasing levels of certification Awards for achieving established levels of performance according to milestones or competencies Awards for reaching disparate levels on individually set goals (customer satisfaction, performance objectives, etc.)	Increased autonomy and authority in the work Personal accountability and recognition for contributing to the success of greater whole

Citation: This table is from the soon-to-be published book:

Eoyang, G. and Holladay, R., 2013. *Adaptive Action: Leveraging Uncertainty in Your Organization*. Stanford University Press.