

	HIERARCHICAL ORGANIZATIONS	HORIZONTAL ORGANIZATIONS
TOP LEADER	CEO as Chief Executive	CEO as Chief Enabler
TOP TEAM	Confederation of functions	Union of owners
LEADERSHIP	Leader/followers	Leader/leader-player dynamic
BUSINESS TEAMS	Conflict averse, "me/my-oriented" followers, hesitant to cross boundaries or call out poor performance	Fully engaged, "we"-focused function" high-performing players, guided by ground rules, adept at conflict management
LINE OF SIGHT	Strategically misaligned, given silo orientation	Strategically aligned from vision to operational objectives, from planning to decision making
DECISION MAKING	Positional model that delegates responsibility from the top down	Leveraged model that distributes responsibility across organization
ACCOUNTABILITY	Limited to accountability for own and subordinates' results	Goes beyond own and subordinates' accountability to include accountability for peers and leaders
CULTURE	Values getting along/going along	Values transparency and confrontation
OUTCOMES	Politics govern	Results rule