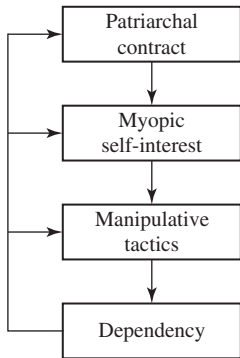
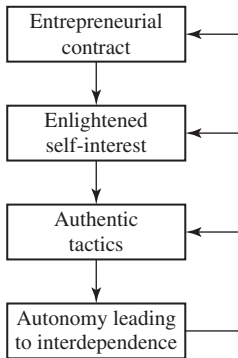


Bureaucratic and Entrepreneurial Cycles



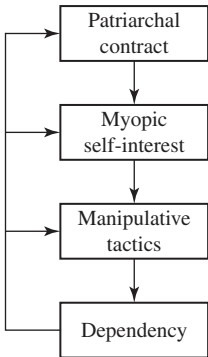


Bureaucratic Cycle

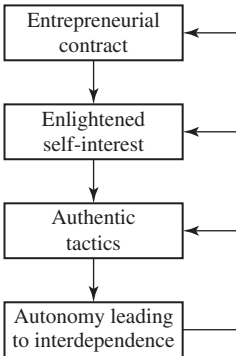


Entrepreneurial Cycle

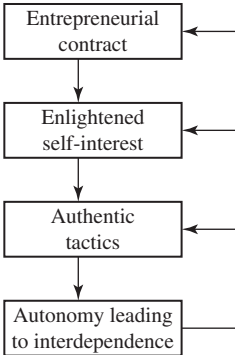
Bureaucratic and Entrepreneurial Cycles



Bureaucratic Cycle

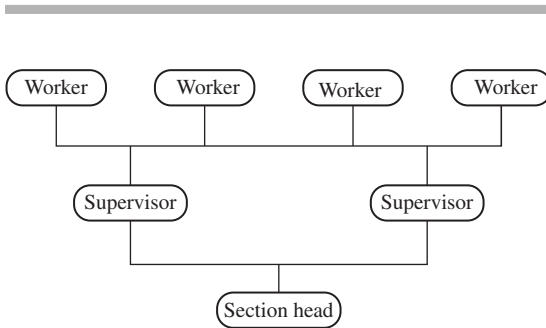


Entrepreneurial Cycle



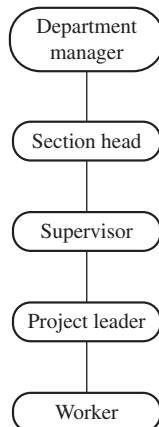
Entrepreneurial Cycle

1. *If we want to begin with a radical act, show the organization with the pyramid turned upside down. Put the people at the lowest level of your unit at the top; put yourself at the bottom. The concept expresses the intent that management's primary purpose is to support the people who support the customer.*



Inverted Pyramid

2. *If turning the organization upside down is too big a leap, flatten it out. The extreme example of a bureaucratic organization would be to have a series of levels with each person having one subordinate.*



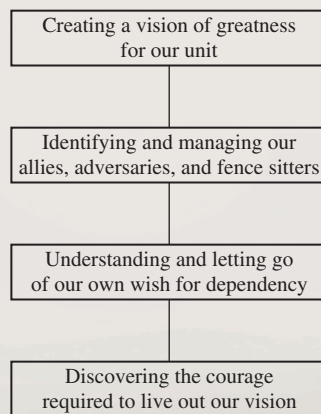
Top-Heavy Structure

Manager

A diagram illustrating a 'Pancake Structure'. At the top, a rounded rectangle labeled 'Manager' is connected by a vertical line to the center of a horizontal row of 18 square cells. The cells contain the following sequence from left to right: four empty cells, '2', '0', '-', '3', '0', an empty cell, 'W', 'o', 'r', 'k', 'e', 'r', 's', and four more empty cells.

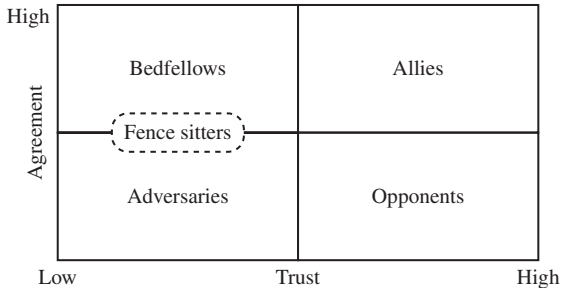
				2	0	-	3	0		W	o	r	k	e	r	s				
--	--	--	--	---	---	---	---	---	--	---	---	---	---	---	---	---	--	--	--	--

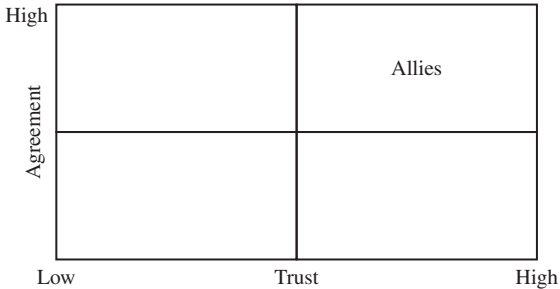
Pancake Structure



The Empowerment Path







Agreement	High		
	Low		
		Trust	High

Opponents

