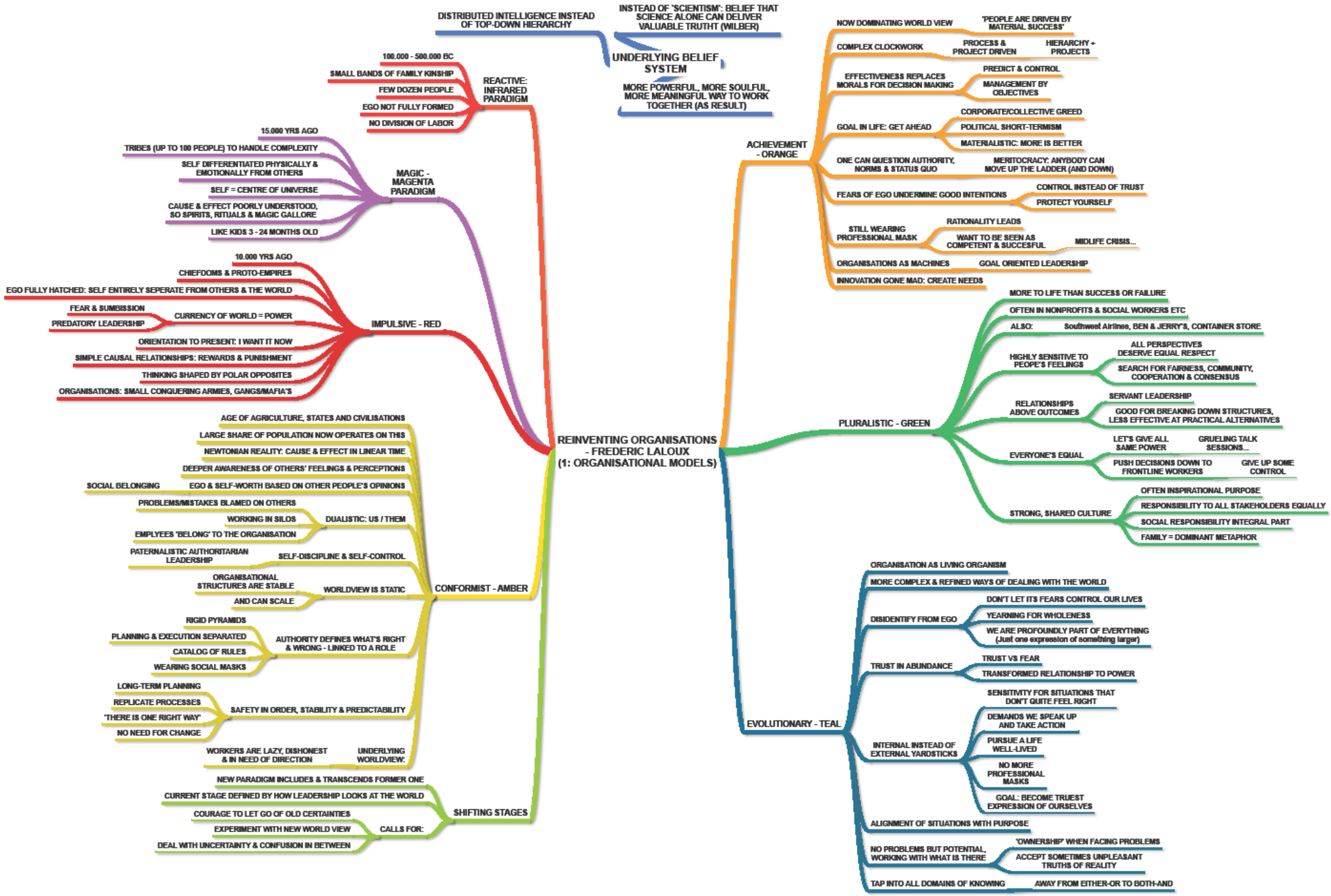
Gəwoon aan də slag

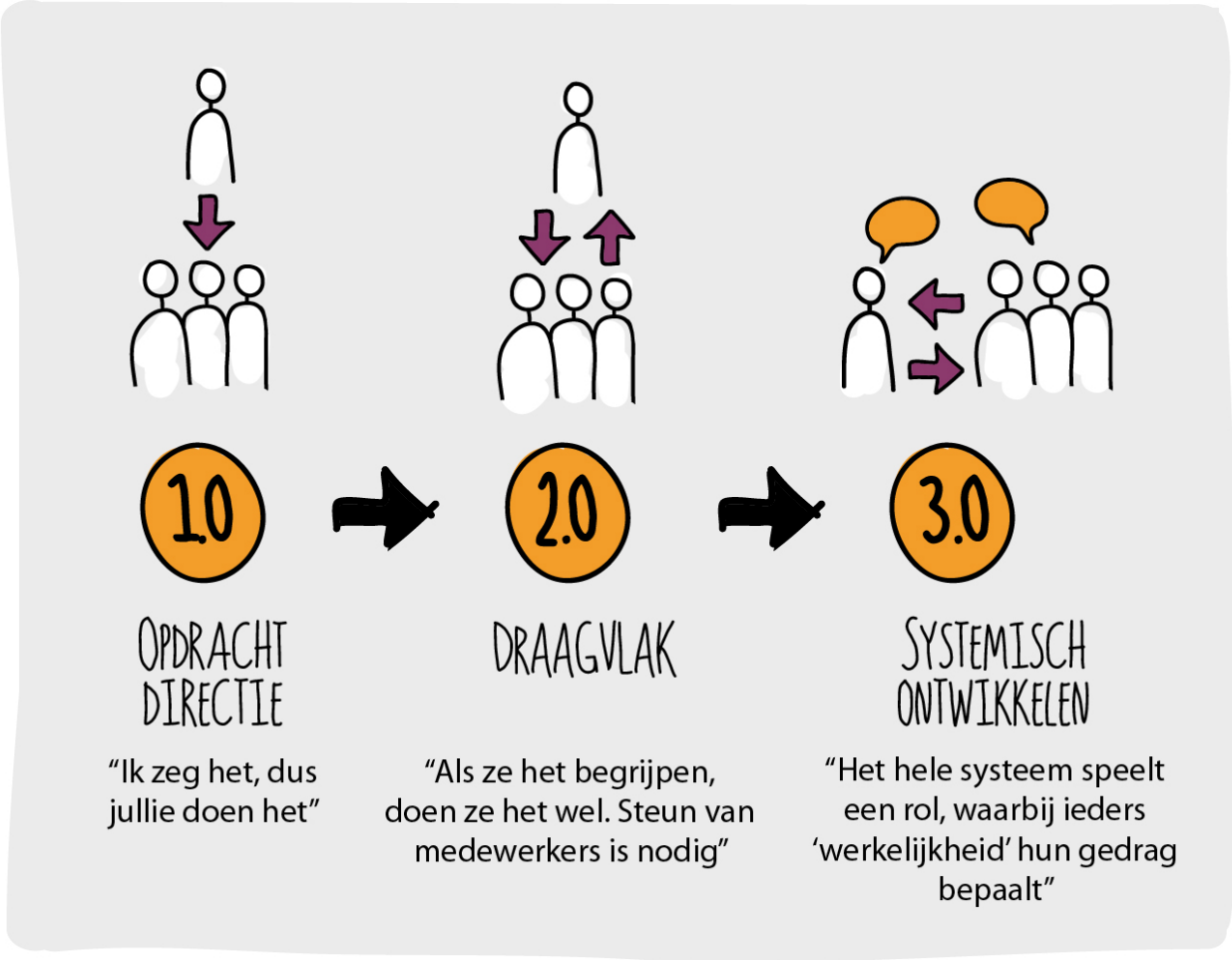
Voor de verandering van binnenuit



REINVENTING ORGANISATIONS - FREDERIC LALOUX (2: STRUCTURES, PRACTICES, CULTURES OF TEAL ORGANISATIONS)

- 3 BREAKTHROUGHS
  - SELF-MANAGEMENT
    - ADVICE PROCESS
      - EVERYONE MUST SEEK ADVICE BEFORE DECISIONS, E.G.:
      - 1. PRESENT PROPOSAL
      - 2. CLARIFYING QUESTIONS
      - 3. REACTION ROUND (NO DISCUSSION/RESPONSE)
      - 4. AMEND & CLARIFY
      - 5. OBJECTION ROUND (reasons why this could harm us?)
      - 6. INTEGRATION
    - EXPLICIT ASSUMPTIONS
      - ALL PEOPLE ARE OF EQUAL HUMAN WORTH
      - PEOPLE ARE ESSENTIALLY GOOD UNTIL PROVEN OTHERWISE
      - THERE IS NO SINGLE WAY TO MANAGE CORPORATE ISSUES WELL
    - NO-SECRET POLICY TO (ALL) DATA
    - CONFLICT RESOLUTION PROCESS, E.G.:
      - 1. TRY TO SORT IT OUT PRIVATELY VIA REQUEST
      - 2. NOMINATE COLLEAGUE THEY BOTH TRUST AS MEDIATOR
      - 3. PANEL OF TOPIC-RELEVANT COLLEAGUES: LISTEN & SHAPE AGREEMENT
      - 4. FOUNDER ADDED TO PANEL
    - PEER BASED EVALUATION & SALARY PROCESS
  - WHOLENESS
    - GROUND RULES FOR SAFE SPACE
      - DEFINE SET OF VALUES, TRANSLATE INTO CONCRETE BEHAVIOURS
    - OFFICE / FACTORY BUILDING IS INVITING WHOLENESS
    - ONBOARDING PROCESS
    - MEETING PRACTICES
  - EVOLUTIONARY PURPOSE
    - SHARE PASSION & STORY: WHY?
    - RECRUIT BASED ON HOW PURPOSE RESONATES WITH THEIR OWN CALLING AND LONGINGS
    - EMPTY CHAIR MEETING PRACTICE
- ORGANISATIONS RESEARCHED
  - AES (Energy sector, 40k people, profit)
  - BSO/ORIGIN (IT consulting, 10k people, profit)
  - BUURTZORG (Healthcare, 7k people, nonprofit)
  - ESBZ (School, 1500 people, nonprofit)
  - FAVI (Metal manufacturing, 500 people, profit)
  - HEILIGENFELD (Healthcare, 600 people, profit)
  - HOLOCRACY (operational model)
  - MORNING STAR (tomatoes, 2400 people, profit)
  - PATAGONIA (Apparel, 1350 people, profit)
  - RHD (Human Services, 4000 people, nonprofit)
  - SOUNDS TRUE (Media, 90people, profit)
  - SUN HYDRAULICS (300 people, profit)
- EVOLUTIONARY PURPOSE
  - GROWTH ONLY GOAL TO MANIFEST PURPOSE ON LARGER SCALE
  - ORG. AS LIVING SYSTEM WITH ITS OWN ENERGY/IDENTITY
  - IF IT'S MEANT TO BE, IT WILL GET BIGGER
  - TALK ABOUT PURPOSE, DON'T WRITE IT DOWN
  - LISTEN IN TO IT, SENSING
    - MEDITATION ETC.
    - OR 'EMPTY CHAIR' TO REPRESENT ORG. & EVOLUTIONARY PURPOSE
    - LEADERS: SURRENDER POWER TO THE GROUP
  - QUESTIONS:
    - TAKE YOURSELF OUT; WHAT IS THE PURPOSE THE ORGANISATION WANTS TO SERVE?
    - WHAT SHAPE DOES IT WANT TO TAKE?
    - AT WHAT PACE DOES IT WANT TO GROW?
    - SINGLE FOUNDER OR SEVERAL CO-FOUNDERS?
  - MARKETING:
    - WHAT WOULD FILL A GENUINE NEED?
    - CHANGE HAPPENS NATURALLY & CONTINOUSLY
- CULTURE
  - TRUST
  - INFORMATION & DECISION MAKING BY ALL
  - RESPONSIBLE & ACCOUNTABLE
  - EQUAL WORTH
  - SAFE & CARING WORKPLACE
  - OVERCOMING SEPERATION
  - LEARNING
  - HEALTHY RELATIONSHIPS & CONFLICT HANDLING
  - COLLECTIVE & INDIVIDUAL PURPOSE
  - FOCUS ON PURPOSE, PROFIT WILL FOLLOW
- STRUCTURES
  - SMALL ORG
    - SINGLE, SELF MANAGING TEAM
  - LARGE ORG WITH SHORT VALUE CHAIN
    - PARALLEL TEAMS/UNITS
  - LARGE ORT WITH LONG VALUE CHAIN
    - WEB OF INDIVIDUAL CONTRACTING
      - INDIVIDUAL COMMITMENTS
    - NESTED TEAMS
      - HIERARCHY OF PURPOSE, COMPLEXITY AND SCOPE
      - CIRCLE AND SUB-CIRCLE ARE BOUND TOGETHER BY A DOUBLE LINK (REPRESENTATIVE UP & DOWN)
- VS. ORANGE
  - STANDARDISED BUILDINGS WITH STATUS MARKERS
  - VALUES OFTEN JUST A PLAQUE ON THE WALL
  - MANY MEETINGS, FEW MEETING PRACTICES
  - MONEY AS EXTRINSIC YARDSTICK
  - TOP DECIDES ON INITIATIVES WITH FINANCIAL CONSEQUENCES
  - JOBS
    - PRESCRIPTIVE JOB DESCRIPTIONS, GIVE STATUS
    - RECRUITMENT BY HR, FOCUS ON FIT WITH JOB DESCRIPTION
    - ONBOARDING = MOSTLY ADMINISTRATIVE
    - TRAINING TRAJECTORIES DESIGNED BY HR, MOSTLY SKILLS & MGT TRAINING
    - PERFORMANCE MGT: OBJECTIVE SNAPSHOT OF PAST PERFORMANCE
    - DISMISSAL: MOSTLY LEGAL & FINANCIAL
- TEAL PRACTICES
  - SELF-DECORATED SPACES, NO STATUS MARKERS
  - CLEAR VALUES & EXPLICIT GROUND RULES OF (UN-)ACCEPTABLE BEHAVIOURS FOR SAFE ENVIRONMENT
  - REFLECTIVE SPACES
    - LIKE QUIET ROOM, MEDITATION, LARGE GROUP REFLECTION, TEAM SUPERVISION & PEER COACHING (INTERVISIE)
  - STORYTELLING PRACTICES
  - SPECIFIC MEETING STRUCTURES TO KEEP EGO IN CHECK & ENSURE EVERYONE'S HEARD
    - CHECK-INS/CHECK-OUTS
    - E.G. MINUTE OF SILENCE, JOKE, READING ETC.
  - INTEGRITY AS INTRINSIC YARDSTICK: WHAT IS THE RIGHT THING TO DO?
  - DISTRIBUTED INITIATIVE TAKING
  - SELF-MANAGEMENT
    - DECIDING ON EVERYTHING THEMSELVES (via strict processes)
    - NO SALES TARGETS ETC. FROM OUTSIDE
    - MINIMUM PLANS & BUDGETS, ORGANIC PRIORITISATION
    - REVERSED DELEGATION: DIY UNLESS THEY PUSH IT UPWARDS
    - EMPHASIS ON PURPOSE OF ORG, NOT ORG. ITSELF
    - WITH SPECIFIC SUPPORT (TRAINING, COACHING, TOOLS)
    - WITH UNWRITTEN PRINCIPLES & GROUND RULES
    - BASIS OF TRUST
    - HARDEST FOR MANAGEMENT
  - JOBS
    - NO JOB TITLES, JUST ROLES TO SELF-SHAPE
    - NOT = EVERYONE'S EQUAL
    - SALARY IS SELF-SET & PEER-BASED
    - RECRUITMENT/INTERVIEWS BY FUTURE COLLEAGUES, FIT WITH ORGANISATIONAL PURPOSE = 1
    - EX. FAVI, END OF ORIENTATION: WRITE OPEN LETTER TO COLLEAGUES
    - SIGNIFICANT TRAINING ONCE ON BOARD IN RELATIONAL SKILLS & COMPANY CULTURE
    - ROTATION PROGRAMMES TO IMMERSE IN ORGANISATION
    - PERSONAL RESPONSIBILITY FOR FURTHER TRAINING
    - PERFORMANCE MGT: PERSONAL INQUIRY INTO LEARNING JOURNEY & CALLING
      - PLUS FEEDBACK FROM COLLEAGUES
    - DISMISSAL: CARING SUPPORT TO TURN IT INTO LEARNING OPPORTUNITY
    - BARE MINIMUM STAFF FUNCTIONS
  - P&C
    - REPLACED BY SENSING & RESPONDING
    - WORKABLE SOLUTIONS, FAST ITERATIONS
    - LEARN TO WORK WITH REALITY AS IT UNFOLDS
- NECESSARY CONDITIONS
  - 1. TOP LEADERSHIP MUST GET IT & WANT IT
    - CEO BOTH LESS & MORE IMPORTANT!
    - CREATE & MAINTAIN A SPACE FOR TEAL
      - ROLE MODELLING TEAL'S 3 BREAKTHROUGHS
      - FOCUS ON CONTEXT & RELATIONSHIP, MORE THAN ACTIVITY
    - FURTHER: BE A COLLEAGUE LIKE ANY OTHER
  - 2. OWNERS/BOARD MUST GET IT & WANT IT
  - ALSO EMBRACE STRUCTURES, PRACTICES & CULTURES
    - PUT IN CONSIDERABLE EFFORT OVER TIME
- TRANSFORM EXISTING ORGANISATIONS INTO TEAL
  - CHECK NECESSARY CONDITIONS
    - LISTEN TO WHAT BEST SUITS ORGANISATION'S NEEDS
  - START WITH ONE OF 3 BREAKTHROUGHTS
    - DEVELOPING PSYCHOLOGICAL OWNERSHIP IS A PROCESS
      - OLD PATTERNS SHOW UP
      - TAKES TIME TO CHANGE
      - THINK ABOUT JOURNEY TO ESTABLISH THIS
      - THEY NEED TO TRUST THE LEADER
      - DEVELOP NEW STRUCTURE TOGETHER
    - GRADUAL INTRODUCTION OF WHOLENESS PRACTICES
      - OR WITH WHOLE ORG. (SEE PROCESS P 278 E.V.)
    - INTRODUCE PRACTICES RELATED TO EVOLUTIONARY PURPOSE
  - THREE APPROACHES
    - CREATIVE CHAOS
    - BOTTOM-UP REDESIGN
    - PRE-EXISTING TEMPLATE (SWITCH DAY)

VERANDEREN 3.0



Gewoon aan de slag

Voor de verandering van binnenuit

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