Today, let me take you outside IT, into a journey thru history and a bit of psychology, towards the intriguing model and thinking of

Living, vital Organizations.

WHO IS SOE ICT D.O.O. ?

- Founded 2014, privately owned, sister company of finius GmbH
- Purpose: Enabling new concepts like service orientation in organizations - business (thru finius) and IT
- Software development, technology consulting

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LIVING ORGANIZATIONS? WHAT'S THE PROBLEM?

- Everything speeds up massively.
- In many companies the impression is „We cannot continue this way forever - how long can this work??"
- People are unsatisfied with their work environment, demotivated, especially younger people
- There is a longing for better ways of behavior and manner
- So it might be the end of something. And also the beginning of something new.

Thought globally, everything ends up to be a zero-sum-game, one winner is compensated by a loser.
Our resources are not ubiquitous and we believe that any growth cannot be endlessly but must be aligned with the possibilities within the constraints of this world - wholeness, sustainability and purpose must be the drivers, not money.

The greatest danger in times of turbulence is not
the turbulence—
It is to act with yesterday's logic.

PETER DRUCKER

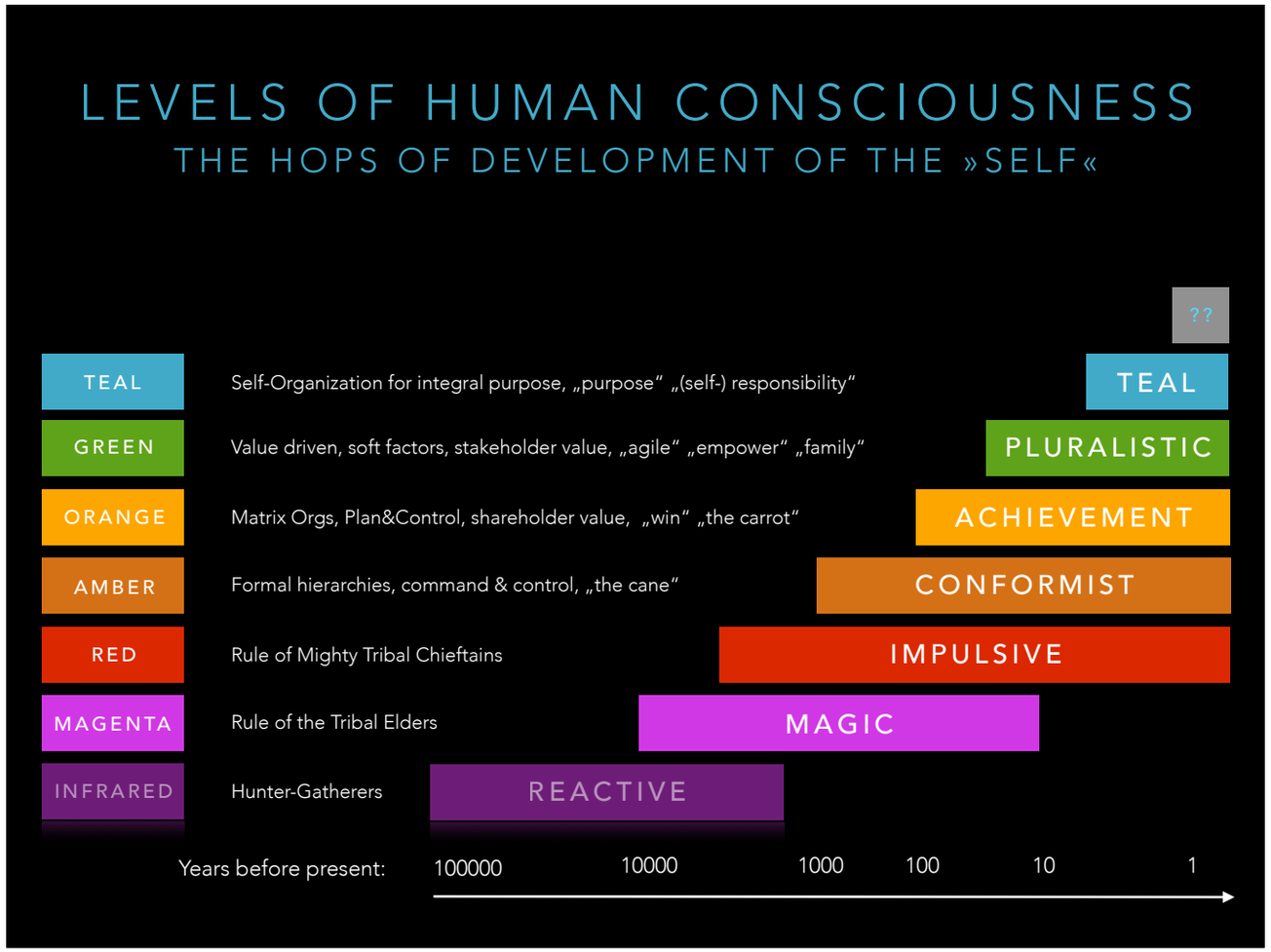
We have to adapt our thinking in order to even SEE what can be done differently.

Quote from Reinventing Organisations:
„Aristotle, the great Greek philosopher and scientist, proclaimed in a treatise written in 350 BC that women have fewer teeth than men.1 Today we know this is nonsense. But for almost 2,000 years, it was accepted wisdom in the Western World. Then one day, someone had the most revolutionary of ideas: let's count!
The scientific method—formulating a hypothesis and then testing it—is so deeply ingrained in our thinking that we find it hard to conceive that intelligent people would blindly trust authority and not put assumptions to the test. We could be forgiven for thinking that, perhaps, people simply weren't that smart back then! But before we judge them too harshly, let's ask ourselves: could future generations be similarly amused about us? Could we, too, be prisoners of a simplistic way of understanding the world?"

DEVELOPMENT OF THE HUMAN CONSCIOUSNESS

Evolution jumps. It is not a continuous flow. Also human consciousness has developed in steps.
I will show this in the following chart. Many of the data is taken from and with courtesy of Frederic Laloux from his book „Reinventing Organisations“, which is the most exciting book I read in the last 10 years.

see http://www.reinventingorganizations.com/



Let us look into the development of human conciousness:

Reactive: small family bands, no division of labor, no organization, no hierarchy, self/ego not fully developed,
low level of ability to manage complexity. Their behaviour is even comparable to 0-3 months babies.

Magic: from bands to tribes, differentiated self (physically & emotionally), cause&effect are not understood (cargo cult, „clouds are following me“), this can be compared to children of 3-24 months.

Let us step into the 3 forms that are still relevant today and dominate our thinking.

IMPULSIVE RED ORGANIZATIONS „WOLF PACK“

- **Characteristics**
  - Power
  - Fear
  - Chaos
- **Examples**
  - Mafia
  - Street gangs
  - Tribal militias
- **Breakthroughs**
  - Command authority
  - Division of labor
- **Constraints**
  - Short term perspective
  - No long-term gains
  - Individuals fight for survival

THERE IS NO AVOIDING WAR; IT CAN ONLY BE POSTPONED TO THE ADVANTAGE OF OTHERS.

(NICCOLO MACHIAVELLI)

„What are the defining characteristics of Red Organizations? Their glue is the continuous exercise of power in interpersonal relationships. Wolf packs provide a good metaphor: rather like the “alpha wolf” uses power when needed to maintain his status within the pack,4 the chief of a Red Organization must demonstrate overwhelming power and bend others to his will to stay in position. The minute his power is in doubt, someone else will attempt to topple him. To provide some stability, the chief surrounds himself with family members (who tend to be more loyal) and buys their allegiance by sharing the spoils. Each member of his close guard in turn looks after his own people and keeps them in line. Overall, there is no formal hierarchy and there are no job titles. Impulsive-Red Organizations don’t scale well for those reasons—they rarely manage to keep in line people who are separated from the chief by more than three or four degrees. While Red Organizations can be extremely powerful (especially in hostile environments where later stages of organizations tend to break down), they are inherently fragile, due to the impulsive nature of people’s way of operating (I want it so I take it). The chief must regularly resort to public displays of cruelty and punish- ment, as only fear and submission keep the organization from disinte- grating. Mythical stories about his absolute power frequently make the rounds, to keep foot soldiers from vying for a higher prize.

Present-centeredness makes Red Organizations poor at planning and strategizing but highly reactive to new threats and opportunities that they can pursue ruthlessly. They are therefore well adapted to chaotic environments (in civil wars or in failed states) but are ill-suited to achieve complex outcomes in stable environments where planning and strategizing are possible.“

CONFORMIST AMBER ORGANIZATIONS „ARMY“

- **Characteristics**
  - Highly formal roles within a hierarchical pyramid
  - Top down command and control (what and how)
  - Stability valued above all through rigorous processes
  - Future is repetition of the past
- **Examples**
  - Catholic church
  - Military
  - Most government agencies
  - Public school systems
- **Breakthroughs**
  - Formal roles (stable and scalable hierarchies)
  - Processes (long term perspectives)
- **Constraints**
  - Social stability comes at the price of wearing a mask
  - individual talent is neither discerned nor developed

WHY IS IT THAT EVERY TIME I ASK FOR A PAIR OF HANDS, THEY COME WITH A BRAIN ATTACHED?

(HENRY FORD)

„Care and concern are expanded from me to the group—but no further! If you are a member of the group—a member of ... my mythol- ogy, my ideology—then you are “saved” as well. But if you belong to a different culture, a different group, a different mythology, a different god, then you are damned.“

„The advent of Amber Organizations brought about two major breakthroughs: organizations can now plan for the medium and long term, and they can create organizational structures that are stable and can scale. Combine these two breakthroughs, and you get organizations able to achieve unprecedented outcomes, beyond anything Red Organizations could have even contemplated. Historically, Amber Organizations are the ones that have built irrigation systems, pyramids, and the Great Wall of China. Conformist-Amber Organizations ran the ships, the trading posts, and the plantations of the Colonial world. The Catholic Church is built on this paradigm—arguably it has been the defining Amber Organization for the Western world. The first large corporations of the Industrial Revolution were run on this template. Amber Organizations are still very present today: most government agencies, public schools, religious institutions, and the military are run based on Conformist- Amber principles and practices.“

ACHIEVEMENT ORANGE ORGANIZATIONS „MACHINE“

- Characteristics
  - Shareholder Model
  - Goal- and task-oriented, decisive
  - Goal is to beat competition; achieve profit and growth.
  - Innovation is the key to staying ahead.
  - Management by objectives (command and control on what; freedom on the how).
- Examples
  - Multinational companies
- Breakthroughs
  - Innovation
  - Accountability
  - Meritocracy
- Constraints
  - Innovation gone „mad“
  - Create unnecessary needs
  - Success is only money and recognition

EVER MORE PEOPLE TODAY HAVE THE MEANS TO LIVE, BUT NO MEANING TO LIVE FOR.

VIKTOR FRANKL

That’s what we learn as MBAs at university today. …grow-compete-win-numbers… carrots, incentives.

„The cognitive shift involved in this new paradigm is well described by another of Piaget’s experiments, here recounted by Ken Wilber:

> *The person is given three glasses of clear liquid and told that they can be mixed in a way that will produce a yellow color. The person is then asked to produce the yellow color. Concrete operational children [Piaget’s words for Amber cognition] will simply start mixing the liquids together haphazardly. Formal operational adolescents [i.e., those that master Orange cognition] will first form a general picture of the fact that you have to try glass A with glass B, then A with C, then B with C and so on. If you ask them about it, they will say something like “Well, I need to try all the various combinations one at a time.”*
>
> *It means the person can begin to imagine different possible worlds. “What if” and “as if” can be grasped for the first time. All sorts of idealistic possibilities open up. You can imagine what yet might be! Adolescence is such a wild time, not just because of sexual blossoming, but because possible worlds open up the mind’s eye—it’s the “age of reason and revolution.”*

With this cognitive capacity one can question authority, group norms, and the inherited status quo. In the Western world, Achieve- ment-Orange thinking started to poke holes in the Conformist-Amber world of Christian certainties during the Renaissance, but it was at first confined to a very small minority, primarily scientists and artists. With the Age of Enlightenment and the Industrial Revolution, Orange thinking emerged on a broader scale within educated circles. After the Second World War, a more significant percentage of the population in the Western world shifted to the Achievement-Orange paradigm. Today, Orange is arguably the dominating worldview of most leaders in business and politics.“

„Street gangs and mafias are contemporary examples of Red Organizations. The Catholic Church, the military, and the public school system are archetypes of Amber Organizations. Modern global corporations are the embodiment of Orange Organizations. Choose any of the defining brands of our time—say, Walmart, Nike, or Coca-Cola—and you are likely to have picked an organization whose structures, practices, and cultures are inspired by the Achievement-Orange worldview.

In terms of outcome, Amber Organizations surpassed anything Red Organizations could even contemplate. Achievement-Orange Organ- izations ratcheted this up another level, achieving results on entirely new orders of magnitude, thanks to three additional breakthroughs: innovation, accountability, and meritocracy. „

WHAT IS HAPPENING?
TEAM DYSFUNCTIONALITIES

- Absence of trust
  vs. trust & respect
- Fear of conflict
  vs. culture of discussion and learning from failures
- Lack of commitment
  vs. responsibility
- Avoidance of accountability
  vs. reliability
- Inattention to results

The orange behaviour produces a couple of dyfunctionalities, that are described in the book by Patrick Lencioni (see https://en.wikipedia.org/wiki/The_Five_Dysfunctions_of_a_Team)

Dysfunction #1: Absence of Trust
The fear of being vulnerable with team members prevents the building of trust within the team.

Dysfunction #2: Fear of Conflict
The desire to preserve artificial harmony stifles the occurrence of productive ideological conflict.

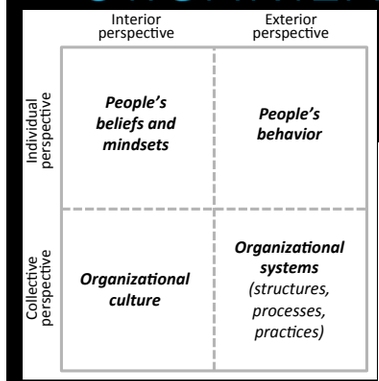
Dysfunction #3: Lack of Commitment
The lack of clarity or buy-in prevents team members from making decisions they will stick to.

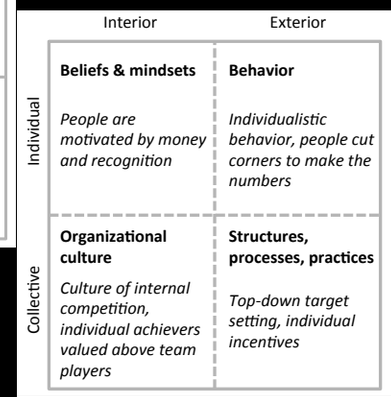
Dysfunction #4: Avoidance of Accountability
The need to avoid interpersonal discomfort prevents team members from holding one another accountable.

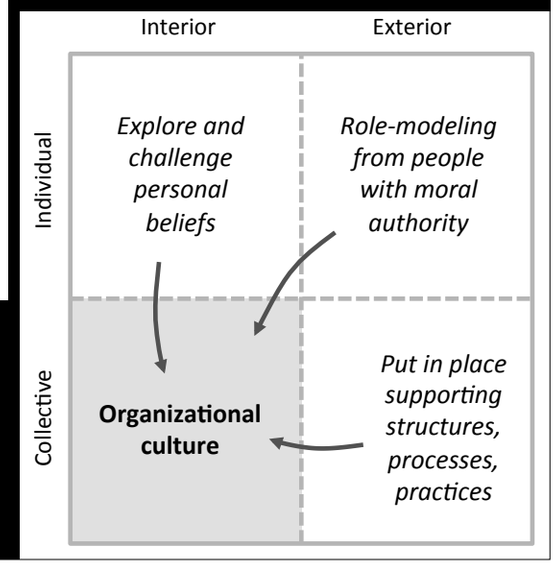
Dysfunction #5: Inattention to Results
The pursuit of individual goals and personal status erodes the focus on collective success.

In contrast to this, high performance teams:
- Are comfortable asking for help, admitting mistakes and limitations and take risks offering feedback
- Tap into one another's skills and experiences
- Avoid wasting time talking about the wrong issues and revisiting the same topics over and over again because of lack of buy-in
- Make higher quality decisions and accomplish more in less time and fewer resources
- Put critical topics on the table and have lively meetings
- Align the team around common objectives
- Retain star employees

CULTURE - THE CHARACTER OF AN ORGANIZATION







„The four-quadrant model shows how deeply mindsets, culture, behavior, and systems are intertwined. A change in any one dimension will ripple through the other three. Yet very often, we don't grasp the full picture. Amber and Orange only see the "hard" measurable outer dimensions (the right-hand quadrants), and neglect the "soft" inner dimensions (the left-hand quadrants). Green's breakthrough is to bring attention to the inner dimensions of mindsets and culture, but often the pendulum swings too far the other way. Green Organizations tend to focus so much on culture that they neglect to rethink structure, processes, and practices. (Edgar Schein, one of the academic pioneers in the field of organizational culture, once said, "The only thing of real importance that leaders do is to create and manage culture," a typical example of that extreme school of thought.) Companies like Southwest Airlines or Ben & Jerry's keep many of the systemic elements from tra- ditional hierarchical structures (the lower-right quadrant), but also put in place a culture (lower-left quadrant) that asks managers to behave in non-hierarchical ways, to be servant leaders who listen to their subordinates and empower them.

Hierarchical structures with non-hierarchical cultures—it's easy to see that the two go together like oil and water. That is why leaders in these companies insist that culture needs constant attention and continuous investment. In a hierarchical structure that gives managers power over their subordinates, a constant investment of energy is required to keep managers from using that power in hierarchical ways. Stop investing in culture, and the structurally embedded hierarchy is likely to take the upper hand.

Self-managing structures transcend the issue of culture versus systems. Inner and outer dimensions, culture and systems, work hand in hand, not in opposite directions. Power is naturally distributed and there is no need to invest time and effort to prod middle managers to "empower" people below them. If managers have no weapons, there is no need to invest in a culture that keeps people from using their weapons. This is the experience that David Allen, of Getting Things Done fame, had when he adopted Holacracy in his consulting and training firm, the David Allen Company:

As we've distributed accountability down and throughout the organization, I've had much less of my attention on the culture. In an operating system that's dysfunctional, you need to focus on things like values in order to make that somewhat tolerably, but if we're all willing to pay attention to the higher purpose, and do what we do and do it well, the culture just emerges. You don't have to force it.2

Does this mean, then, that culture is less relevant in Teal Organizations? Brian Robertson gives an eloquent answer: Culture in self-managing structures is both less necessary and more impactful than in traditional organizations. Less necessary because culture is not needed to overcome the troubles brought about by hierarchy. And more impactful, for the same reason—no energy is gobbled up fighting the structure, and all energy and attention brought to organizational culture can bear fruit. From a Teal perspective, organizational culture and organizational systems go hand in hand, and are facets of the same reality—both are equally deserving of conscious attention."

PLURALISTIC GREEN ORGANIZATIONS „FAMILY“

- Characteristics
  - Stakeholder model
  - Consensus oriented, participative, service
  - Within the classic pyramid structure, focus on culture and empowerment to achieve extraordinary employee motivation
- Examples
  - Culture driven organizations
  - Agile manifesto
- Breakthroughs
  - Empowerment (within hierarchy)
  - Values-driven culture
  - Stakeholder Model
- Constraints
  - Dependent on leaders and owners attitude
  - Consent processes may waste time

INDIVIDUALS AND INTERACTIONS
OVER PROCESSES AND TOOLS
WORKING SOFTWARE
OVER COMPREHENSIVE DOCUMENTATION
CUSTOMER COLLABORATION
OVER CONTRACT NEGOTIATION
RESPONDING TO CHANGE
OVER FOLLOWING A PLAN

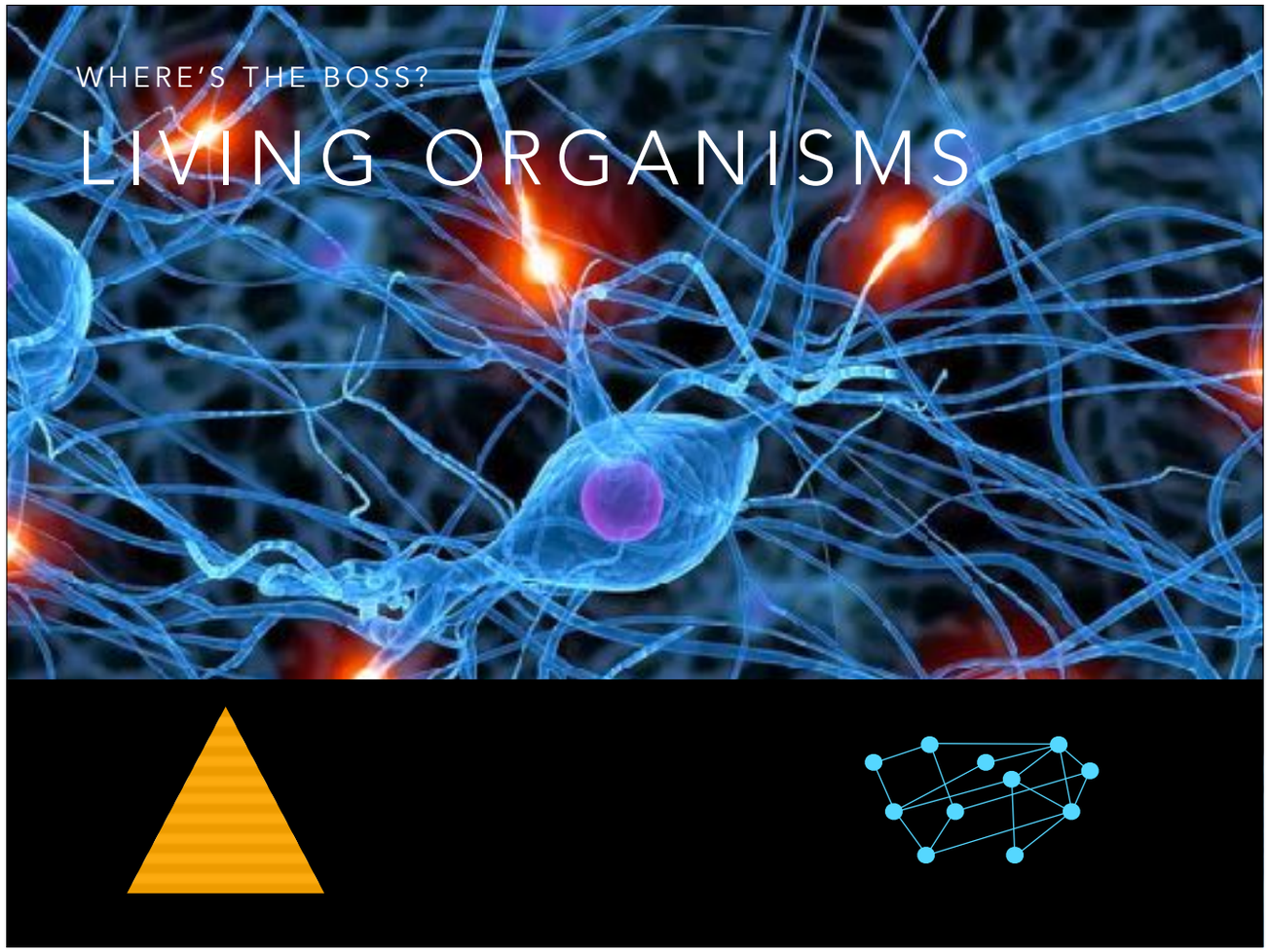
„The Achievement-Orange paradigm replaces Amber’s absolute truth of right and wrong with another standard: what works and what doesn’t. The Pluralistic-Green worldview holds that this idea is still too simplistic. There is more to life than success or failure. Pluralistic-Green is keenly aware of Orange’s shadow over people and society: the materialistic obsession, the social inequality, the loss of community.
Pluralistic-Green is highly sensitive to people’s feelings. It insists that all perspectives deserve equal respect. It seeks fairness, equality, harmony, community, cooperation, and consensus. The self operating from this perspective strives to belong, to foster close and harmonious bonds with everyone. Orange promised a worldcentric stance; Green wants to cash in on the promise. Not only should individuals be able to break free from the prison of conventional roles, but the entire edifice of castes, social classes, patriarchy, institutional religion, and other structures needs to tumble down. In industrialized countries, in the late 18th and 19th centuries, a small circle of people operating from Pluralistic-Green started championing the abolition of slavery, women’s liberation, separation of church and state, freedom of religion, and democracy. Ken Wilber puts it this way:
With the shift to reason and worldcentric morality, we see the rise of the modern liberation movements: liberation of slaves, of women, of the untouchables. Not what is right for me or my tribe, or my mythology, or my religion, but what is fair and right and just for all humans, regardless of race, sex, caste or creed. […]“

„Yet this stage has its obvious contradictions. It insists that all perspectives be treated equally and finds itself stuck when others abuse its tolerance to putting forward intolerant ideas. Green’s brotherly outreach is only rarely returned in kind by Red egocentricity, Amber certainty, and Orange contempt for what it sees as Green idealism. Green’s relationship to rules is ambiguous and conflicted: rules always end up being arbitrary and unfair, but doing away with rules altogether proves unpractical and opens the door for abuse. Green is powerful as a paradigm for breaking down old structures, but often less effective at formulating practical alternatives.“

(See „Scrum“).

Instinctively, we know that **management is out of date**. We know its rituals and routines look slightly ridiculous in the dawning light of the 21st century. That's why the antics in a Dilbert cartoon or an episode of The Office are at once familiar and cringe-making.

GARY HAMEL



How many brains do you have? - Each mammal has 3 (!) brains.
The „classical“ brain has 85-100 billion neurons, the neuronal system of the heart around 40 billion, gut/intestines 100 billion. And: There is no boss in neither of them.
Also the human cell has complex structures, but no boss.
If there were bosses, they would fail completely.
Think of a boss in a forest who had to plan spring, summer, fall and winter.

So, hierarchies only work in simple or complicated environments;
they fail in complex or chaotic environments.

I chose a highly connected graph as example. I reality, it might occur that this web has certain clusters (called domains) which could even be disconnected.

The question is not how you can make better rules, but how you can support teams in finding the best solution. How can you strengthen the possibilities of the team members so that they need the least amount of direction-setting from above?

JOS DE BLOK (BUURTZORG)

Jos de Blok is the founder of Buurtzorg, the most impressive example of a „teal“ organization. It is worth while looking deeper into their thinkings and how they organise work.

(Buurtzorg model) https://www.buurtzorg.com/about-us/buurtzorgmodel/
(Buurtzorg IT) https://www.buurtzorg.com/innovation/buurtzorg-web/

EVOLUTIONARY TEAL ORGANIZATIONS „LIVING ORGANISM“

- Characteristics
  - Self-management replaces hierarchical pyramid.
  - Organization is seen as a living entity, with its own creative potential and evolutionary purpose.
- Examples
  - Patagonia, FAVI, Sun Hydraulics, Buurtzorg, Heiligenfeld
- Breakthroughs
  - Self management
  - Wholeness
  - Evolutionary purpose
- Constraints
  - Dependent on leaders and owners attitude
  - Acceptance is difficult
  - High self-responsibility required

Example: Psychiatric hospitals Heiligenfeld (Germany). They are, together with „Burtzoorg“, FAVI, one of the major „teal“ organisations, characterised by „no hierarchy“, self-organized, ego-free.

„The next stage in human evolution corresponds to Maslow’s “self- actualizing” level; it has been variously labeled authentic, integral, or Teal.1 This stage is the last one identified by Maslow’s hierarchy of needs (though he later hinted at another stage of “self-transcendence”), but other researchers and thinkers have established with a fair amount of confidence that evolution doesn’t stop there. Maslow and other authors agree, in any case, that the shift from Green to Teal is a particularly momentous one in the human journey—so much so that Graves and others in his wake have used the term “first-tier” consciousness for all stages up to Green and the term “second-tier” for the stages starting with Teal. All “first-tier” stages consider that their worldview is the only valid one, and that all other people are dangerously mistaken.
People transitioning to Teal can accept, for the first time, that there is an evolution in consciousness, that there is a momentum in evolution towards ever more complex and refined ways of dealing with the world (hence the adjective “evolutionary” that I will use for this stage).

Taming the fears of the ego:
Each shift occurs when we are able to reach a higher vantage point from which we see the world in broader perspective. Like a fish that can see water for the first time when it jumps above the surface, gaining a new perspective requires that we disidentify from something we were previously engulfed in. The shift to Conformist-Amber, for instance, happens when Impulsive-Red internalizes rules that allow it to disidentify from impulsively satisfying its needs; the shift to Achievement-Orange happens when Amber disidentifies from group norms. The shift to Evolutionary-Teal happens when we learn to disidentify from our own ego. By looking at our ego from a distance, we can suddenly see how its fears, ambitions, and desires often run our life. We can learn to minimize our need to control, to look good, to fit in. We are no longer fused with our ego, and we don’t let its fears reflexively control our lives. In the process, we make room to listen to the wisdom of other, deeper parts of ourselves.
What replaces fear? A capacity to trust the abundance of life. All wisdom traditions posit the profound truth that there are two fundamental ways to live life: from fear and scarcity or from trust and abundance. In Evolutionary-Teal, we cross the chasm and learn to decrease our need to control people and events. We come to believe that even if something unexpected happens or if we make mistakes, things will turn out all right, and when they don’t, life will have given us an opportunity to learn and grow.

Inner rightness as compass:
When we are fused with our ego, we are driven to make decisions informed by external factors—what others will think or what outcomes can be achieved. In the Impulsive-Red perspective, a good decision is the one that gets me what I want. In Conformist-Amber, we hold decisions up to the light of conformity to social norms. Decisions beyond what one’s family, religion, or social class considers legitimate cause guilt and shame. In Achievement-Orange, effectiveness and success are the yard- sticks by which decisions are made. In Pluralistic-Green, matters are judged by the criteria of belonging and harmony.
In Evolutionary-Teal, we shift from external to internal yardsticks in our decision-making. We are now concerned with the question of inner rightness: does this decision seem right? Am I being true to myself? Is this in line with who I sense I’m called to become? Am I being of service to the world? With fewer ego-fears, we are able to make decisions that might seem risky, where we haven’t weighed all possible outcomes, but that resonate with deep inner convictions. We develop a sensitivity for situa- tions that don’t quite feel right, situations that demand that we speak up and take action, even in the face of opposition or with seemingly low odds of success, out of a sense of integrity

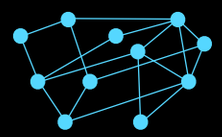
LIVING ORGANISMS DETAILS

1. Self-management
2. Wholeness
3. Evolutionary purpose

The teal paradigm can be described best thru it's 3 major breakthroughs.
All of the examples of teal organizations implemented these topics more or less similar.

1. SELF-MANAGEMENT

- Distributed Authority / Distributed Intelligence
  - No known complex system works with hierarchy, they all work based on distributed authority and distributed intelligence
  - Examples: brain, human cell, swarms, eco-systems (forest)
- Conclusions
  - We need structures, we need coordination mechanisms, but we don't need a boss
  - Autonomy is No 1 of the 3 main motivation factors in organizations



complex structures work with distributed authority
there is no boss

See: CI, CAS (Complex Adaptive Systems)

Autonomy is one of the 3 main motivation factors.

1. SELF-MANAGEMENT: STRUCTURAL CHANGES IN ALL AREAS

- Organization structure
- Support functions
- Decision mechanisms
- Information flows
- Meetings
- Project management
- Investments
- Job titles and job specifications
- Performance management
- Salary and incentives
- Dismissals
- Crisis management
- Handling of conflicts

When I talk about self-management, some people think of laissez-faire, anarchy, 60ies, hippies …
but that won't work.

It's not about removal of structures, it's about upgrading them:
We have to re-think nearly all structures and practices in our current organizations.

1. SELF-MANAGEMENT

HIERARCHICAL DECISION MAKING

ADVICE PROCESS

CONSENSUS

- Anyone can decide, but must consult the affected parties and relevant „authorities"
- Coaches, no managers
- From this, many natural hierarchies emerge, but no power hierarchies
- Everyone can contribute at her best

Self-management: Teal Organizations have found the key to operate effectively, even at a large scale, with a system based on peer relationships, without the need for either hierarchy or con- sensus, but with collective intelligence.
This type of decision „No hierarchy" means „no power-hierarchy" = no power over persons.
It does not mean that there are no hierarchies or structures.
Egalitarian thinking is a dead end, and it shows up that many natural hierarchies of competence will occur.

Fact is, that in these type of companies, people who do not contribute to this process,
will quickly find out that they are at the wrong place. And then it is best they take action by themselves.

2. WHOLENESS
EXCURSUS ON „I“, EGO, AND SELF

„I“

- What self-perception declares/believes/wants to be „it-self“
- Defines itself by exclusion and inclusion

Ego

- The role that „I“ wants to play to others, what makes the „I“ individual and gives identity, wanting (selfish) advantage over others.
- Also: Protective shell, „Shadow“ of the self, layer and army
- prepared to fight
- evolutionary necessary
- Opinions, „unchangeable“ beliefs

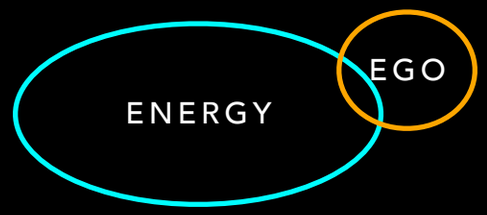
Self

- What one really is, not what he thinks to be.
- The own body and what „I“ can perceive directly: Thoughts, feelings, impulses. Structure, content and dynamics of the own person.
- Perceives and decides, truth and creating truth. Core values, moral, ethics, intuition.

Just to differentiate the „ego“ from „self“ and „I“ - from the psychological view. I think this is necessary to understand the „wholeness“ principle.

SELF and EGO:
http://www.seele-und-gesundheit.de/psycho/identifikation.html#3.3
(sorry, German only)

2. WHOLENESS



- We are Ego driven, wear masks, we hide our inner self, but what about being authentically, being yourself.
- Rationality ***and*** emotional, intuitive and spiritual parts of ourselves are considered equally important
- When we contribute our self, we can lift 90% of unused potential
- Mastery: the urge to get better at stuff, makes fun, results in getting better at things, brings up innovations

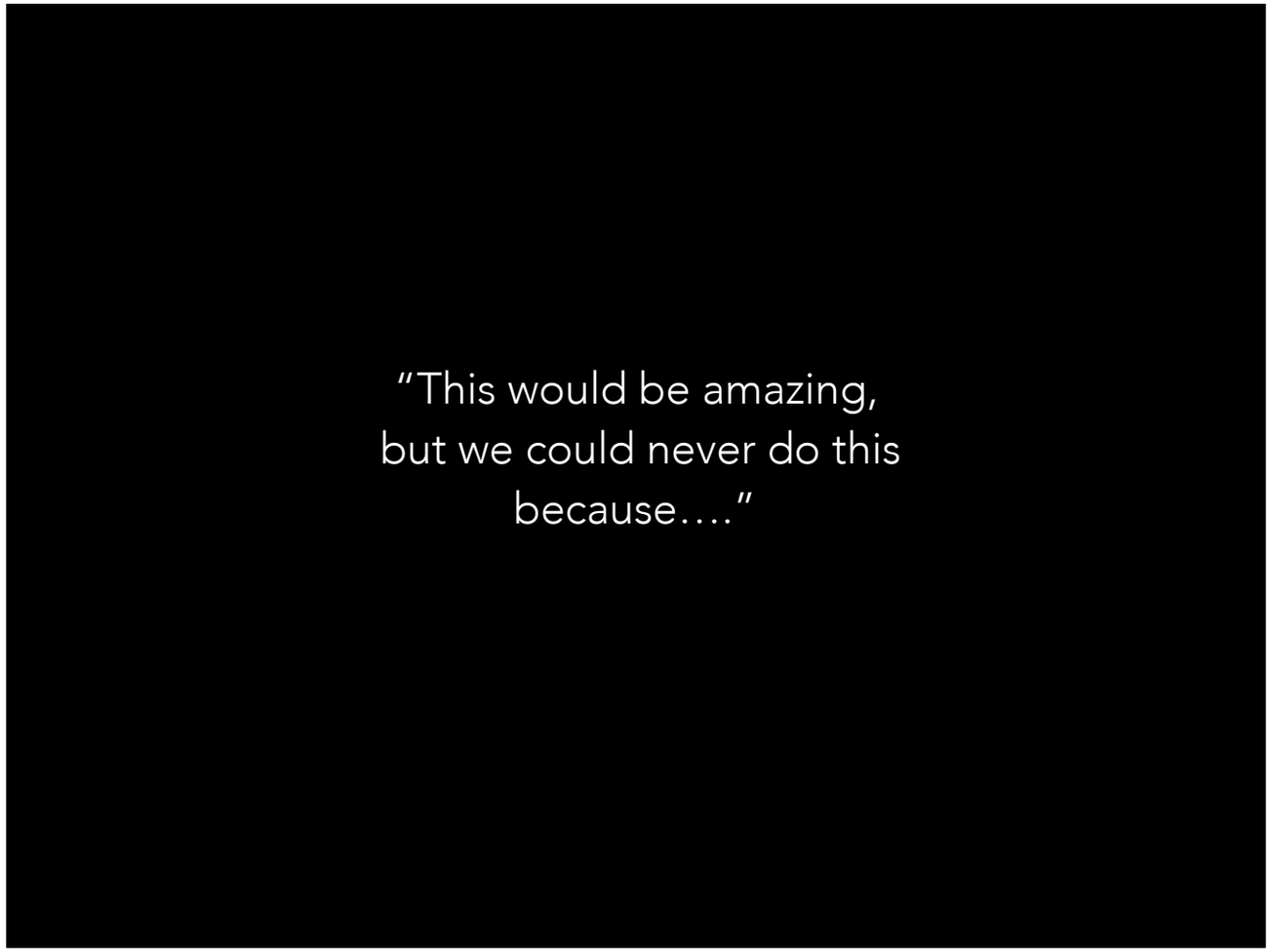
Wholeness: Organizations have always been places that encourage people to show up with a narrow “professional” self and to check other parts of the self at the door. They often require us to show a masculine resolve, to display determination and strength, and to hide doubts and vulnerability. Rationality rules as king, while the emotional, intuitive, and spiritual parts of ourselves often feel unwelcome, out of place. Teal Organizations have developed a consistent set of practices that invite us to reclaim our inner wholeness and bring all of who we are to work.

„Striving for wholeness:
Disidentifying from the ego is one more step of liberation on the human journey. But with disidentification comes separation, and people operating at this stage often develop a keen sense of how far we have let separation fragment our lives and how much it has cost us. We have let our busy egos trump the quiet voice of our soul; in our culture we often celebrate the mind and neglect the body; we often value the masculine above the feminine; we have lost community and our innate connection with nature.
With this stage comes a deep yearning for wholeness—bringing together the ego and the deeper parts of the self; integrating mind, body, and soul; cultivating both the feminine and masculine parts within; being whole in relation to others; and repairing our broken relationship with life and nature. Often the shift to Teal comes with an opening to a trans- cendent spiritual realm and a profound sense that at some level, we are all connected and part of one big whole. After many successive steps of dis- identification, as we learn to be fully independent and true to ourselves, it dawns on us that, paradoxically, we are profoundly part of everything. […]“

3. PURPOSE

- Organization has a life of its own, organization has a sense of direction of its own „intrinsic purpose“, not trying to predict and control future. This means listen in and understand, what the org. wants to become, what purpose it wants to serve
- Switch from profit mode to purpose mode
- Evolutionary (or transcendent) purpose is No 3 of the main motivation factors in organizations
- „Let us be purpose maximizers, not profit maximizers“

Evolutionary purpose: Teal Organizations are seen as having a life and a sense of direction of their own. Instead of trying to predict and control the future, members of the organization are invited to listen in and understand what the organization wants to become, what purpose it wants to serve.



Think about the consequences of such a model.
Assume this model would have been established in your organization,
How would it look like? This is your vision.
It might be a long way to go, but it can be achieved.

If you want me to discuss this with you, your team, or even your management or owners, just get into contact (stefan.scheid@soeict.hr).
In the same spirit Jos de Blok did this, I will be happy to talk with you about this intriguing subject - at no charge, of course.

„Nothing is stronger than an idea whose time has come.“

“沒有什麼比時間到了的主意更強大。”

"Ništa nije moćnije od ideje čije je vrijeme došlo".

"Rien n'est plus puissant qu'une idée dont l'heure est venue.“

VICTOR HUGO

I am convinced that this type of company will produce more satisfied employees and customers and thus help us to create a world that we love.

COLLECTION FO IDEAS FOR A TRANSFORMATION

- From hierarchy via empowerment to self-management
- Performance measurement
- Distributed decision making processes

- Service orientation
- Organizational Structures
- Prototyping

Actually, self-managing organizations rely on something much more powerful and durable: utilizing a mixture of intrinsic motivation, peer-pressure and market demands.

Intrinsic motivation arises when people's values and beliefs are aligned, and they have the ability to express themselves through their actions, with authority and responsibility for self-determination.
Peer pressure is enabled by absolute transparency of information – all teams know how others are performing. This works when there is no fear of blame or the information being used against teams- and the team report only against their own commitments. Of course, fulfilling their commitments in paramount – and teams are held responsible for them – by the whole organization.
Market demands - as all teams are fully informed on how the organization is doing – no glossed over/hyped up information is used to aggrandize an individual or team. Individual performance is measured by the team on a real time basis. Issues are addressed as they arise – not saved up for formal feedback sessions. Thus some organizations don't have even have any formal feedback sessions anymore!

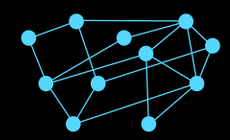
Prototyping is an essential form of action based learning.

STRUCTURES OF ORGANISATIONS

- **Single team**
  small organizations

- **Parallel Teams**
  high degree of autonomy
  Exceptions: Coaches, support teams, support roles
  Large orgs., short value chain

- **Web of Commitments**
  Classical Service Oriented Structure
  Large orgs, long value chain, stable processes



- **Nested Teams**
  e.g. Holacracy
  Large orgs, long value chain, deep chains (complex tasks, big teams)

STRUCTURES OF ORGANISATIONS

- **Single team**
  small organizations

  SMALL ORGS. IN ANY SECTOR

- **Parallel Teams**
  high degree of autonomy
  Exceptions: Coaches, support teams, sup
  Large orgs., short value chain

  RETAIL, SERVICE INDUSTRIES, SOME MANUFACTURING,SCHOOLS, HOSPITALS, PUBLIC, SERVICES ...

- **Web of Commitments**
  Classical Service Oriented Structure
  Large orgs, long value chain, stable proce

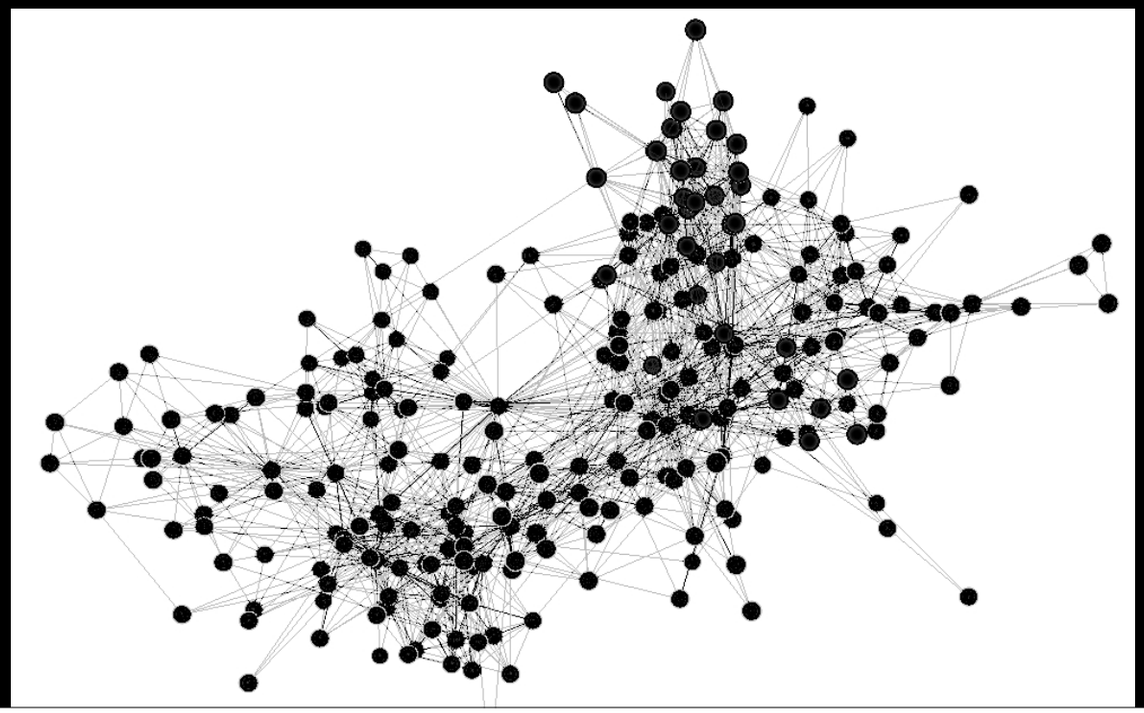
  CHEMICAL INDUSTRY, FOOD PROCESSING, SOME MANUFACTURING...

- **Nested Teams**
  e.g. Holacracy
  Large orgs, long value chain, deep chains

  BANKING/INSURANCE, PHARMACEUTICALS, AUTOMOTIVE, AEROSPACE, CONSUMER ELECTRONICS ...

WHEN YOU NEED ROLES AND SPECIFIC RELIABILITY

WEB OF COMMITMENTS



When many parallel teams work together, they might build up a networks of commitments. We know that as „service level agreements“ in ITIL, but it also works neatly in an informal manner.

WHAT IS SERVICE-ORIENTATION?

- Service-Orientation?
- Services-Orientation?? SOA?? Micro-services??
- A misunderstanding???

In the following, I will not talk about technical services, but in general about service.

„S“ IS FOR „SERVICE“

- Every service has the objective to satisfy specific customer needs (or wishes).
- A customer may be internal or external (related to and viewed by the enterprise).
- A service is atomic in a way that it represents the smallest unit that can be used and sold.
- Services communicate with each others according to mutual commitments („Service Level Agreements“)
- Example: A car rental process is one service, containing multiple tasks that form a unit to satisfy the customer need of renting a car.

TRUE CUSTOMER OBSESSION (FROM JEFF BEZOS' LETTER TO SHAREHOLDERS 2016)

»There are many ways to center a business. You can be competitor focused, you can be product focused, you can be technology focused, you can be business model focused, and there are more. But in my view, obsessive customer focus is by far the most protective of Day 1 vitality.

Why? There are many advantages to a customer-centric approach, but here's the big one: **Customers are always beautifully, wonderfully dissatisfied, even when they report being happy and business is great**.

Even when they don't yet know it, customers want something better, and your desire to delight customers will drive you to invent on their behalf. No customer ever asked Amazon to create the Prime membership program, but it sure turns out they wanted it, and I could give you many such examples.

Staying in Day 1 requires you to experiment patiently, accept failures, plant seeds, protect saplings, and double down when you see customer delight. A customer-obsessed culture best creates the conditions where all of that can happen. «

FURTHER CHARACTERISTICS OF A SOE

- No proxies, e.g. :
  - Do we rule the process vs. does the process rule us?
  - Know your customer vs. depend on market studies
- Embrace External Trends
  - „If you fight them, you're probably fighting the future. Embrace them and you have a tailwind."
- High-Velocity Decision Making
  - High quality (bit slow) decisions vs. high-quality, high-velocity decisions

SERVICE ORIENTED ENTERPRISE »EVERYTHING IS IN A SERVICE«

Everything in the enterprise is in a service.
Everything the enterprise does is a service.
Everything the enterprise delivers is a service – even products are services.
And the enterprise itself is a service.

Everything is in a service.

That's the key idea behind the service-oriented enterprise: a view of the enterprise in which everything is seen in terms of services and their interactions and interdependencies, providing consistency and simplicity everywhere, and creating new space for agility and innovation in the enterprise.

Not: ‚Enterprise as machine'
But: 'Enterprise as living organism'

Please note here that he process of transformation into a service-oriented enterprise is not finished until „everything is in a service", meaning, that there are no activities/tasks, that are not part of a (well-defined) service.

Please also note, that not everything IS a service. Many tasks in an enterprise have to be thought over, and restructured until they find their place within a service.

HOW TO APPLY THE SERVICE ORIENTATION PARADIGM

- Web of Commitments / Service Levels
- Domains & Cohesion
- Decoupling

PROTOTYPING

1. Define your pain-point: what issue do you want to address?
2. Develop real insight and empathy into who is affected, how are they affected, why does it matter and how do they react?
   Don't assume – ask, observe, interview, survey!
3. Develop some rough proposals with a core group. Go cross-functional and ideally cross-hierarchical.
   Keep this group small initially, but prepare to go wider with every iteration
4. Start quickly – don't get bogged down in theorizing, pick a few ideas for solutions and start to create prototypes.
   Good prototypes seek to answers to few, specific questions. Consider the context & define how you will get feedback on those – don't go to broad
5. Facilitate, capture and integrate feedback.
6. Iterate and scale to the next level.

I'm not talking about programming here … this is working on every subject.

PROTOTYPING METHODS

1. Physical models: paper, cardboard, sticks, Lego, - anything to create a physical representation of the idea that can be evolved over time
2. Mock ups: low fidelity, e.g. of digital tools, with simple sketches instead of coding.
3. Storytelling: create personas that tell the story of the issue, the solution or the future. Write it as a news story, job description, research insight. Share is with others as if it was real.
4. Create an advert, website or packaging for the idea, as if it was real. What would you highlight as the best parts?
5. Act out experiences / behaviours via role play: Try out the roles of people in the process and uncover what their questions and motivations might be.
6. Diagrams: Map out the structure, network, journey or process – ideally physically, in a room

LINKS & LITERATURE

LITERATURE SEE RIGHT :-)

RECOMMENDED READINGS (EXCEPT REINVENTING ORGANISATIONS) ARE:

„THE CONCEPT OF UNCOMPROMISING HUMANISM" BY HANS WIDMER (ETH ZÜRICH) - PHILOSOPHY & PHYSICS,

A VERY ESSENTIAL (THOUGH OLD) BOOK IS KARL POPPER'S „OPEN SOCIETY AND ITS ENEMIES" (HTTPS://EN.WIKIPEDIA.ORG/WIKI/THE_OPEN_SOCIETY_AND_ITS_ENEMIES).

FOR BOTH BOOKS YOU HAVE TO PULL YOUR SOCKS UP, IT'S UNLIKE SPRING BOOT, BUT EVEN IN VERSION 1.0 IT REMAINS VALID SINCE HAVING BEEN PUBLISHED! ;-D

HVALA NA PAŽNJI.

https://www.youtube.com/watch?v=eakKfY5aHmY

Let the end of this presentation be a couple of moments of thought.

And enjoy the impressive film by Dylan Winter about murmurations:
https://www.youtube.com/watch?v=eakKfY5aHmY
and let your ego be quiet and try to focus on your … SELF.

Have a nice time and I look forward meeting you again at JavaCro19!!

(All pictures under Creative Commons Zero (CC0) licence by pexels.com, p.38 from my shelf@home).