

This is part of a case series. Holacracy eliminated workplace hierarchy – no job titles and no bosses, it introduced a series of 'circles', which were sometimes overlapping. By January 2016, Zappos reported that 18 percent of its workforce had taken buyouts in the previous 10 months. Tony Hsieh, the CEO, wanted to bring in autonomy, clarity and agility within the company. He sent out a company-wide memo as an ultimatum to employees either to adopt holacracy or quit with severance pay. This case discusses about US-based online shoe and clothing retail giant Zappos and its culture. Thus he implemented a .less-hierarchical system called Holacracy in 2013