



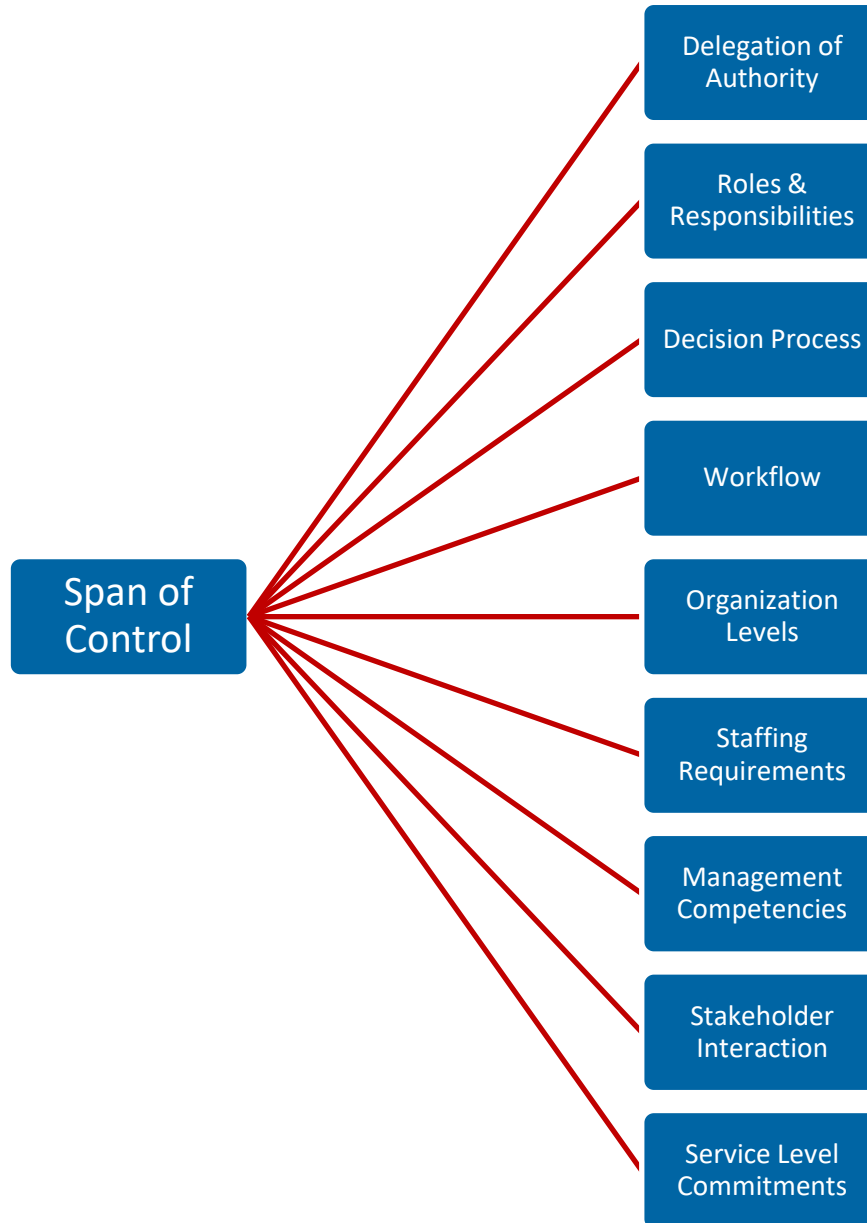
# Golden Oldies

*Tales from the Vault*

***From 1989: “Span of Control Dependencies”***

***Rowland Chen***

# Span of Control (SOC) Cannot Be Taken in Isolation



- Organization re-design is a multivariate undertaking
- Fixation on SOC can lead to unintended consequences, for example:
  - Unclear roles & responsibilities
  - Interrupted workflows
  - Decelerated decision-making
  - Falling short on external and internal SLAs
  - Random and potentially, illegal involuntary terminations
  - Distraction away from customer focus
  - And more ...