

yourself. Put power in the hands of those who are closest to the choices that need to be made.

*Provide purpose, mastery & autonomy*

Provide people with purpose (including a moral imperative and a scope) for action. Enable them to build mastery in their chosen area and give them the freedom (& autonomy) to act.

*Think aptitude and attitude*

Understand that people not only have aptitudes (e.g. finance, engineering, operations and marketing) but different attitudes (pioneer, settler and town planner). The mindsets are different.

*There is no one culture*

Understand that a company which plans for longevity needs to cope with not only the discovery of uncharted components but the use of the industrialised and the transition between these two extremes. You will need different attitudes. You will therefore create many cultures in your organisation e.g. pioneers, settlers and town planners have different cultures. This is not a negative and don't try to grind everyone into a single bland culture. It will not make them happy.

*Seek the best*

Try to find and grow the best people with the best aptitude and attitude for their roles. Invest in keeping them. Don't force them into becoming something they're not. It's perfectly reasonable for a truly gifted systems tester who excels in a town planning world of massively complicated and automated systems to be paid more than the project