
Abstract
Though the point has remained for the most part unnoticed, Herbert Simon's thinking is profoundly shaped by the evolutionary analogy. Thus, in the present paper, we contend that the author has constantly been interested in the constraints to and the processes of adaptation. More specifically, we show that, in order to get adapted, organizations (as organisms) must implement specific processes to deal with the motivational and cognitive constraints stemming from their members. By the same token, we present the original bounded rationality theory as the product of Simon's reflections on individual adaptation. Our arguments are presented via an interpretative evolutionary framework we, first, propose. The imperfect character of adaptation is often manifest.