



## How an Organization Maintains its Position

Because the typical management relationship is hierarchical, subordinates protect their autonomy by using subtle strategies because open resistance is generally too risky.

- Withholding Information
- Keeping Agreements Vague
- Carefully Defining Territory
- Passive Resistance
- Solidarity with Colleagues
- Making themselves indispensable in an area
- Evading Control
- Endless Delays

Hierarchical regulation and control can become very costly.

Enthusiasm, willingness to adapt, concern for the product and a spirit of enterprise become scarce in an environment of control, fear & intimidation.

## How an Organization Advances

Establish and mandate a respect based management process that fosters effective levels of creativity, autonomy, cohesion among colleagues and discipline that promotes responsibility.

- Obsessive about understanding expectations
- Establish and publish a well defined service strategy
- Accessible "Customer Friendly" Service Delivery Systems
- People selected, trained, empowered, inspired and rewarded for exceptional service.
- Superior stewardship of both human and financial capital

**Enthusiasm, willingness to adapt, concern for the product and a spirit of enterprise** become the accepted values.