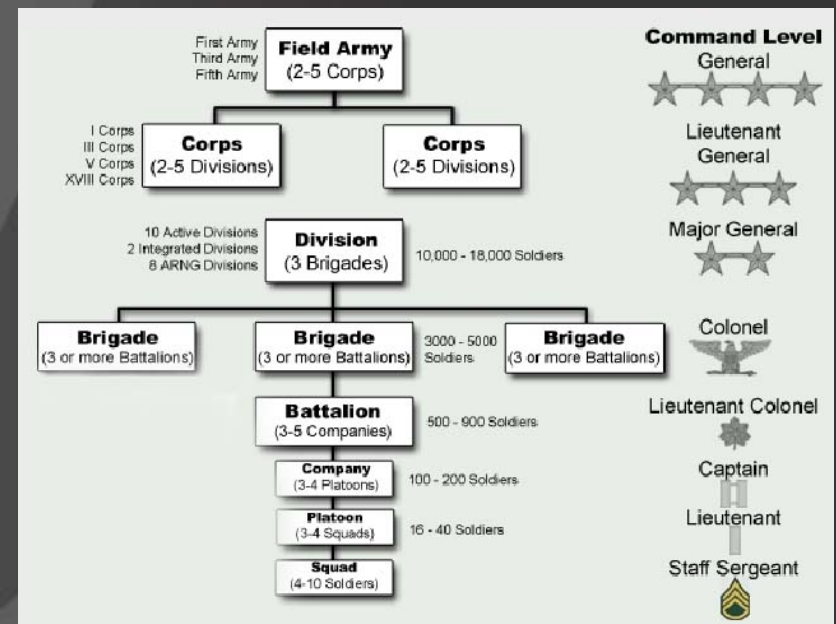
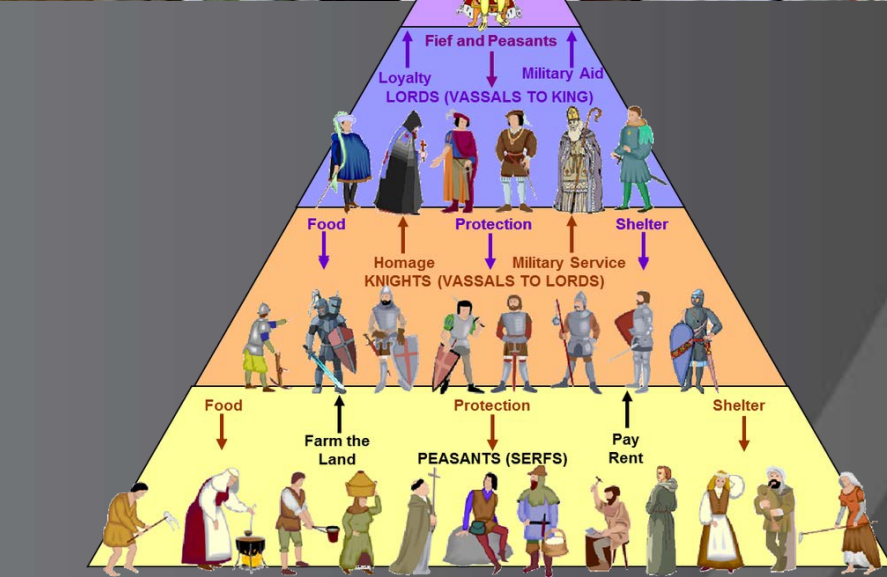
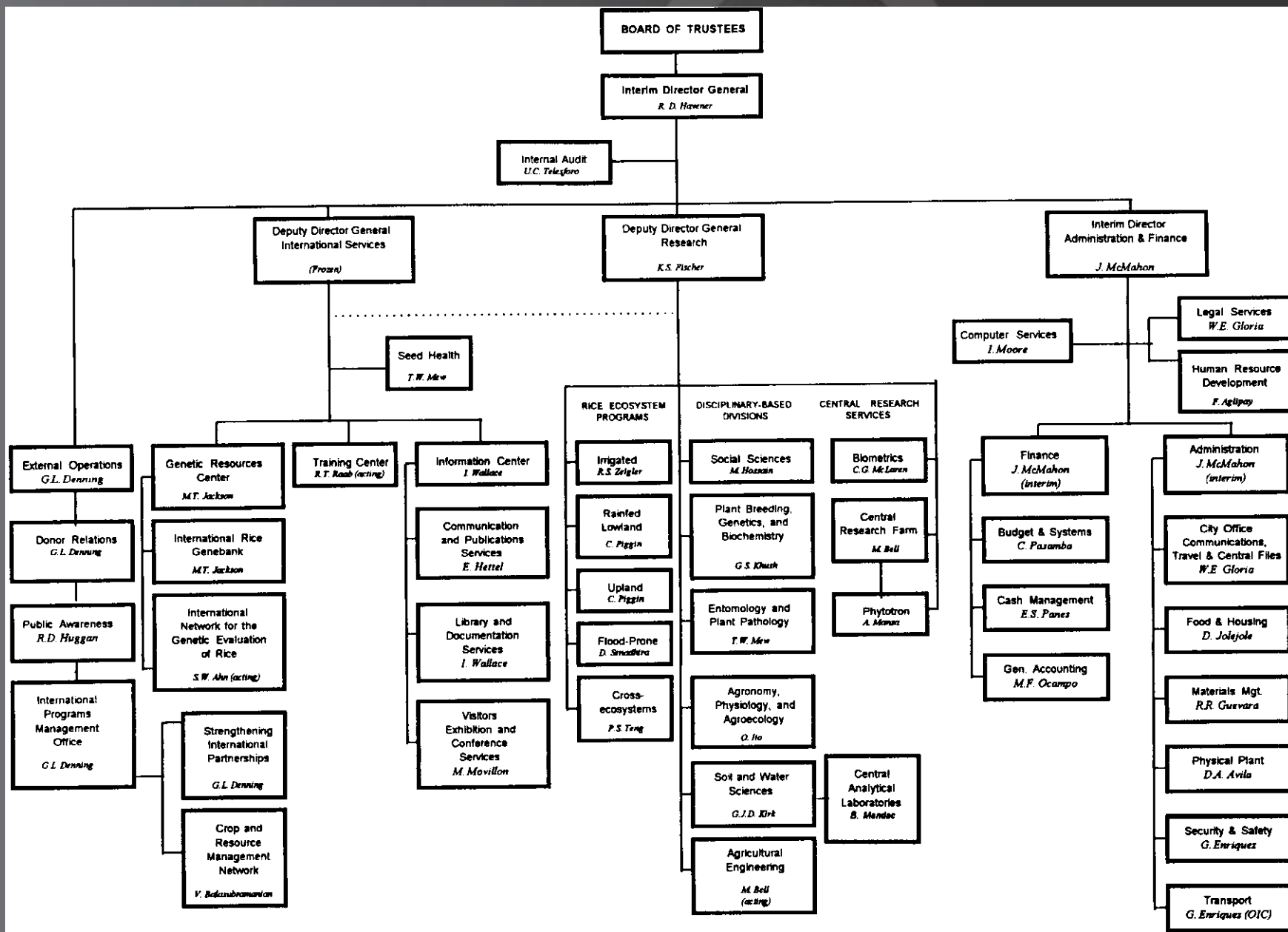


A Future without Managers

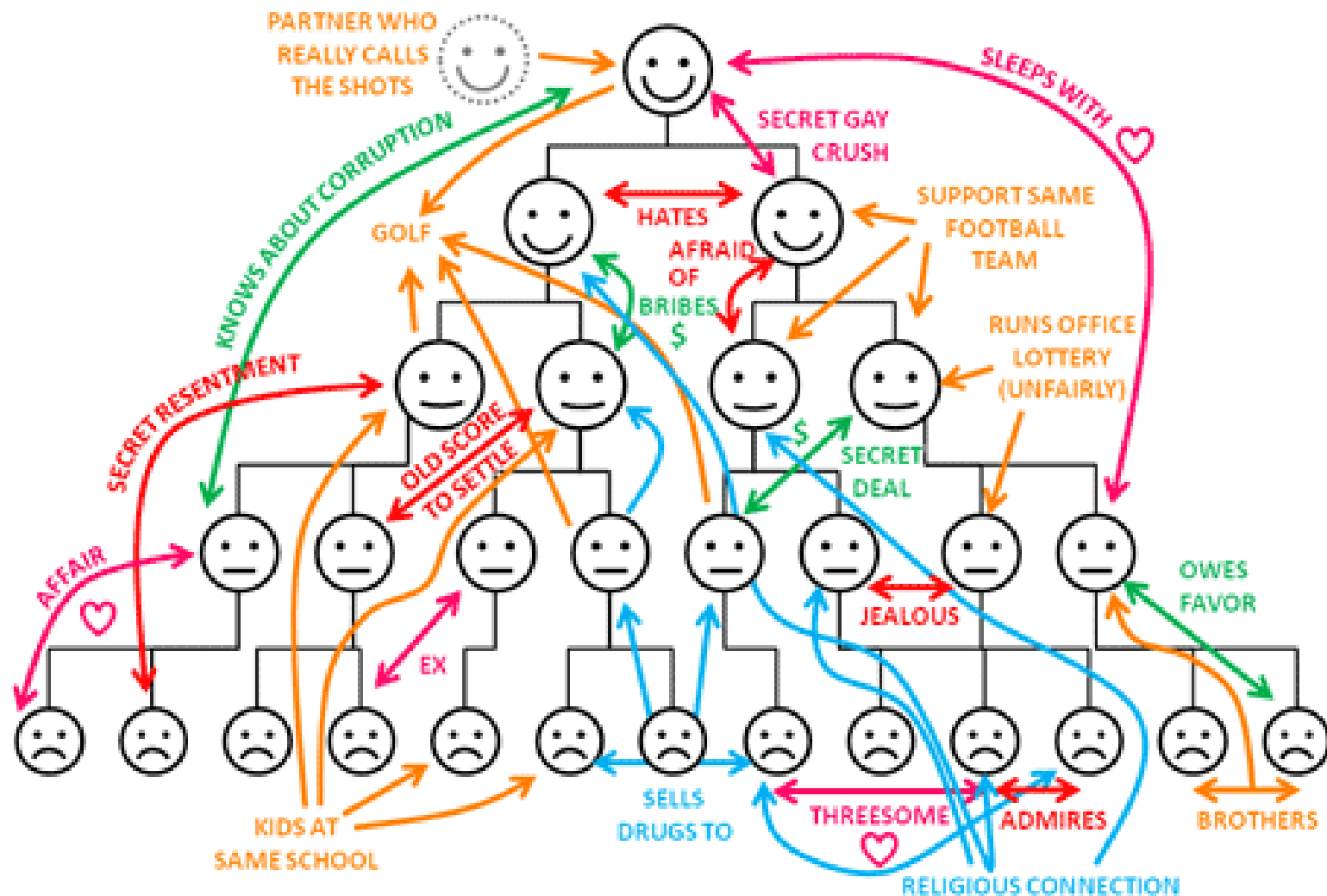








REAL ORGANIZATION CHART



First, Let's Fire All the Managers

by Gary Hamel

FROM THE DECEMBER 2011 ISSUE

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Listen to an interview with Gary Hamel.



Management is the least efficient activity in your organization.

Think of the countless hours that team leaders, department heads, and vice presidents devote to supervising the work of others. Most managers are hardworking; the problem doesn't lie with them. The inefficiency stems from a top-heavy management model that is both cumbersome and costly.

A hierarchy of managers exacts a hefty tax on any organization. This levy comes in several forms. First, managers add overhead, and as an organization grows, management costs rise in both absolute and relative terms. For example, a manager and 10 employees, one with 100,000 employees,



30%



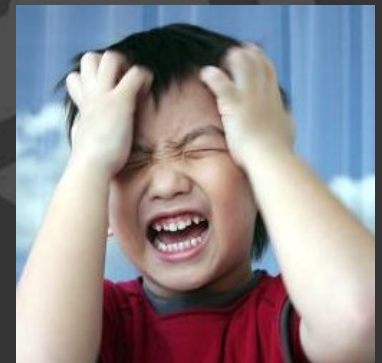
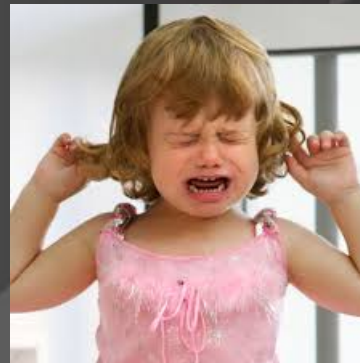
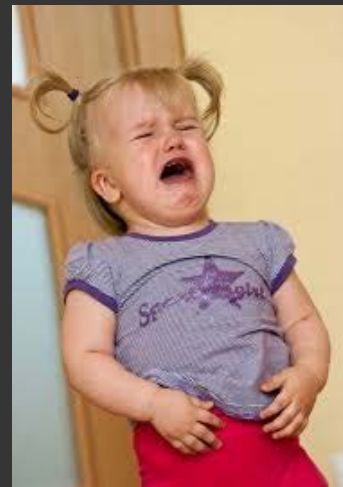
20% off

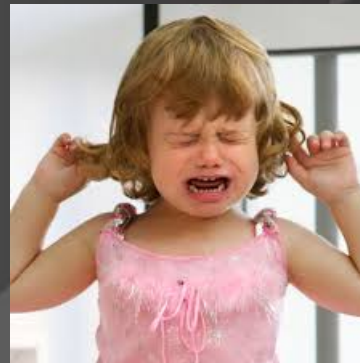
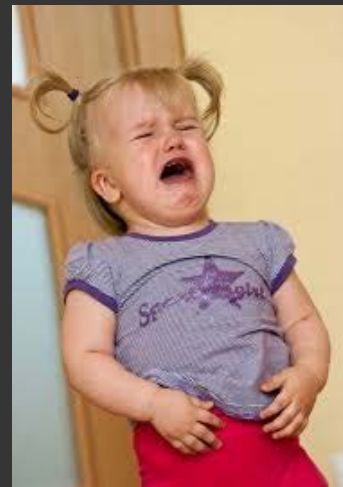


70%



\$500 Billion







40%





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Huan ying,

Morning Star is the world's leading tomato ingredient processor, serving food processors throughout the world. Our operations are located at Williams and Los Banos, in the heart of California's tomato production areas.

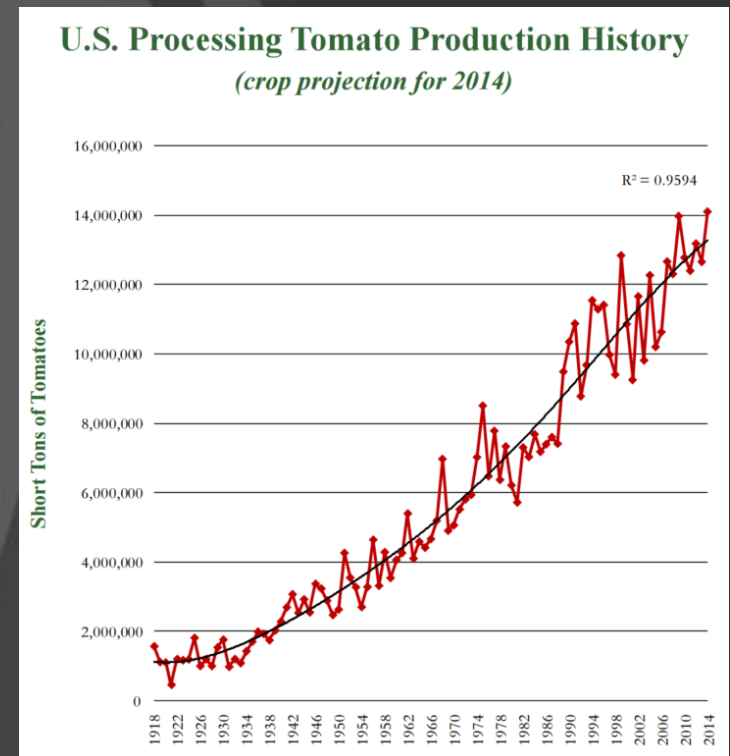


724 Main Street
Woodland, California
95695







1970, 23 BU, 300+/- FTE



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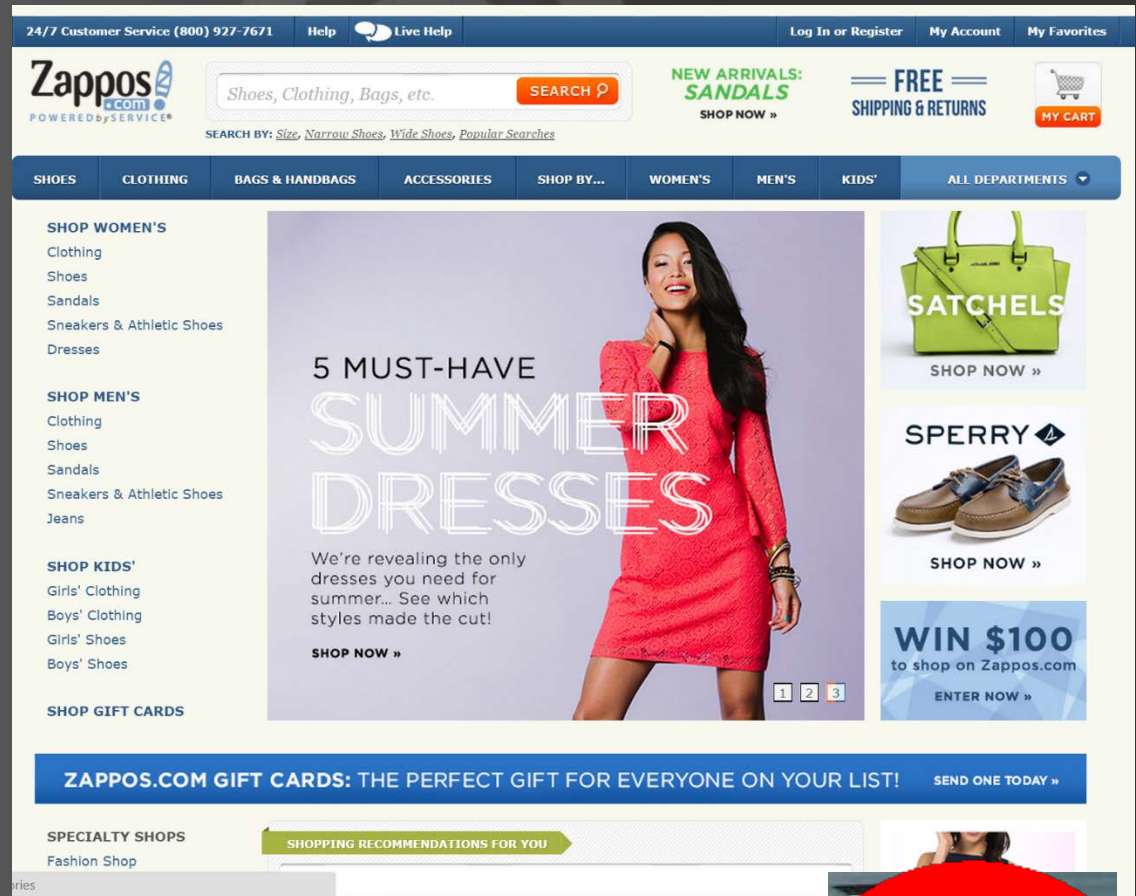


\$1 billion in revenue
19 Offices, 1200 FTE





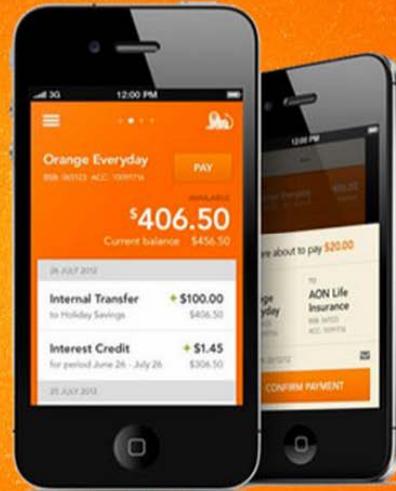
\$2 billion in revenue, 1500 FTE





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**\$150 billion,
75,000 FTE**





“If I need something done to make my job easier, I get advise and then I just do it.”

“I make decisions and take actions at work the same way I do at home. It’s natural.”

“After working this way, working in a hierarchy feels caveman-ish”







What if?



What if?

- **About your speaker:**
 - Name: Michael DeAngelo
 - Passions:
 - Transforming organizations
 - Thinking outside the box
 - Making a difference
 - Having a positive impact on the people around me
 - Reading:
 - “Reinventing Organizations”
 - “Tribal Leadership”
 - “Holacracy” go to ocio.wa.gov/Holacracy-blog