In Brazil in the city that's grown to be the third largest on Earth Ricardo

Semler has created what's been called the world's most unusual workplace. Today

is a good example- Friday afternoon maybe half the office is empty! We're not buying time from this particular buying talent. His workers set their own schedules and decide among themselves who does what. They are treated like a grown-up people; they react to life grown-up people. He lets them come to work when they like and then go to sleep on the job. What he's really doing is getting you to broaden your way of thinking. He wants them to choose their own bosses and set their own pay. I never get where we want though. He says that we should all turn our working lives into seven-day weekends. I think he's a great man but I guess everybody. Nothing that he's doing is revolutionary it's very old stuff actually. But what is revolutionary is that he's actually doing it.

These days Semco turns over a hundred million pounds a year. But when Ricardo Semler took it over from his father it was a small traditional manufacturing company

making marine pumps and a stern top-down control. What made all the difference was

when Semler reorganized the workforce into small autonomous teams of a dozen and gave them the responsibility to run everything in their area as they saw best. It went into things like you know how can we possibly tell people that we trust them completely and then search them when they leave. So, we started going from very simple issues of for example getting people to choose what uniforms they wanted to use if at all in what color. We went from there and I think we started with all the very small things as symbols. But then people started saying- well, but if we can choose around this and that, why can't we choose what time we work and slowly we started going to a process which said that we apply the tool. It's a mental tool to everything which was really what we called the three wives. Which was to ask three wives in a row about everything and almost nothing stands up after that. When you say why are we wearing suits and ties and people say - so we'll look more like each other, so why do we want to look more like each? And these things suddenly start going away.