

# Episode 60: Empower people and freedom to be creative?



Every organization needs to achieve its objectives and needs structure and design. I use a model which I borrowed from someone else - it might have been McKinsey.

## 1. What is the model approach

As a CMO, this is how I think about the problem between HQ and our regions. Draw a triangle and divide it into three sections with two horizontal lines. Mark the top section with an A, the middle section with a B and lowest with a C. A – represents those things that are not moveable by anyone. B – represents those things that can be agreed between HQ and the regions. C – represents what the regions or countries can execute using their own creativity.

## 2. Where you put the lines?

The secret of this model is where you draw the horizontal lines. My objective is normally to minimize the size of both the A and B sections. I want to maximize the size of the C section by moving resource and budget there. Like most things in business, transparency is important. People need to know what is in A, B and C. What they can and cannot influence.

## 3. What goes wrong with the model?

There are some simple things to look out for. The bigger the A section, the less empowered people will be. The more that can be agreed in the B section, the more effective the team will be. The teams in C have to understand that the sections about them guide what they can do, not necessarily how they do it.

**Bottom Line:** We all want our teams to be empowered and creative, but we need them to focus on doing the right things not just what they want.

