

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 adaptation. 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.