

## LISTEN AND FILL IN THE BLANKS

How do you analyze a company's organisation?

Well, we take a fairly broad view of (1)\_\_\_\_\_. We start with the formal structure of lines and boxes - who reports to who, what their official (2)\_\_\_\_\_ are. But it's very important to go beyond that and think first about their (3)\_\_\_\_\_ rights - what does the position actually have the authority to decide? Who do they need to (4)\_\_\_\_\_, who do they need to keep informed, who do they need to have (5)\_\_\_\_\_? Third area is information now. If you want to understand how a company works, you need to know who knows what, so we look at (6)\_\_\_\_\_, information, the sort of data that is provided and who gets it. And then the final area is the rewards, the (7)\_\_\_\_\_ management - not just who gets bonuses and what they're based on, but how do you get promoted and how do people get rewarded in all the other ways that provide (8)\_\_\_\_\_ in an organization? We put all those four things together - the formal organization, the decision rights, the information now and the incentives - and we call that the 'organizational DNA: So we put a lot of (9)\_\_\_\_\_ on understanding that.