

STRATEGY # 2: BREAK THE MOLD (Part 4)

11. You're never really done. Once you have a great structure in place, don't rest on your laurels. No matter how good you think your design is, stand prepared to change it again if the circumstances demand it. Remember, the changes you initiate might seem forward-learning today, but they will be tradition tomorrow. Here is the delicious irony: The better your organizational structure, the easier it is to change it. Why? Because an excellent structure has built-in adaptability. If you have created a culture of change, in which everyone from top to bottom is empowered to find creative ways to improve the organization, you'll be able to adjust to unexpected events and emergencies.

ACTION STEPS

Use these two checklists to evaluate whether the structure of your organization is working well or it might be time for a change.

The current structure is successful if:

- ✓ The operation runs fluidly in your absence.
- ✓ The lines of accountability, responsibility, and authority are clear.
- ✓ Decisions are made easily and efficiently.
- ✓ Information flows to all levels smoothly.
- ✓ Answers get to the right people quickly.

The current structure is not working if:

- ✓ People complain about wasted time, unclear roles, and miscommunication.
- ✓ Too many people get involved in every decision.
- ✓ Ineffective workers "hide" within the system.
- ✓ Meetings are overly long, too frequent, or unproductive.

- ✓ *"A good character is the best tombstone. Those who loved you, and were helped by you, will remember you when forget-me-nots have withered. Carve your name on hearts, not on marble."*
 - ✓ Charles Hadden Spurgeon
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- ✓ *"Hang in there. It is astonishing how short a time it can take for very wonderful things to happen."*
 - ✓ Frances Hodgson Burnett
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- ✓ *"Compassion is language the deaf can hear and the blind can see."*
 - ✓ Mark Twain