**W.L. Gore’s Unique Organizational Structure**

**Organizational structure, centralization, culture, span of control, coordinating mechanism, structural configuration**

Description:This video features an interview of W.L. Gore & Associates CEO Terri Kelly. Kelly talks about what makes W.L. Gore so innovative. For instance, she describes it as having a “latticed structure.” Employee empowerment is highly important to W.L. Gore. Even today Gore’s organizational structure is unique. Interestingly, Gore’s structure was really solidified with its founding 50 years ago. Founder Bill Gore used principles that emphasized employee collaboration and knowledge.

Please share your thoughts on the following issues as you watch part of an interview of W.L. Gore & Associates CEO Terri Kelly. Kelly talks about what makes W.L. Gore so innovative. Even today Gore’s organizational structure is unique. Interestingly, Gore’s structure was really solidified with its founding 50 years ago. Founder Bill Gore used principles that emphasized employee collaboration and knowledge.

*Use with:* [*https://www.youtube.com/watch?v=47yk2upT7tM*](https://www.youtube.com/watch?v=47yk2upT7tM)

1. Is W.L. Gore centralized or decentralized? Why did it choose this structure?
2. Describe W.L. Gore’s organizational culture and how it has led to so many new products.
3. Does W.L. Gore have a narrow or broad span of control? Why does this matter?
4. Terri Kelly describes W.L. Gore as having a latticed organizational structure. What do you think this means?
5. Why does W. L. Gore resist formal job titles?
6. What type of coordinating mechanism does Kelly mention the founder wanted to use when he founded W.L. Gore?
7. What type of structural configuration is W.L. Gore?