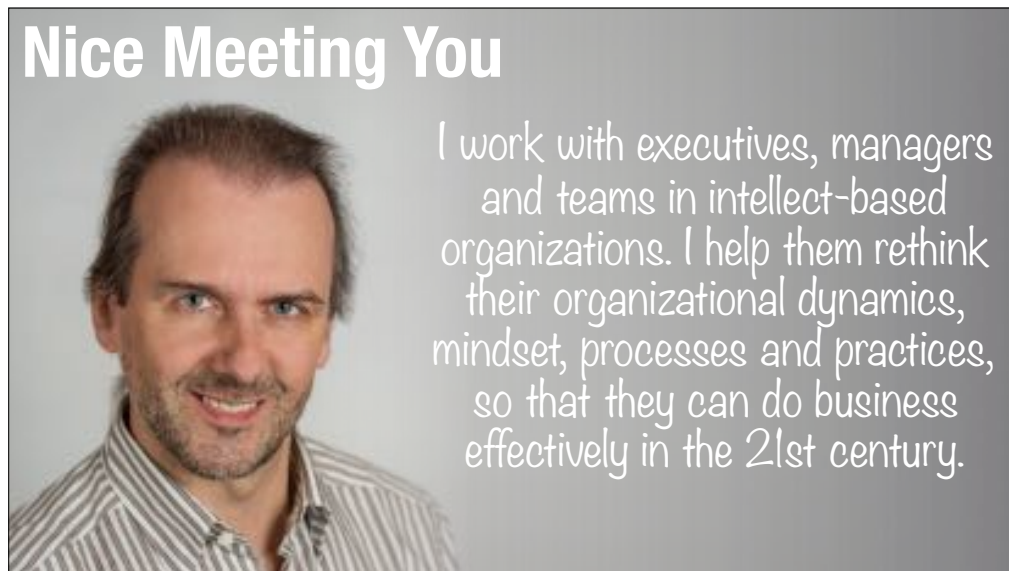




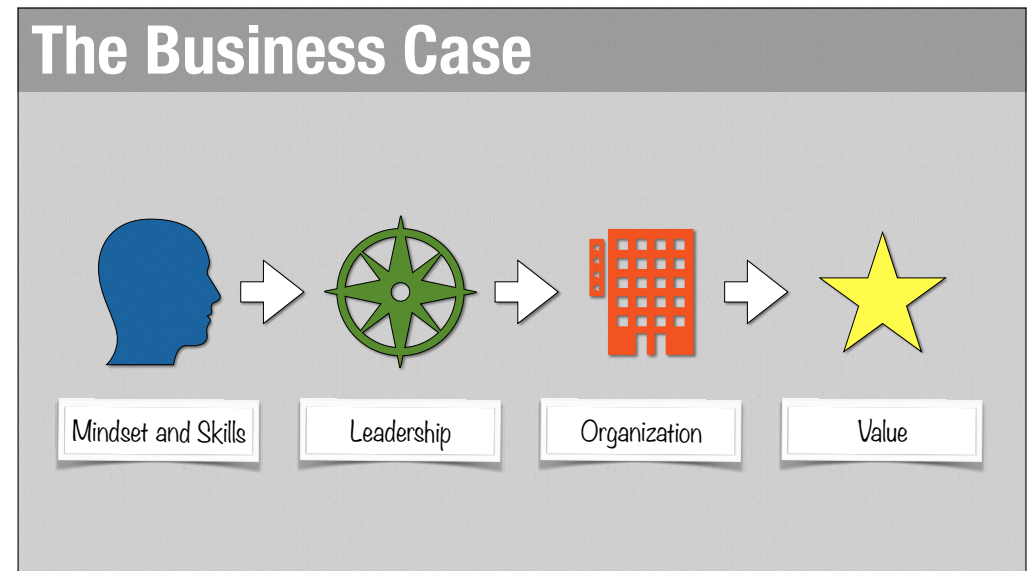
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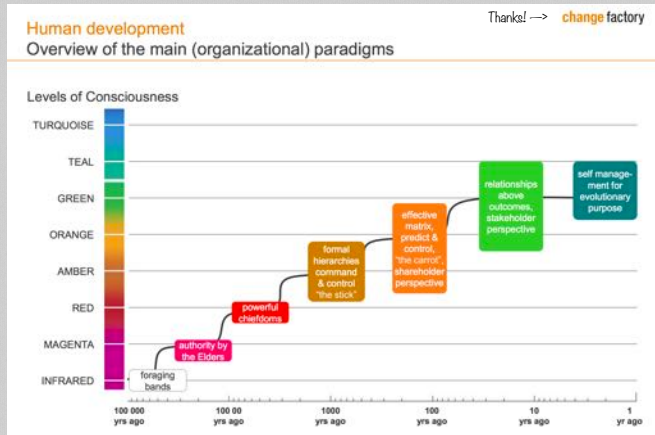
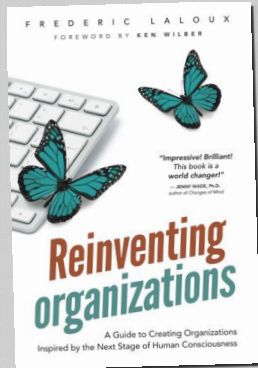


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Evolutionary Organizational Development



5

Before We Continue...



I WILL oversimplify some points.

"All models are wrong and some are useful." (it's up to you applying a model wisely)

6

Red Organizations

Pack of wolves — impulsive, fear is the glue.

Examples:

- Street Gangs
- Tribal Militia

Key Breakthroughs:

- Command and Authority
- Division of Labor



7

Amber Organizations

Army — highly formal roles, stability, repetition of the past, "the stick".

Examples:

- Most churches
- Public school systems
- Most govt. agencies

Key Breakthroughs:

- Hierarchies
- Processes



8

Orange Organizations

Machine — competition, profit, management by objectives, “the carrot”.

Examples:

- Multinational companies
- Charter Schools

Key Breakthroughs:

- Innovation
- Accountability
- Meritocracy



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Green Organizations

Family — relationships drill hierarchy, motivation from empowerment, values.

Examples:

- Strong Culture-driven organizations

Key Breakthroughs:

- Empowerment
- Values-driven Culture
- Multiple Stakeholders Model



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A Few Comments

- No organization is mono-color
- Each stage is well adapted to certain contexts, none is inherently good or bad
- Every paradigm includes and transcends the previous

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Teal Organizations

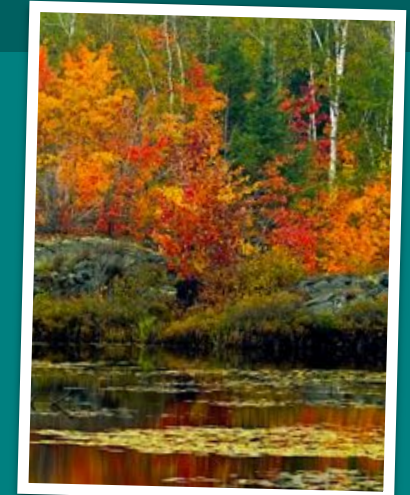
Living system?

Key Breakthroughs:

- Self-management
- Wholeness
- Evolutionary Purpose

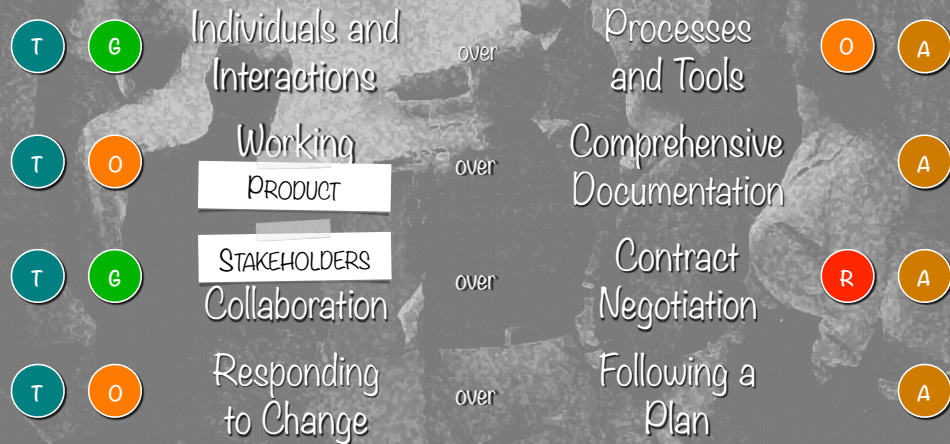
Characteristics:

- Loosening of own ego
- Decision-making based on inner (moral) compass



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What Color is Agile, Mainly?



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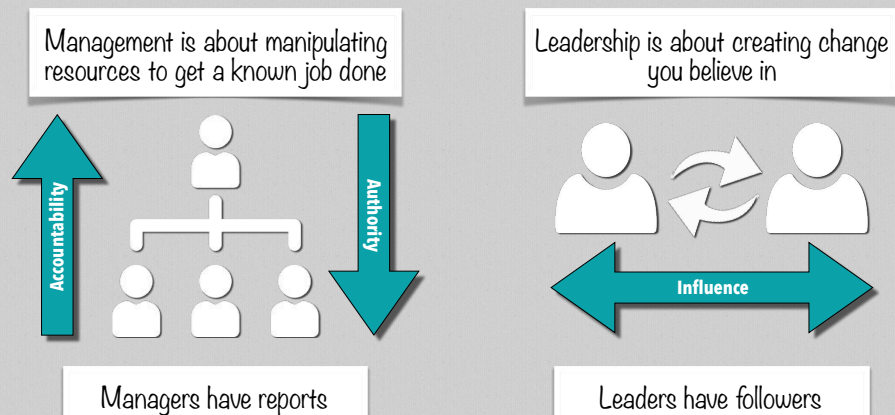
Consciousness and Leadership

"What determines which stage an organization operates from? It is the stage through which its leadership tends to look at the world. [...] an organization cannot evolve beyond its leadership's stage of development."

-- from "Reinventing Organizations"

14

Management and Leadership



Quotes from "Tribes" by Seth Godin

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Forces for Organizational Change

Management and Leadership forces don't necessarily coincide with the same person

Management

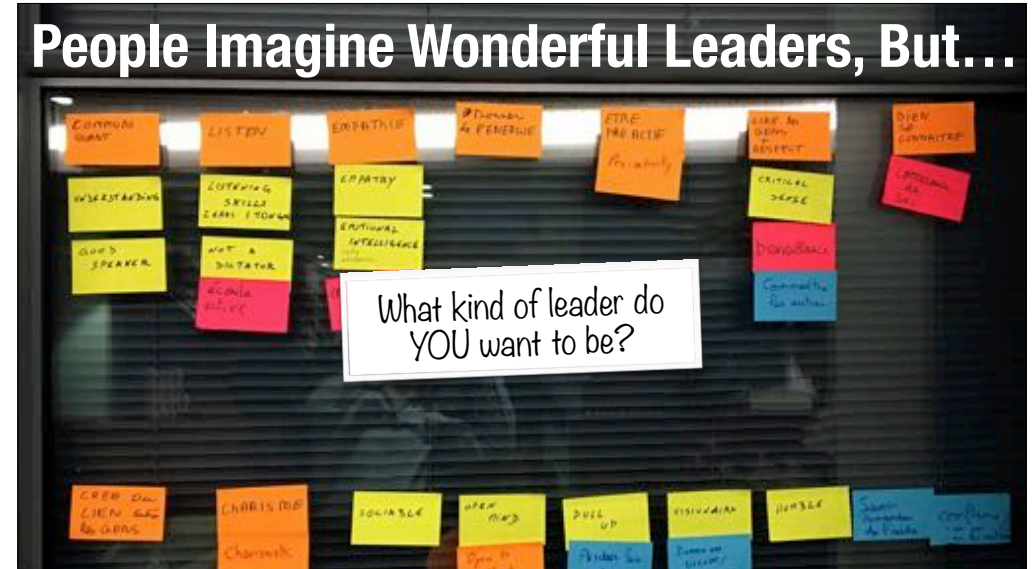
Leadership

Need to be aligned, though

16



17



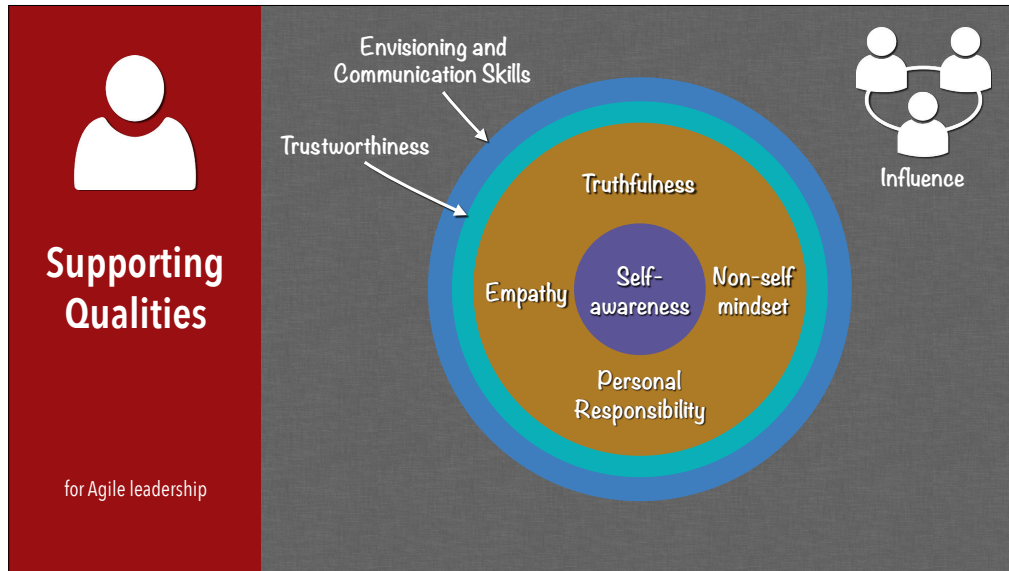
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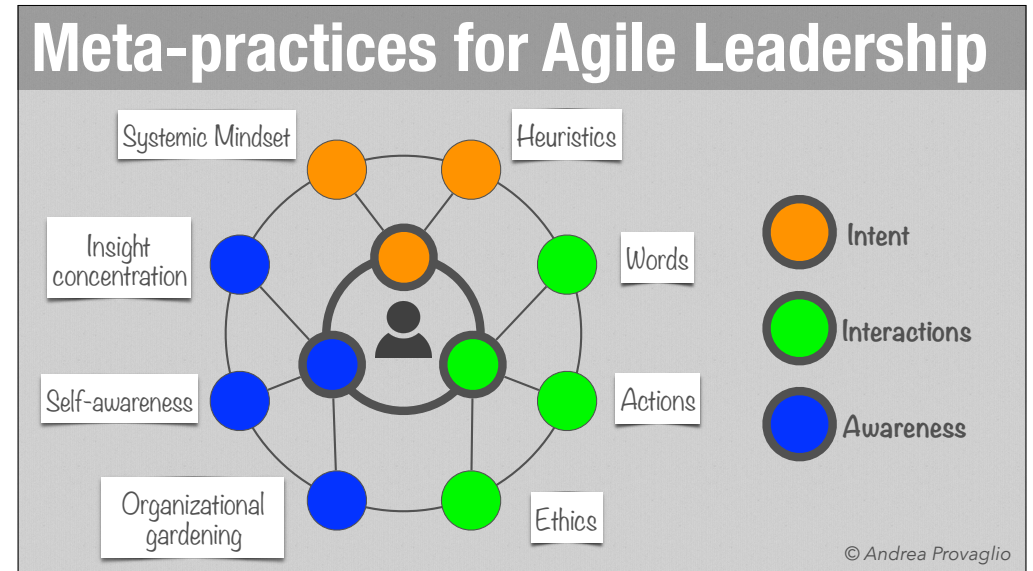
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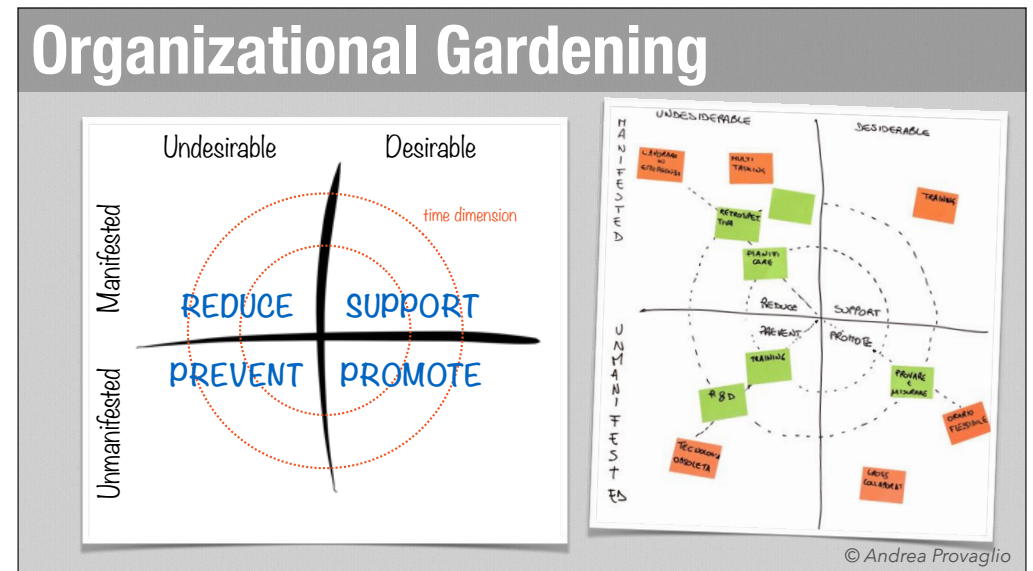
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Let's Wrap It Up

In agility, continuous and synergistic acts of leadership outweigh the occasional top-down decisions

Leadership is not a position.
Everyone leads, everyone follows.

To enable agility in all organizational domains, develop key essential qualities of the individuals — the nervous system of an organization that **manifests** agility

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Please

Remember to
rate this session

Thank you!



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courtesy
URLs!



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