

Next Generation Organizations

- 11 beliefs from people who work in evolutionary enterprises -

The most exciting breakthroughs of the 21st century will not occur because of technology but because of an expanding concept of what it means to be human.

- John Naisbitt, Futurologist -

Inspired by Frederic Laloux's marvelous book "Reinventing Organizations"

1 HUMANS REACH THE NEXT LEVEL OF DEVELOPMENT: Free individuals make new ways of working possible

What's important to us as free individuals: self-realization (not to be confused with egoism), honesty, authenticity, personal development, self-esteem, wholeness, openness, tolerance, lifelong learning, cooperation, liberation from constraints, no power struggles, finding the diversity of life.

2

Overcoming the separation of full personhood and being at work



Rationality



Intuition



Body



Soul



Emotionality

Traditional enterprises assess rationality and relevant skills required for a specific job as the only resources an individual contributes. In contrast, individuals in evolutionary organizations contribute all five of the aspects above. We can be ourselves, increase our well-being, come closer to things which are important to us and therefore choose from a great variety of resources when fulfilling our roles.

3 A worldview of working people which is based on trust

The basic assumption is, that we working people are good people, who act self-responsibly in line with the purpose of our organization. We are fully aware of the impact of our work and know why we do it. We are motivated to deliver strong performance and can take decisions related to our roles. There is no need for others control us. We steer the assessment of the quality of our work.

4 Power for EVERYONE

There is no concentration of power in the hands of a few. Power is distributed to everyone. Formal hierarchies are replaced by informal ones. Through know how, social competence and solid performance we deserve mutual respect. Hierarchy is naturally built and not ruled by domination.

5

SELF-MANAGEMENT instead of being managed



We lead us ourselves and take full responsibility for our actions and for developing relationships with others. The purpose of our organization, our culture, achieved outcomes and our reputation trigger our actions. We experience psychological ownership of our organization which is part of our identity. That's why we are intrinsically motivated.

6

Harmony of individual purpose with the one of the organization

Our organization has a purpose and an answer to the question why it exists and the world needs it. All corporate activity is driven by this purpose. Our individual purpose is in line with the one of our organization.

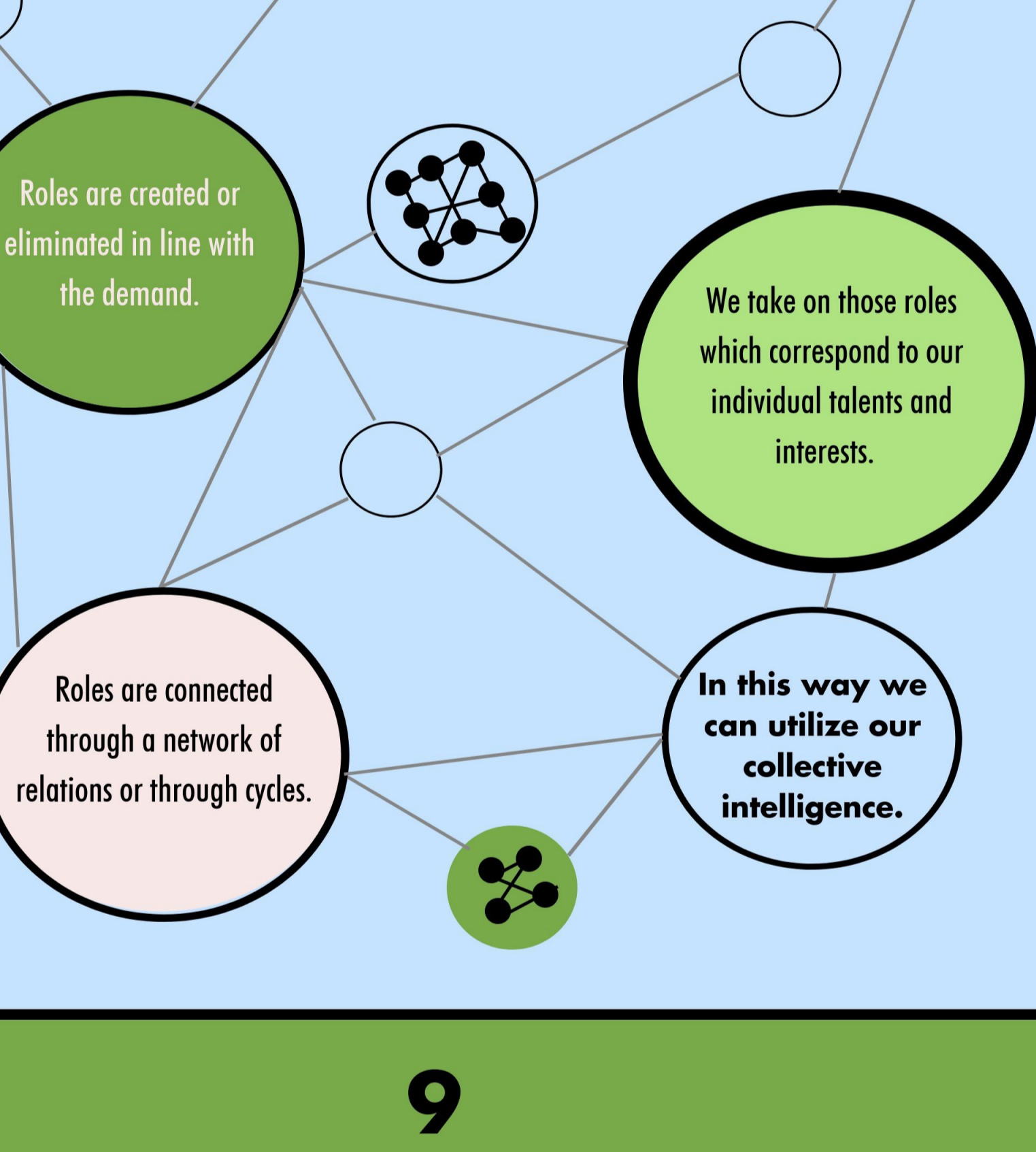
(also see "Purpose - 9 Elements of Purpose-Driven Organizations")

7 The working place is a place of psychological safety

We are mindful, caring and speak the language of the heart. In our organization there is no psychological pressure or deliberate scare-mongering. Mistakes or poor performance won't be condemned, but utilized as a source for learning.



8 Flexible roles in a network instead of static positions in a fixed hierarchy



9 Traditional management practice is redundant

- ~~Management Levels~~ (we control and manage us ourselves)
- ~~Extensive Budget Cycles and Processes~~ (budgets are not used for control, they are basis for decision making; there is no financial target setting)
- ~~Cultural Programs~~ (culture evolves by itself from the inside of the organization)
- ~~Change Management~~ (constant change is already anchored in the evolutionary system)
- ~~Controlling Department~~ (control is an illusion; we ourselves benchmark our performance with others)
- ~~Strategic Planning~~ (the purpose of our organization and a sense for customer needs give us orientation; strategy evolves organically through collective intelligence)

10

SUCCESS = Meeting the needs of customers, employees and other stakeholders according to the organization's purpose

Success is not defined by profit maximization, gaining market shares or status. Success is the full satisfaction of stakeholder needs. So, success is not only tangible, but also intangible, ecological and social.

11

The organization is a living, energetic system

- We use feedback for learning on individual, team and organizational level.
- Our purpose inspires in a way that we want to be effective and flexible.
- We do not only perform well to serve the purpose, we are also keen to meet high demands on ourself.
- We only have as much structure as needed to establish a minimum of order, which then can be adapted rapidly when demands are changing.
- Talent and roles match as much as possible, which enables us to be creative and further motivates us.
- We save energy, because we do not need to please a supervisor and do not need to fight political battles.
- We view 'tensions' as sources of energy, which we use to further develop us and our organization.

In times of turbulence the biggest danger is to act with yesterday's logic.

- Peter Drucker, Management Consultant, Educator & Author -

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