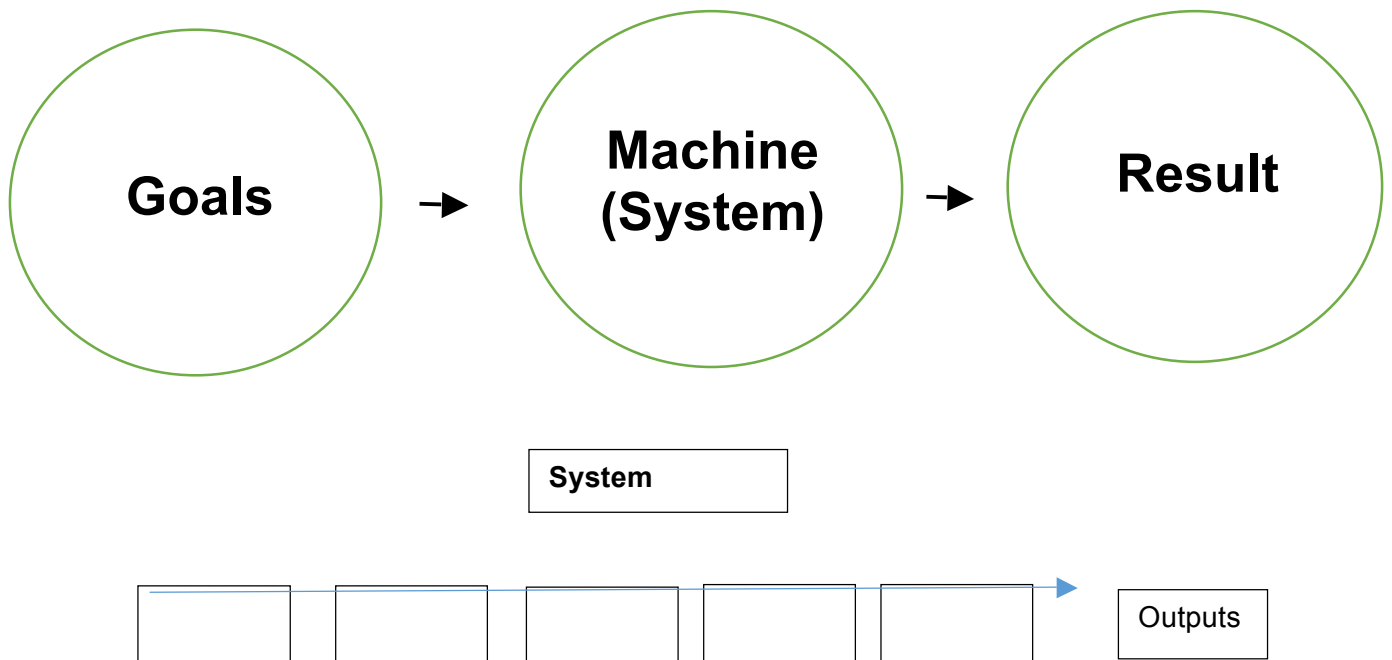


The Dalio “Machine” Model

Machine Management Concept:

1. Manager’s two roles: Participant in the system and system design leader.
2. Rise above your system to observe the gap between Goals and Results.
3. Map the current system as a flow chart. (team process)
4. Identify the constraints in your current system. What’s not working effectively? What’s missing?
5. Create a plan to upgrade.
6. Install upgrades and observe Results.
7. Rinse and repeat.



Ray Dalio is founder and CEO of Bridgewater Associates. The largest hedge fund company in the world.

Operating System Design Worksheet

Performance Gap between Goals and Results:	Best Practices Model
System Constraints Not effective, disconnects, missing?	Best practices upgrade