



THE STRUCTURE GAME GUIDE

Time is one of the few things we can never make more of. Maximizing the time we have is essential to our impact and profit. In this module I introduce tools and approaches designed to increase productivity and impact.

We've worked on the WHY (Module 1), and the WHO (Module 2 & 3), now we turn to explore more elements of the HOW. This is about structures that support the work.

As a reminder, here's the sequence this work should be done in. It's important that each one is informed by the one that comes before otherwise you will lose clarity and burn cycles of time:



How an organization or a team is structured is informed by the organizational vision and strategy. This is one of the first places where time and energy are lost. It can also be the sole source of team conflict. Sometimes just fixing the structure can fix relationships.

Structure in this case refers to how you assign responsibility, authority, and accountability. Decisions about structure, team design, and organizational reporting lines identify clear swim lanes for people. In many ways it's like a game. To play it right you need to know the rules.

THE BASIC STRUCTURAL QUESTIONS

Take a moment and consider the way you have organized your team. Do a blank slate exercise, regardless of what roles currently exist, how they are organized, or who occupies them, paint a picture of your ideal state going forward. For a moment ignore the current people, skills, or personalities available. This allows you to get clear on what problems you are wanting to solve and how to best do that without clouding our thinking with relational dynamics. The human element matters a lot of course, but at this stage it is not helpful.

Start by considering these questions:

1. *What roles would we have?*
2. *What are the key actions and decisions points these roles are involved in?*
3. *Which roles would be responsible for what?*
4. *Which role has which authority and accountability?*
5. *Where would each role report?*

In a moment I'll show you how to map the answers to these questions to help you organize your thoughts. But first we need to get clear on a few terms in the next video.