

# Your Organizational Strategy

*Creating the framework for growing toward  
your Strategic Objective*



SNAPSHOT

The E-Myth Mastery Program  
Module 4: Foundations of E-Myth Management  
Business Development Process: MG-0020

*"Order is not pressure which is imposed from without, but an equilibrium which is set up from within."*

– Jose Ortega y Gasset, Spanish philosopher and author

## Overview

Your organizational strategy is a key system for achieving your Strategic Objective. But it will only work if you remember this principle:

*The present must be made to serve the future.*

Create your organizational strategy as it will be when you've achieved your Strategic Objective, and begin operating from that strategy today.



## Organizational Strategy Development Process

Review and re-affirm your Strategic Objective

Create a draft of your new organization chart

Evaluate, revise and finalize organization chart

Create and record titles for every position

Write result statements for each position

Determine new position assignments for current employees

Create an initial hiring plan

## Organization Chart Development Process

Review and re-affirm your Strategic Objective

Free yourself from your current organization chart

Begin with a title and the president's box

Draw a box for each major department

Create each managerial & non-managerial function

Create position titles

Review and revise the organization chart

Check to be sure all business activities are represented

Create your final organization chart

## Benefits of Your Organizational Strategy

Creates a bridge to the future and your Strategic Objective

Clarifies reporting relationships and how work is organized

Provides clarity and stability for employees

Shows employee growth opportunities

Guides hiring decisions

The view sure looks great from here!



PRESIDENT

A Business Development Publication of

# E-Myth Worldwide

Putting the Pieces Together™

Santa Rosa, California, USA

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## Your Bridge to the Future

No single system you create in your business will more powerfully represent the progress toward your Strategic Objective than your company's organization chart.

An organization chart is a graphic depiction of your company's organizational strategy – your plan for how systems and work need to be structured so that your Strategic Objective will one day be realized.

In your organization chart, with a few simple, well-placed boxes and lines, your future is revealed for all to see: a collection of systems in harmonious relationship to one another; a clear picture of what needs to be done and who is accountable for doing it. The impact of having a well conceived organizational strategy will be felt by everyone in your company – for you, a plan for clear communication of accountabilities, uncompromised by individual personalities, and a reliable guide for growing your staff and developing your systems company-wide; for your employees, the reassurance that comes from clarity, stability, and an honest view of where they stand and what's to come, plus a way to see possible opportunities for their own professional development.

As you work with this process to develop your organizational strategy, you will be creating the framework for growing step by step toward your Strategic Objective, system by system, and position by position. It will create within your business a sense of equilibrium and solidity. It will link the present reality with your future vision.

And it will support everyone in your company so they can work together and accomplish what they've set their minds and spirits to do!

## Double Vision – not a Malady, but a Necessity

In most circles, someone suffering from double vision might rub his eyes, go to bed early, or consider getting a new pair of eyeglasses. But in creating your E-Myth brand business, “double vision” takes on a whole new meaning. It's an absolute necessity for anyone committed to building a business that works.

Double vision is your ability to see and make decisions based on two realities at the same time. The first reality is your current situation: your current employees, your current customers, your current commitments, your current resources. Your current reality is usually very clear to you and the focus of most of your time and energy.

The second reality is your dream, your vision, your Strategic Objective and how your company will look, act, and feel when your Strategic Objective is finally realized. Unfortunately, this is the reality that doesn't get its fair share of attention.

If you're like most business owners, you may be thinking, "But my Strategic Objective is only a vision in my head and words on a piece of paper. How can I possibly give it attention equal to my current situation? I have customers that need attention **now**, employees I have to hire **now**, bills I have to pay **now**. These are the things I need to spend my time on and give my attention to."

This pattern of thinking has a predictable result: in five years, ten years, and even twenty years, your business will look very much like it does today. How can that be? Because you will be doing nothing to make it different!

To make it different, you must cultivate your double vision and operate by its key principle: *The present must be made to serve the future*. How can you make the present serve the future? Create your organizational strategy as it will be when you've achieved your Strategic Objective, and begin aligning your decisions and activities with that strategy immediately. It's that simple!

Whenever double vision is absent, decisions are made from the standpoint of expediency and the "fix-it" perspective. Those decisions can't help but address serious organizational issues with temporary solutions. These temporary solutions will inevitably become outdated and need to be replaced with additional measures which will prove to be temporary as well. Practicing double vision will allow your decisions to serve both short-term needs and long-term, strategic growth.

## Organizing around Personalities: Don't Do It

As you begin building your organizational strategy, remember that you will be organizing your business around business activities, not around specific individuals. (If this comes as a surprise to you, feel free to stop here and review Module 1: Foundations of E-Myth Leadership, or re-read *The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It.*) People come

and go and, when they go, parts of your business go with them if your business is people-dependent rather than systems-dependent. If your business is systems-based, on the other hand, you can easily replace people with other qualified people, teach them your systems, and not miss a beat.

Let's consider a typical example that demonstrates how easy it is to become people dependent, and the consequences of it:

Your secretary used to do home-based computer graphics in her spare time, and she's really good! She's just offered to start up your company's newsletter, which you've been wanting to get off the ground for some time now. Your marketing department doesn't have the time or staff to do it. Wouldn't it be foolish to miss this opportunity to make use of her additional skill?

Before jumping in and making what may seem to be a reasonable decision, think of what you'd actually be doing. You'd be creating a special position, a combination secretary/newsletter production person, which would also create an ad hoc organizational strategy. The result would be the development of a completely unique employee who could not be duplicated. When your secretary leaves the department, for whatever reason (promotion, resignation, vacation, illness, etc.) you must reorganize the department or the company to reallocate the work. In the meantime, what are your other secretaries thinking about the "special privileges" being accorded to one of their peers? What is the marketing department thinking about assigning their accountability to someone else? Can you see that what seemed like the prudent thing on the surface could actually be a costly, time-consuming and de-motivating move? What's more, if your company habitually builds jobs around specific individuals, as in this example, you could be delaying forever the achievement of your Strategic Objective.

There is another alternative – an alternative that's systems-based and, therefore, does not put your company at such a risk. If there's a position on your organization chart for a newsletter production person that's currently unfilled, your secretary, if qualified, could fill that position part time in addition to her secretary position part time. In this way, your organizational strategy is preserved and your need for newsletter production is filled until someone is hired to fill that role full time. If your secretary meets all the requirements of the full time position, she might fill that role or it might go to someone else. All the parties are clear at the outset about what the accountabilities are and what the future prospects may be.

## Another Example of Why You Need an Organization Chart

“My business is so small right now. I think I’ll wait to create my organization chart until my business has grown and I really need it.” If this line of thinking seems reasonable to you, consider this typical condition in a small business, resulting from the absence of an organizational strategy: The founder of a company has a dream – to become an international company, selling its products to countries all over the world.

Soon after the company begins operations, the founder realizes that a “financial type” person is needed. After screening a number of candidates, the field is narrowed down to two finalists. One of them is an expert in large company and international finance who has demonstrated both an eagerness and capability for management, but is only an average accountant. The other is a superior accountant who has no desire to be a manager and could be hired at a lower salary.

The founder decides to hire the second candidate. Since the company suffers from a lack of sufficient manpower, as most small companies do, the new person’s accounting skills are sorely needed. Believing, therefore, that the finance problem has been successfully resolved, the founder continues along, oblivious to the fact that a disastrous problem is brewing.

Some months later the company has achieved its goal of selling internationally and it becomes apparent that the accountant isn’t able to handle the pressure or accountabilities of international finance. Moreover, the finance department is being managed by someone who never wanted to be a manager in the first place. Naturally, the founder now feels ready to bring in a senior financial manager. But the accountant becomes infuriated at having to accept someone else coming in as a superior.

Predictably, the accountant resigns, leaving the new Vice President of Finance with a serious deficiency in the group at the very beginning of his or her tenure. Months of precious time have been wasted because the new manager must now rebuild the department. Plus, an otherwise valuable employee has been lost.

How could this unfortunate result have been prevented? The owner’s false step occurred at the beginning, when he hired the accountant without having an organizational strategy in place. If there had been one, the owner would have seen two available options: 1) hire the “heavier” candidate to fill the position of Vice President, Finance, or 2) hire the accountant in the position of

Accountant, with the understanding that other people would be hired in superior positions as the company grew.

In this example, because the owner was operating “by the seat of his pants,” neither option was pursued. Instead, the accountant was hired and treated as the company’s senior financial officer, the *de facto* Vice President, Finance. Later, when the *actual* Vice President was needed and hired, the accountant felt compelled to resign. The chain of problems resulted from the lack of a clearly defined organizational strategy.

## Work Groupings That Make Sense

As you translate your business systems into an organizational strategy, there are some guidelines that will help you. The task at hand is to divide the largest functions of your business into smaller, more manageable sub-systems and then organize those sub-systems into work groupings that can be performed by real people. The guiding principle for this task is called “uniformity of work” and has three standards that, if met, will tell you that your proposed work groupings are sound.

**Standard 1.** The primary work activities of the position require the same “skill category.”

Skill category refers to the general *type* of skills and knowledge inherent in the work. For example, people in your accounting department must have “number skills” and technical knowledge about accounting and business finance. The skill category in your marketing department, on the other hand, would be centered around communication skills and understanding consumer attitudes and behavior.

**Standard 2.** The primary work activities of the position require the same “skill level.”

Skill level refers to the general degree of sophistication or proficiency inherent in the work. Experience, judgement, decision-making, and abstract thinking are components that determine skill level. Accordingly, a Salesperson and a Sales Manager would be at different skill levels, although in the same skill category.

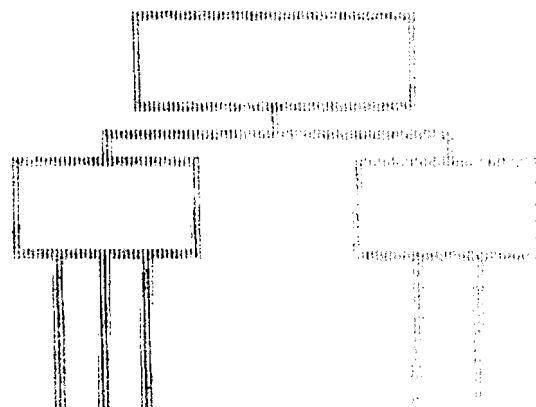
**Standard 3.** The labor pool contains enough people who are qualified to perform the work activities of the position.

This standard acts as a reality check for the first two. It won’t serve you to establish positions with uniform skill categories and levels, only to find that there are few qualified candidates to fill them.

## A Simple Arrangement of Boxes and Lines

As we mentioned earlier, the most commonly used and accepted representation of a company's organizational strategy is the "organization chart." An organization chart uses the following standard conventions:

- Boxes to represent managerial positions. A managerial position is one that, by definition, has positions reporting to it.
- Straight lines, usually vertical, to represent non-managerial positions.
- Connecting lines to link boxes to one another, which show reporting relationships between managers.



**Remember: *positions*, not people**

## How Many Positions Can One Manager Manage?

There is no one answer that fits every company in every situation, but there are two simple guidelines you can follow:

1. The more diverse the reporting position functions, the fewer reporting positions a manager should have.
2. The farther down the organization chart you go, the more positions one can manage. This is because work becomes more and more uniform as you move down the organization.

In general, work groupings in your company should range from four or six at the highest levels (one manager and three to five reporting positions), to about seven or eight (one manager and six or seven reporting employees) at the lowest levels.

There are two other important guidelines regarding management in your company:

1. No position should ever report to more than one other position. In other words, a person can have only one manager.

This is critical for the sake of all the parties involved. For the employee, having more than one manager introduces the potential for frequent confusion, negotiation, and unnecessary juggling of work priorities. This is a clear prescription for stress and unsatisfactory work results. For the managers involved, "fighting" for the time of one employee is not the condition of choice, either.

There may be times when a person in your company is occupying two positions which report to different managers. These situations should be avoided when at all possible, but when they do occur, you should specify one of the managers as the person's primary manager who takes on the majority of the managerial accountabilities for that employee. The second manager then coordinates through the primary manager to clearly plan the work and time commitments of the individual.

**2. Avoid superfluous, or redundant management.**

This occurs when a person manages nothing more than one other manager. If you find this condition on your organization chart, usually one of the two positions is unnecessary and you are incurring excessive personnel costs by allowing it to continue.

## Who's Accountable for Systems Development?

As you create the organizational structure for each department, put some attention to the question, "Who will be accountable for making sure the necessary systems are in place and revised on an ongoing basis to meet the ever-changing needs of our company?"

The vast majority of positions in your business will be accountable for *operating* the various systems you have or will be creating. But *systems development* cannot always be dependent on you. So, as you build your organization chart department by department, be sure you identify which positions will be accountable for systems development. There are three effective options, which you can use singly or in combination:

1. The first option is to have managers be accountable for systems development within their own departments, with the help of their reporting employees.
2. The second option is to create specific positions, either managerial or non-managerial, with the express accountability for systems development. Vice President of Branch Systems Development, Manager of Sales Process Development, Manager of Financial Systems Development and Systems

Development Associate are just a few of the many examples of how this function may appear on your organization chart.

3. The third option is to have one position (or one department) in your company accountable for systems development throughout your company. This position may do the actual development or may coordinate and assist others in the development, or a combination of both.

Each of these options can be implemented effectively in any type of company. Keep in mind that when people are accountable for both systems development (changing for the future) and systems implementation (taking care of today), they typically gravitate toward taking care of today, and preparing for the future doesn't happen. This is why it's vital that you view the role of ongoing systems development as an integral part of your organizational strategy from its very inception.

## A Few Words about Position Titles

Every position and, therefore, every employee in your company should have a title. The title is often the defining characteristic of a person's role. Make it one that the employee can take pride in. Position titles should be simple, brief, meaningful, descriptive, and respectful. Titles should also be appropriate to the level of responsibility involved. Do not custom tailor a title for a specific employee (but do consider employee suggestions).

Here is one model for the progression of position titles:

**President**

**Vice President**

**Director**

**Manager**

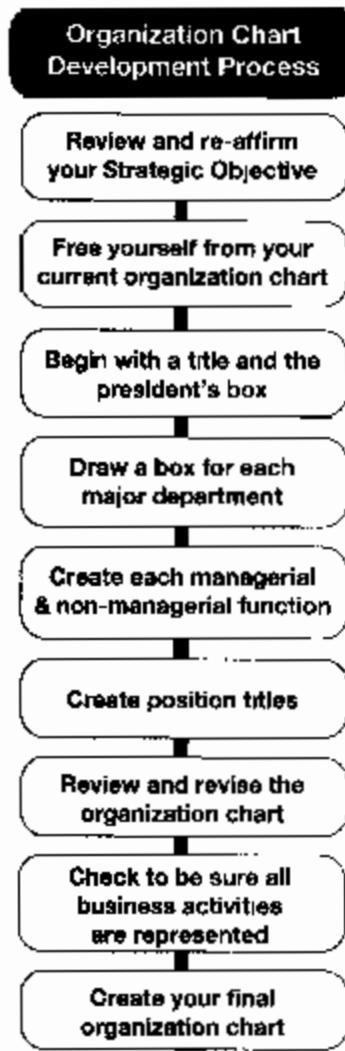
**Associate**

Managerial titles, such as Vice President, Director, and Manager are typically followed by the department name, such as Marketing, Customer Relations, Finance, etc. They're quite generic and are used in all sorts of businesses. Non-managerial position titles tend to be more specific and descriptive of the actual work performed, such as Bookkeeper, Payroll and Benefits Associate, Plumber, and Computer Programmer.

## Let's Review – The Principles of Organizational Strategy Development

- Keep your double vision perspective – design your organizational strategy to serve the future of your business, according to your Strategic Objective.
- Build your organizational strategy around functions, not individual people.
- Make sure all your business results are accounted for.
- Group work according to skill category and skill level.
- Draw your organization chart using boxes to indicate managerial positions and vertical lines to indicate non-managerial positions.
- Avoid superfluous and redundant managerial positions.
- Transform work groupings into position titles that are simple, meaningful, and appropriate.

## Building Your Organization Chart



Now we've come to the fun part. Developing your organization chart is a creative process, but it can be a little challenging at times. So prepare yourself for the possibility of having to make several attempts at it before you're satisfied. Have a stack of blank paper so you can experiment with different organizational views, a couple of sharpened pencils, and a good, sturdy eraser. If you have a computer program that does organization charts (there are several on the market), you can use that instead. Also, have your Strategic Objective, the sample organization chart in this process booklet and your business systems strategy nearby for reference.

**1 Review and re-affirm your Strategic Objective.** Before doing anything else, read your Strategic Objective. Is it still your vision? Revise it if you need to. This will help you to clearly picture the future of your business; remember your double vision.

**2 Free yourself from your current organization chart.** If you already have an existing organization chart, take a copy of it and tear it up – literally! This may sound a bit extreme, but do it anyway. You need to feel absolutely free and unencumbered as you begin to create something new that represents your newly clarified vision...and the physical activity of tearing it up will help you experience that freedom.

**3** Begin with a title and the president's box. Take a blank sheet of paper and at the top write: The Organization Chart of (your company's name). Slightly below and centered, draw a box and in it write "President:"

**The Organization Chart of \_\_\_\_\_**

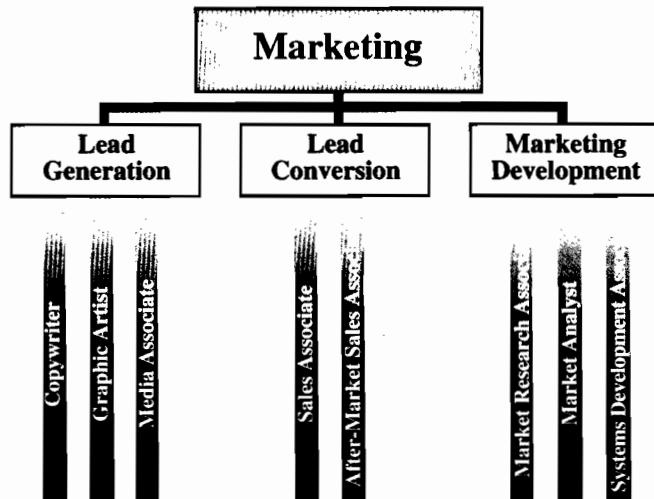
**President**

**4** Draw a box for each of the major departments that you want to represent at the next level of your organization. Use the Seven Centers of Management Attention, your business systems strategy, and the organization chart template in this process to guide you. There are typically from two to five boxes at this level. If you have more than five, consider creating an intermediate reporting level.

**President**



**5** Create each managerial and non-managerial function. Go department by department and draw boxes to represent work groupings to accomplish each result needed. First identify *functions*, then number of full- or part-time positions needed to get the results in your vision. Again, use your business systems strategy to guide you. When you've drawn the boxes that represent the narrowest scope of work you want, identify the positions that will do the tactical work inherent in that area and draw vertical lines to represent those non-managerial positions.



The example shown is purposely quite detailed, to illustrate the development of a specific area of your organization chart – but it's not unrealistic. If you catch yourself saying, “we only have five people in this business,” or “this organization chart with all those boxes and lines doesn't make any sense,” stop yourself immediately and remember:

- How many producers in lead conversion and client fulfillment are needed to create the revenue target in your Strategic Objective?; at “full capacity” how much can one “producer” make? Then, using guidelines for how many managers to non-managers, determine depth and breadth of your organizational chart. Carefully omit superfluous middle management positions. Omit field operations entirely, if your vision does not include other locations.
- The organization chart isn't supposed to look like your business today. It's supposed to look like what you want it to be when you've achieved your Strategic Objective.

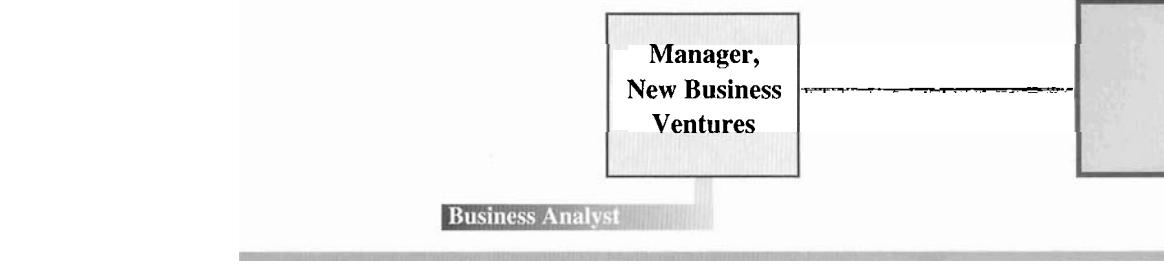
**6 Create position titles.** Convert each function or activity name to a position title. So, in the above example, Marketing becomes Vice President, Marketing; Marketing Development becomes Manager, Marketing Development; and so on. You may have done this already as you went along; if so, review your position titles for appropriateness and consistency.

**7 Review and revise the organization chart.** Evaluate what you've done. Are you happy with it? Does it reflect all the work groupings you need, and organize them in a way that makes sense? Does it look like what you want it to become? Try different versions until you feel satisfied. But recognize that looking at your business in a bigger, more future-oriented way may feel somewhat unnatural or uncomfortable at first. Stick with it!

**8 Check to be sure all the business activities you need are captured somewhere in your chart,** even though they may not be explicitly named. In the Marketing department example, a newsletter production system isn't named on the chart, but it *could* be part of Lead Generation.

**9 Create the final version of your organization chart.** Keep it nearby and look at it often. However, don't put it out for general distribution to all of your employees just yet.

Congratulations! You've just taken a giant leap toward achieving your Strategic Objective!



## Vice President, Internal Operations

## Vice President, Marketing

**Director,  
Finance**

**Manager,  
Information  
Technology**

**Director,  
Administration**

**Manager,  
Generation**

**Manager,  
Lead  
Conversion**

**Manager,  
Marketing  
Development**

Manager,  
Financial  
Reporting & Analysis

Bookkeeper  
Financial Analyst

Manager,  
Accounts  
Receivable

Credit Analyst  
Accounts Receivable Associate

Manager,  
Accounts  
Payable

Accounts Payable Associate

Systems Analyst & Project  
User Support Associate

Manager,  
Personnel Services

Payroll & Benefits  
Personnel Development Associate

Manager,  
Administrative Services

Receptionist  
Administrative Associate

Copywriter  
Graphic Artist  
Media Associate

Sales Associate  
After-Market Sales Associate

Market Researcher  
Market Analyst  
Systems Development Associate

# Organization Chart Template

**President****Manager,  
Quality  
Assurance****Internal Auditor****Vice President,  
Client Fulfillment****Vice President,  
Field Operations****Director,  
Service****Director,  
Product  
Production****Director,  
Product  
Delivery****Manager,  
Materials  
Sourcing****Director,  
Branch  
Operations****Manager,  
Branch Systems  
Development &  
Quality  
Assurance****Manager,  
Service  
Delivery****Manager,  
Service  
Systems  
Development****Manager,  
Production****Manager,  
Materials  
Control****Manager,  
Quality  
Control****Manager,  
Inventory  
Control****Manager,  
Purchasing****Materials Sourcing Associate**  
**Shipping & Receiving Associate****Branch  
Manager****Branch  
Manager****Branch  
Manager****Systems Development Associate**  
**Branch Auditor****Service Associate****Systems Development Associate****Production Associate****Materials Control Associate****Quality Control Associate****Inventory Control Associate****Buyer**  
**Merchandise Mgmt Associate****Manager,  
Lead  
Generation****Manager,  
Lead  
Conversion****Manager,  
Service  
Delivery****Manager,  
Product  
Delivery****Manager,  
Administration****Lead Generation Associate****Sales Associate**  
**After-Market Sales As****Service Associate****Inventory Control Associate**  
**Shipping & Receiving Associate****Receptionist**  
**Administrative Associate**  
**Personnel Services Associate**  
**Accounting Associate**

## The Result Statement Listing

Your organization chart is now completed, but your organizational strategy is not finished until you've clearly defined the result of each position on it. The position titles may give you a clue, but it's critical that you and all your employees know the overall results for which they and others are accountable. Result statements give a clear definition so that position titles become more than a label.

The result statement of a position answers the questions: Why does this position exist? In this position, what do I want to have happen, and why? How does the company benefit by having this position? What role does the position play in moving the company toward its Strategic Objective? Use the sample result statements in the worksheets section and/or create your own results listing.

How can you be paying employees to do particular jobs if you don't know what the overall results are that you're looking for? Where is the money going? For what?

The result statement of a position gives the position its direction, its goal. In the Marketing, Lead Generation, and Lead Conversion areas of your business, the result usually centers around acquiring or obtaining clients for your company. In the Client Fulfillment area, the result is usually about retaining clients. And in Internal Operations areas, such as Finance, Information Technology, and Administration, the result is often to provide staff support to other departments so that acquiring and retaining clients can happen.

Using your organization chart, list every position – managerial and non-managerial – starting with the president and working down level by level through each department. Next to each position title, write its result statement. Result statements are generally one sentence in length, and no more than two. Avoid listing the work of the position in the result statement. Ask yourself: What do I want to have happen, and why? Then write this as the result statement, starting with the part that tells "why you want this to happen." Here are some examples to illustrate:

Position Title	1st Attempt: <i>"try again"</i>	2nd Attempt: <i>"much better"</i>
<b>Vice President, Marketing</b>	To oversee the development and implementation of all company marketing and sales programs.	To acquire long-term, quality clients for the company through the development and implementation of all company sales and marketing programs.
<b>Salesperson</b>	To make sales presentations, follow up with interested prospects, close sales, and complete sales documentation.	To acquire long-term, quality clients for the company by converting leads into sales, through the execution of our orchestrated sales process.
<b>Receptionist</b>	To answer the telephone, greet clients, and transmit messages in a professional manner.	To assist in acquiring and retaining clients for the company by facilitating communication with all people who contact us, in accordance with our sensory package.

Can you see the difference in the examples between the first attempt, which focuses almost exclusively on the actual work of the position, and the second, better attempt, which starts with the end result of the position, thereby adding meaning and purpose?

Watch out for the tendency, especially in non-managerial positions, to list the work or tasks of the position in the result statement. (See the Salesperson and Receptionist examples above.)

This part of your organizational strategy development takes focus, attention, and effort. Your first few attempts may be a little awkward, and you may feel challenged by having to really work at it! But your work here will be well worth the effort because you will begin to see clearly, probably for the first time, the true result that each position needs to produce. It's a necessary step toward delivering accountability through your people.

## Using Your Organizational Strategy to Make the Future Happen

Whenever you're engaged in this grand game of business development, there is a theme that should always be running through your mind: "Where am I now, where do I want to be, and how do I get from here to there?"

With your organization chart and result statements, you've outlined a wide-ranging plan for the future, for where you want to be. But how can you use it now, to get from where you are to your future vision?

Make a list of each of your current employees and their current position title. Then, considering each employee in light of your new organization chart and their individual strengths, weaknesses and career aspirations, write down your comments concerning what position they should hold in the new organizational strategy. Determine if people are being utilized appropriately. Is someone in too many positions? Is someone in positions that are too diverse in terms of skill level or skill category? Is anyone doing work that's not reflected on the organization chart? Is a full-time employee occupying a part-time position? Is someone in a position they are not qualified for? The answers to these questions will help you think about your current people in relationship to your newly defined positions.

Make another copy of your organization chart and write your employees' names (in pencil) in the boxes or next to the lines indicating their "new" positions, that is, where you want them to be now or in the very near future. Move people around until you've found the best fits. Now, complete the Listing of Employee Position Reassignment worksheet to document each employee's new position and any comments regarding it, such as: significant change in accountability, new manager, new reporting employees, change in compensation.

With this latest working version of your organization chart in hand, you now want to determine your future hiring needs, both short-term and longer-term. Are there vacant positions or ones occupied by unqualified people that need to be filled? Which positions are you occupying where you'd like to replace yourself? Where do you need to replace others?

Create a list of positions and the time frame or due date by which you'd like to hire someone for each, using the Hiring Plan worksheet. Then, re-do the list, ordering the positions by desired hire date, from the earliest to the latest.

Now you have an organizational strategy that tells you where you are, where you want to be, and what you have to do to get there. And if you follow your plan, you will!

## A Final Word about the Hierarchical Organization Chart

From time to time, management and organizational development “gurus” will strongly criticize the traditional hierarchical organizational structure, like the model we’ve discussed in this process. Instead, they say that the “flat” organizational structure, or even no organizational structure, is the way to go. More freedom, more fluidity, more responsiveness to change, more creativity – these are some of the presumed benefits to be derived by ousting the hierarchical approach.

Nonsense! It’s not that freedom, creativity, and responsiveness aren’t to be encouraged. It’s simply that blaming an organizational structure for the lack of them is like blaming the stove when your meal tastes bad.

The organizational ills prevalent throughout business today are not the result of hierarchical organizational strategies. They are the result of pervasive mis-management. They are the result of managers who use the structure to control, coerce, manipulate, and demean.

As we set forth the fundamentals of E-Myth Management for you throughout this module, and throughout The E-Myth Mastery Program, you will see that this is a management model in which people seek what’s true and strive to manifest an idea, the idea around which the business is built. And, when people come together, for themselves, for the idea, and for the possibilities of what can happen when they work together, this hierarchical model is perfectly suited to be the framework within which your business can grow and thrive. It provides the baseline for accountability and responsibility in your company. Without it, chaos will prevail.