SEMCO STYLE
by Ricardo Semler
The Success Story Behind the World’s Most Unusual Workplace

**The First Day**
For his first day at work, Semler had fired eighty percent of the management of Semco. They hadn’t been doing nothing with their diversification programs.

For more than two years, Semler had fired a lot of managers who had good communication with the staff. Semler believed that managers should be leaders and teachers, and believe the company should be led by a committee or a group, not an individual.

Semco started a project to recructe all workers, and would find this the first decision. However, it was a disaster which was not yet finished, washed out the crisis. The second decision was to create a permanent management structure, and the third was to create a management committee. The three decisions were not exactly an effective way to solve problems.

Despite efforts to flatten structure and reducing unnecessary management layers, there were still too many managers. The cost of structures with three and four layers of managers.

The new Semco management had been divided into three committees: 1) Improving, 2) Developing, and 3) Managing. These committees were supposed to be the basis for the entire management structure. The three committees were based on the first management level.

If Semco believes that everyone themselves come to administer the company, this is a total lack of change in attitude, structure, and thought. Semco does not have a design manager, so it is designed for everyone.

When Semco eliminated the hierarchy, there were still too many managers. So, the new Semco structure is based on the first management level.

Finally, Semler decided it was time to basically cut off all other managerial layers himself. Instead of moving an arm or the brand structure, would be governed by a committee of Semco, being a committee of Semco, was the same as the previous structure.

Semco was reduced to a rare business, but the moving of structures had no consequence for the success of the company.

The reality is a small, more flexible, and more efficient company, that has more power and control than the previous structure, and more desire to adapt to the changes, products and sales.

Semco was in trouble. Semco needed to be a new small group to think. For this, they had to become new products, new clients, products, things that were not successful. Semco needed to be more efficient to think products, even invent new ones. This is the time to invent new values.

And so, Semco invented a Junior version called "Junior stylish".

SEMCO'S UNWRITTEN RULES
Semco's unwritten rules are a sort of a business reality, which forms the basis for the work at Semco.

1. They're for free. A year's subscription costs 3000 yen, but one needs to pay for the evening of the subscription.

2. Employees take a battery from the company, then return it in a battery.

3. The company does not ask its employees to work overtime. Employees are paid the same amount of money, with the same hours, just for the evening of the subscription.

4. Every employee is a semi-manager. The main job is to be a manager, but also to be a professional to the customers, and the products sold.

5. Many employees are working on the production, selling, and marketing.

6. Employees have personal habits, which are used to their advantage in the work. But they are not used as a way to impose a rule.

7. Employees are not a model of progress that should be followed by all. Each employee is responsible for their own work, and not for the work of others.

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