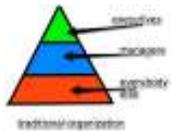


- 1. Natural Business 1
- Fit for duty 2
- Dr Dickie 3
- False start 4
- The go go years 5
- Keeping our balance 6
- Another conquest 7
- Symptoms of trouble 8
- Coming about 9
- Enter the Democratic workplace 10
- By the people 10
- last of Autocrats shown the door 11
- One change leads to another 11
- 12
- 13
- 14
- 15
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- 17
- 18
- 19
- Trading Places 20
- Minding our own business 21
- Hiring and firing the boss 22
- More than a job 23



Rules and regulations only serve to:

1. Divert attention from company objectives
2. provide a false sense of security for executives
3. Create work for bean counters
4. Teach men to stone dinosaurs and start fires with sticks

Best qualified lower down

no fear to ignore orders if they are illogical

Self made decisions

Dividends

Shred the manuals

The trouble with rules 12

desire for regulation need for innovation

Incompatibility

A turtle is well protected and lives for a long time but only moves forward when it sticks its head out



The dawn of participation management

First implementation of amoeba approach



The methods

The story

made by billy@waters.ie Billy Waters

Appendix A

This questionnaire is anonymously completed by all employees every six months as part of their process of evaluating their supervisors. The questions are weighted according to their importance and the results are posted. A score of 88/100 is posted.

Seen from below how SEMCO employees evaluate their supervisors

Appendix B

Precedes GTD

Time Management

- Appendix C
- Bosses
 - Circular organisation
 - Clean Outs
 - Corruption
 - Democracy
 - Factory committees
 - Family silverware
 - Flextime
 - Headline memo
 - Hepatitis leave
 - Job Rotation
 - Job Security
 - Lost in Space
 - Management by wandering around

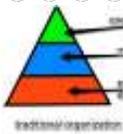


Clusters of workers

Semco lexicon

- manufacturing cells
- Natural Business
- Nucleus of technological innovation
- Paternalism
- Profit sharing
- Reverse evaluation
- Risk Salary
- Rules As few as possible
- Salary Survey
- Satellite Program
- Self set pay
- Size
- Strikes
- Support Staff
- Training
- transparency
- Working at home

- Appendix D
- The Survival manual
- Organisation chart: If necessary in pencil and thrown out. respect creates leaders
 - Hiring: Flexible responsibility rests with employee. People work at different speeds and performances
 - Working hours: Free to change it. No rules. Cooperate with others
 - Working Environment: Authority
 - Clothing and appearance
 - Unions
 - Strikes
 - Change
 - Participation
 - Factory Committees
 - Evaluation by subordinates
 - Job security and age
 - Suggestions
 - Private life
 - Semco Women
 - Vacations



Old fashioned traffic jam



Factories could run without them

Worked on removing the middle layer.

Flattened structure

Rounding the pyramid



Structure

Problems with ghost layers

delay decisions

stifles performs

Middle layer

Semco way

- Name your price 25
- The public awaits 26
- Swelled heads 27
- Zero Tolerance 28
- Thinking for a living 29
- Rise and shine 30

- Collapse 31
- Rebirth 32
- Who needs a No. 17 33
- Will it travel 34
- Modern times 35