



# Stanford eCorner

## Directly Responsible Individuals

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Video URL: <http://ecorner.stanford.edu/videos/2979/Directly-Responsible-Individuals>

Fortune magazine Senior Editor Adam Lashinsky describes how Apple maintains accountability in project development through the identification of a DRI: Directly Responsible Individual. Lashinsky also discusses other aspects of Apple's unique culture, including the lack of general managers and allowing teams to work in a start-up manner within the larger organization.



### Transcript

The DRI at Apple stands for the directly responsible individual. I characterize this as a brain-dead obvious business concept that Apple does that I can't believe that every company does. You go to a meeting at Apple, there will be a list of items on the agenda, next to the action item is a name, the name is the DRI, the one person who is responsible for getting that done, not the several people, not the two in a box executive management that other companies have, the one person. This is an example of how Apple has created a culture of accountability and responsibility in the corporation. Very controversial for a company with nearly 28,000 non-retail employees is what I told you at the beginning. Apple is not a divisionalized company. There are no general managers who run their domains. People do functions across the company. So there is one P&L for example, for Apple that's run by the Chief Financial Officer. You don't hear about the head of the iPad division having a profit and loss statement.

They've managed to an outstanding degree, given their size and their heft to behave like a startup where it's appropriate. So, for example, when there is a new project, they'll create these kinds of rooms that I talked about and put those people in that room and let them behave as if they were in a small entity doing something completely fresh without the baggage of the company.