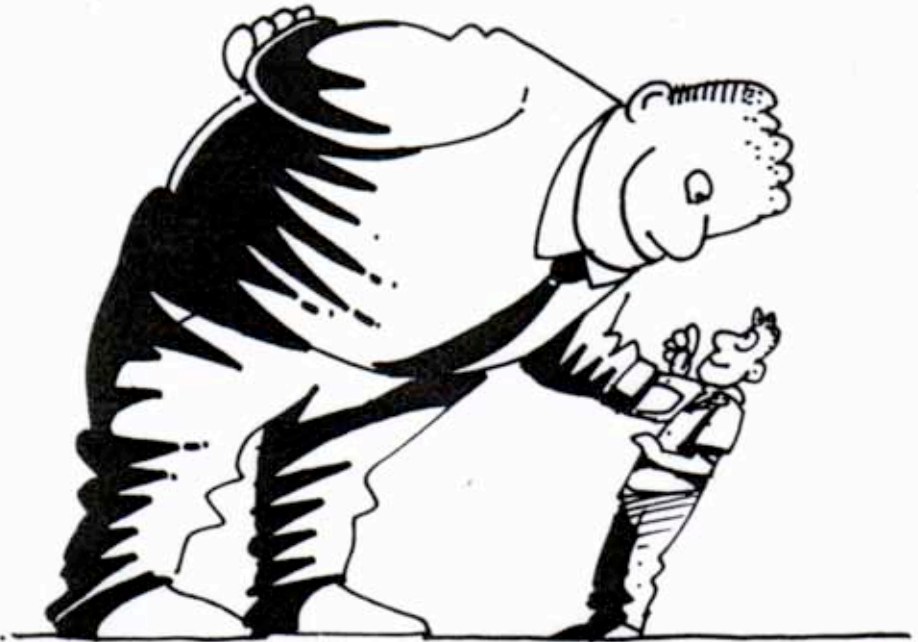


« I didn't wear the suit,
the suit wore me »

Semco

- Goal: everybody should be self-sufficient, self-governing and self-managing
- From Capitalism: personal freedom, individualism & competition
- From Socialism: control greed and share information and power
- From Japan: Value of flexibility
- No Worker & Boss, but Associate and Coordinator
- Remove the layers of management to a minimum and devise a structure based on concentric circles to replace the traditional and confining corporate pyramid
- Try to create an environment in which others make decisions
- No receptionists
- No secretaries
- No personal assistants
- No policy
- Use your common sense

Authority



Many positions at Semco carry with them hierarchical authority. But efforts to pressure subordinates or cause them to work out of fear or insecurity, or that show any type of disrespect, are considered an unacceptable use of authority and will not be tolerated.

Rules & Regulation

- Divert attention from a company's objectives
- Provide a false sense of security for executives
- Create work for bean counters
- Teach men to stone dinosaurs and start fires with sticks

Organization Chart



Semco doesn't use a formal organization chart. Only the respect of the led creates a leader. When it is absolutely necessary to sketch the structure of some part of the company, we always do it in pencil, and dispense with it as soon as possible.

Job Rotation

- Obliges people to learn new skills, making life more interesting for them and makes them more valuable for the company.
- It discourages empire building if people pack every few years.
- It gives people a much broader view of the company.
- Rotation forces companies to prepare more than one person for a given job.

Performance Evaluation



Twice a year you will receive a questionnaire to fill out that enables you to say what you think of your boss. Be very frank and honest, not just on the form but also in the discussion that follows.

Conclusion

- Semco does not believe its employees have an interest in coming in late, leaving early, and doing as little as possible for as much money as their union can wheedle out of us. Our employees are adults. We trust them. We get out of the way of our employees and let them do their job.