

## Role and Soul

**“Trees are to a forest as \_\_\_\_\_ are to an organization”**

We all work and play in many in roles every day.

How we relate to each other changes depending what role we're in.

Organizations govern roles, not people. People give life to the roles.

By changing the roles distinct, from the people, the organization can express its purpose more fully.



### Implicit → Explicit

In most organizations, responsibilities are vague and implied.

Changes to roles, strategies, and responsibilities go unrecorded.

How are you expected to own your autonomy when you're dependent on someone to even know what decisions you can make, or how to get the help you need?

This leads to ambiguity, inefficiency, and dysfunction.

Healthy organizations make as much information as explicit as possible by putting it in a place where everyone can see it.