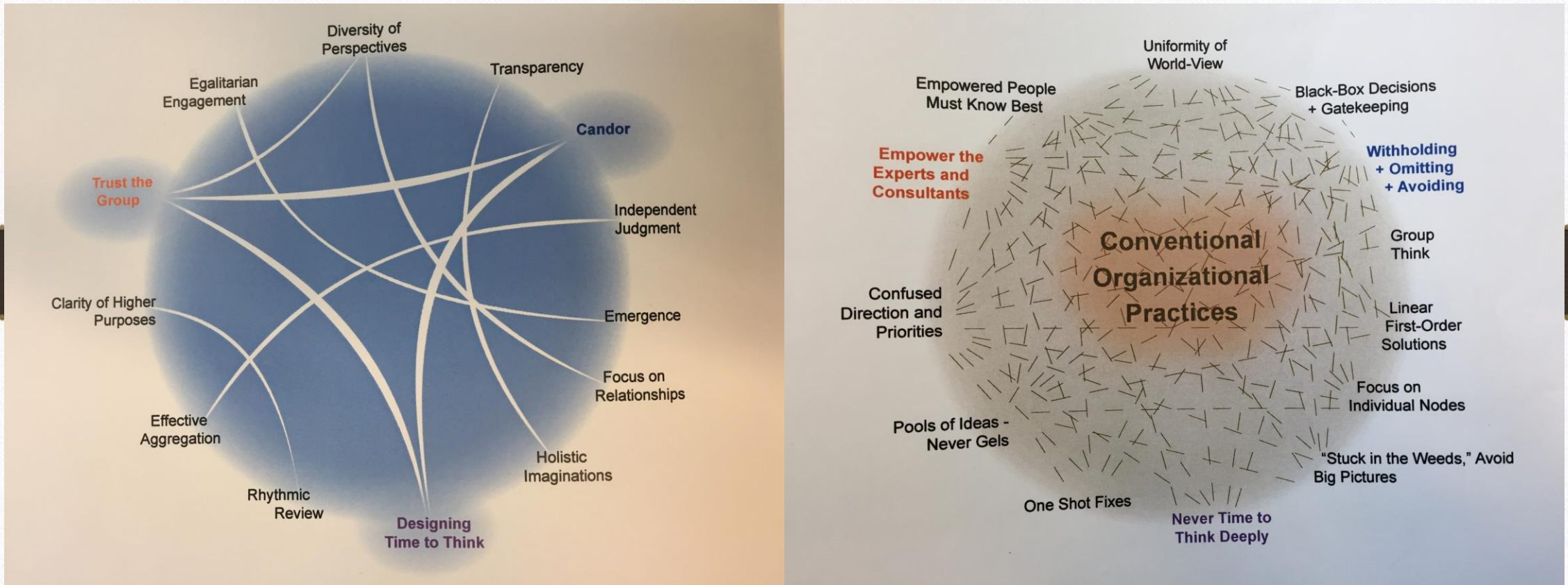


The Reinvention of Organizations

Objectives

- Introduction to systemic principles
- Collective intelligence – what's that? How do I do it?
 - Digital
 - Face-to-face
- Collaborative leadership through empowered individuals (*a desired outcome given 65% of the workforce is disengaged/ 30% loss in revenue*)

Each system of principles are mutually reinforcing. What differences do you see?



<http://www.futureinsightmaps.com/>

Complexity

How do you know a situation is complex?

- Many variables
- Always changing
- Uncertain of causation
- Create possible solutions that move the situation forward (ie. complex problems and never solved)

Sense Making Framework

- **Chaotic** – uncertain of causation among variables and out of your control
- **Complicated** – key variables are known/bring in expert to provide knowledge and migrate issue to a Routine issue
- **Routine** – variables known, correct process, solve the problem
- **Complex** – many variables and the relationship of them always changing/continuously improve the situation
 - Can you name a complex situation in your family? In your work?

Need to self-correct quickly

- The system must be able to do this in matters of complexity
- Does our system have the ability to self-correct quickly? 3 things are needed:
 - A shared understanding of what's healthy (fiscally, morally etc.)
 - Information (transparency)
 - A forum for conversation
- Self-managing natural hierarchies allow for quick course correction

Leader/Follower



Leading/Supporting

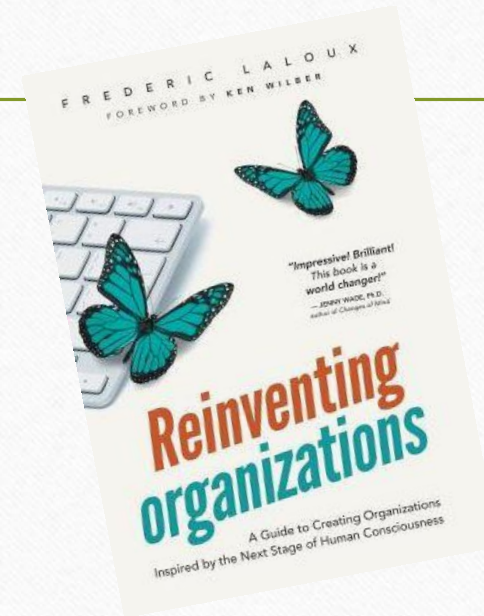


Pair or small group share:

- What does the leader/follower structure provide?
- Where does the Leading/Following model have benefit?

Organizations -stages of human consciousness

- 5 Stages
 - Impulsive – Wolf pack (street gang)
 - Conformist – Army (most government agencies)
 - Achievement – Machine (multinational companies)
 - Pluralistic – Family (Southwest)
 - Evolutionary – Living organism (Patagonia)
- Laloux suggests “No stage is better or worse – the question is whether that level of development is a good fit for the task at hand.”



Individuals driving change?

- Highest level practices are the simpler and more intuitive
 - Most of us long to work in natural hierarchies
 - Long for communities where we can bring our whole self
 - Long for a purpose that gives guidance and meaning
 - When there is an evolutionary purpose competition is viewed differently (ie. secure the resources for our children's education)

A Blending vs. Levels of Development?

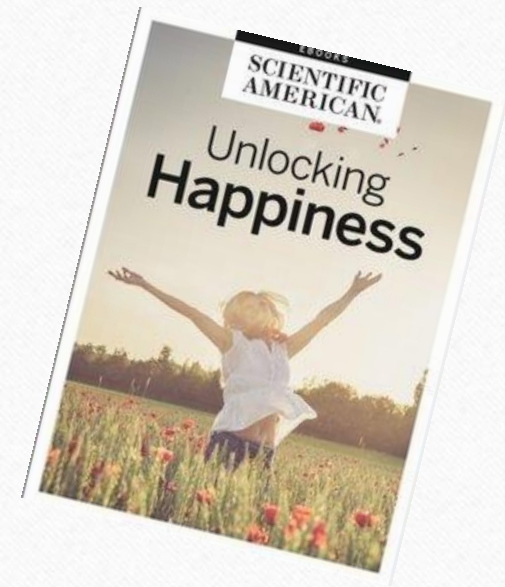
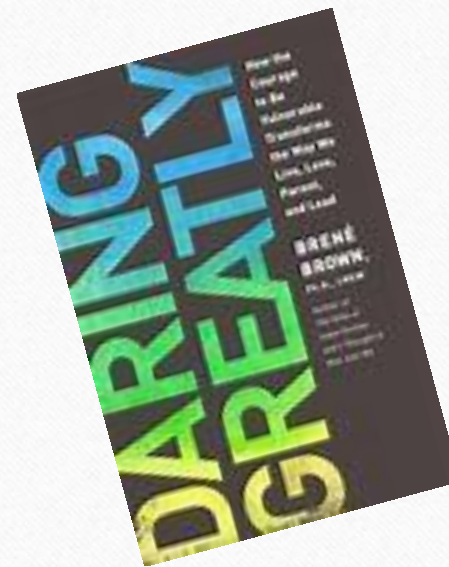
- Many levels may exist in an organization.
- Highest level characterized by:
 - Wholeness
 - Self-management
 - Evolutionary purpose

Wholeness

- Quiet room – (Microsoft mindfulness program)
- Institute of HeartMath (intelligent energy management; intuition work)
- Use of coaching sessions for every employee who struggles with an issue (EAP programs)
- Two to four times a year work team gathering with external coach to work through upsets of tensions

Wholeness

- Brene Brown – courage to be vulnerable
- Scientific American!
- World Happiness Report
- The benefit of measuring work joy



Self-Management

- Motivation/Performance Management
 - Psychological ownership – intrinsic motivation
 - When people can't express their talents, something in them dies a little
- Holacracy (Zappos)
 - Well maybe? Are we ready?

Collective intelligence/Crowdsourcing

- Efficient way to collect a large amount of ideas/thoughts from a large amount of individuals
- Allows for multiple perspectives to inform an issue
- Can break through hierarchy; boss and employees can engage together in process anonymously
- Expands to **all** stakeholders

Modalities

- Face to face
 - Speed Stating
 - Conversation Mapping
- Digital
 - WindTunneling

Beneficial to blend electronic with face to face interaction.



Navigating Complexity Together

All of us see more than any one of us.

We share collective intelligence

- Exploratory
- No Wrong Answers
- Transformative
- Unexpected Learning
- Transparent yet Anonymous
- Every Voice is Heard
 - Meeting Uncertainty Head-on

We enter an exhilarating process

IMAGINATION • COLLABORATION • DISCIPLINE

We develop insightful maps of the future

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One or more patents cover the features and services associated with this software including without limitation: US Patent Application Serial Number 61/246,504; and all continuation patent, continuation-in part patents, and

Leading Change, Managing Complexity

- Kick-start changes with open invitations rather than a few people you trust w
- Embrace self-management
 - people at the bottom of pyramid will embrace if there is enough psychological ownership
- Most companies have many more ideas and projects than they have resources – less pressure on middle managers means more creative work time

Resources

- Reinventing Organizations Frederic Laloux
- Future Insight Maps, Jane Lorand CEO JaneLorand@gmail.com (707) 322-5111
- WindTunneling (principled Software)
- Team of Teams General Stanley McChrystal
- Margaret Heffernan, Leadership Ted Talks Simon Sinek, Millennial Ted Talks
- Waters Foundation <http://watersfoundation.org/>
- Kedge Futures <http://kedgefutures.com/>
- Conversation Mapping YouTube