



Winning Organization Design Principles

- The purpose of a business is to create a customer. The two primary functions that allow a business to fulfill its purpose [Peter Drucker]:
 - **Marketing:** This is about understanding the customer's needs so well that the product or service fits them perfectly and sells itself.
 - **Innovation:** This is the task of providing different—and better—economic satisfaction. It's not just about new technology, but about creating new value.
- Purpose-built organizations thrive in their by having the fewest, well-adapted parts that achieve competitive advantage through differentiation and specialization (like plants and animals).
- High functioning “human centered” organizations leverage the full potential of human behavior as defined by Primed to Perform (TOMO).
- There are 8 distinct categories of capabilities necessary to function as a human-centered business organization: Strategy, Brand, Objectives, Functions, Talent, Culture, Communication, and Leadership.
- Design functions and roles first, then find talent to fill them.
- Talent is a spectrum of capabilities spanning from full-time employees to AI agents.

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