

People Are Motivated by Their Own Goals.

The philosophy in top-down, pyramid-type organizations is that authority motivates people.

The philosophy of self-directed teams is that individuals and teams are motivated by their own goals and commitments. And when they're in alignment with the company and its clients, it's a win/win/win/win situation.

To achieve this, we organize around the client. Mental templates that help describe this are:

- There are *no* functional departments.
- The *entire* company is one department – the customer service department.
- Each client has its *own* department at the agency. But we eliminate the “D” word. We call these client-centered departments, *client-based*, *self-directed teams*.