

The hierarchy of capabilities: the further up the pyramid people go, the more we maximise the contribution everyone can make



Source of model: Gary Hamel, Michele Zanini (2020)

Humanocracy: creating organisations as amazing as the people inside them

What's our prevalent belief system?

Belief system one

The people in our teams are resources to be managed and controlled. If we really believe this then let's have strong hierarchies, tight job descriptions, management reviews, budget reviews, stretching targets, a strong procurement function, and departments that hard-wire us in.



Belief system two

The people in our teams are imaginative and innovative. If we truly believe this then let's distribute power. In the world, outsiders become insiders, we all contribute to innovations, small teams have autonomy, work is social, creative skills are core and everyone experiments.



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