Organizational Principles

1. Have a set of overarching principles and philosophies. Have an overall theme and purpose.
   • Ensure they are well understood.
   • Stress integrity and commitment.

2. Use goals throughout.
   • Make them straightforward, understandable, and meaningful.
   • Make it important to achieve them. Reward and praise success.

3. Measure productivity/efficiency at several levels.
   • Devise adequate analytical tools—but don’t strangle in paper.
   • Compare to: (1) history, (2) goals, (3) like organizations.
   • Don’t use availability of microinformation to micromanage.
   • Look for trends, failure nodes, areas for improvement.
   • Orient to the product. Keep in clear focus for all.

4. Create leaders at many levels, not just a few.
   • Provide wide autonomy and flexibility to achieve goals while preserving overall coherence and overarching principles.
   • Get the leaders where the action is.
   • Streamline staff procedures. Staff supports the line, not vice versa.

5. Integrate authority and responsibility—not separate them. Know the difference.
   • Create a sense of responsibility throughout.
   • Recognize that few accept responsibility without accompanying authority. Create ownership.
   • Invest principal authority in horizontal mission/product leaders—not in vertical functional “czars.”
   • In “matrixing” establish clear lines of authority—tied to the product. Make it clear who is in charge.
   • Link authority to accountability.

6. Set up internal competition and comparison where feasible.
   • Reward success, Provide incentives and motivators. Praise the winners.
   • Address failure in balance with the circumstances.

7. Create a climate of pride.
   • Quality treatment begets quality performance.
   • Never forget the organization begins and ends, sinks or swims with its people. Treat them well and consider them first.

   • Instill individual dignity. Provide challenge and opportunity.
   • Invest in people, facilities, upkeep. Payback is enormous.

8. Create a climate of professionalism.
   • Insist on high standards. Don’t settle for less.
   • Provide the supporting mechanisms and aids.
   • You reap what you sow. Invest accordingly.
   • Spirit and enthusiasm are the critical measures.

9. Educate, educate, educate.
   • Make it specific. Establish feedback on results.
   • The organization is as strong as its weakest links.

10. Communicate, communicate, communicate.
    • Create the mechanisms. Up/down, down/up—and laterally.
    • Make it clear and concise. Work to eliminate ambiguity and misinformation.
    • Don’t depend on strictly hierarchical communication. Augment it. On key issues, communicate several layers deep.

11. Create organizational discipline and loyalty.
    • Without stifling initiative. Reward it.

12. Provide everyone a stake in the outcome.
    • And “humanize” wherever possible—make each job meaningful.

13. Make it better.
    • In measurable, identifiable ways. Instill that philosophy.
    • Work to create a sense of individual and organizational worth. Foster team identification.
    • A proud, confident, and optimistic organizational “chemistry” is the key to success—leaders must create it.
    • Provide the climate and impetus for evolutionary organizational change. Instill a philosophy of creative adoption and adaption. Stay out in front of problems, changing circumstances—and the competition.

14. Make it happen.
    • Active, vigorous leadership throughout is the magic ingredient.
    • Be informed, involved. Provide the dynamic spark.
    • Work the details—the whole is the sum of the parts.

15. Make it last.
    • Codify, educate, and perpetuate.

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