Bringing Humanity to Work

New ways of working and managing
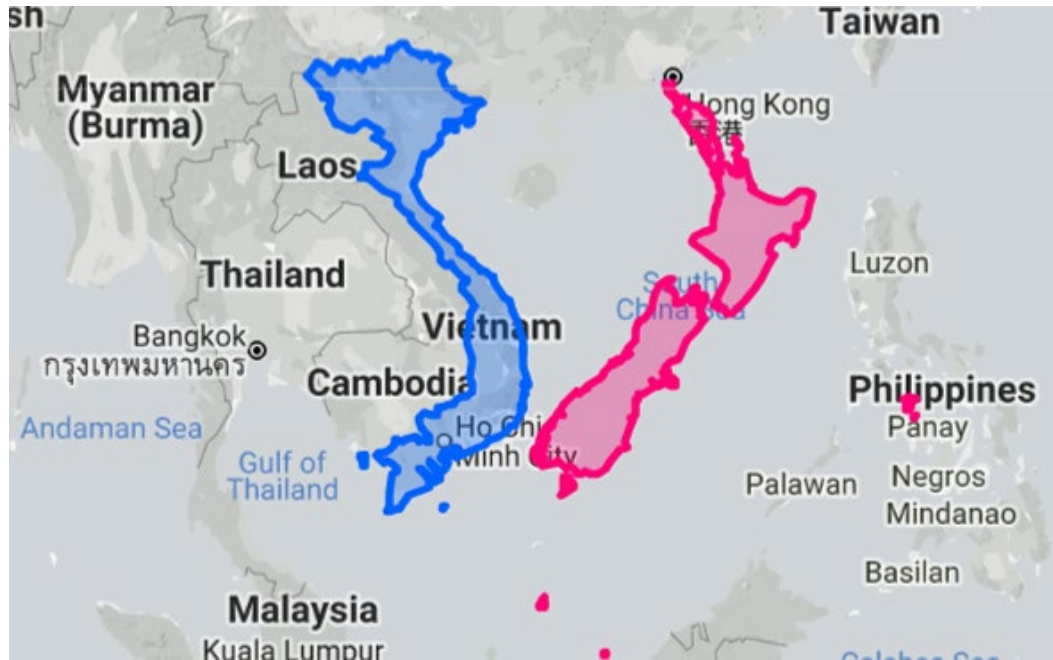
v2

Our challenge

- The world is in constant change, there is no stable condition any more

- The pace of change is increasing thanks to science+technology:
  - Digital, biological, and materials innovations

- What got you here won't get you there
  - Conventional ways of working and managing don't succeed any more

- We need new ways, which bring us speed, agility, and efficiency

New ways: human systems agility

There are three key themes to the new ways of working:

- **Human**: people, humanity, wholeness, culture, sharing, empathy, diversity, inclusiveness, egality, trust, integrity, authenticity, open, transparency, learning, mastery, pride, empowerment, freedom, authorisation, servant manager, safety, wellbeing, health. [states]

- **Systems**: customer, value, flow, feedback, quality, lean, streams, iteration, networks, complexity, chaos, antifragile, shift left, teams, organisation, collaboration, ritual, sharing, resilience, human error, holistic, data, science. [artefacts]

- **Agility**: ambiguous, uncertain, iterate, increment, experiment, explore, observe, adjust, fluid, improve, curious, embrace failure, fail fast, small, granular, simplify, flexible, pragmatic. [actions/adjectives]

Values over value

- "Shareholder value" is a failed idea.

- We must work to customer values.

- And our own values: a higher purpose.

- The unity of truth, goodness and beauty.
  - Science, ethics, and aesthetics

Human

Colours of organisations

"Teal"

Evolutionary
Wholeness
Antifragile
Distributed
Higher purpose

Pluralistic
Culture
Delight
Balance
Values

Achievement
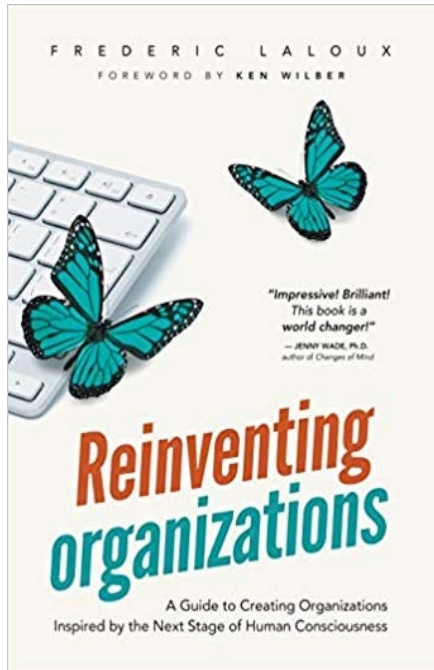Competition
Accountability
Innovation
Profit

Conformist
Hierarchy
Stability
Structure
Process

Impulsive
Power
Fear
Division

Magic

Reactive

FREDERIC LALOUX
FOREWORD BY KEN WILBER

"Impressive! Brilliant!
This book is a
world changer!"
— JENNY WADE, Ph.D.
author of Changes of Mind

Reinventing
organizations

A Guide to Creating Organizations
Inspired by the Next Stage of Human Consciousness

Teal culture

- **Self-organising**. People work best in small autonomous teams with no one "in charge". Work flows to the teams and people flow to the work. Staff have skills rather than roles. The organisational system works on peer relationships not hierarchies.

- **Wholeness**. being true to ourselves, bringing our whole self to work (Maslow's "self-actualisation"). We restore the unity between truth, goodness, and beauty.

- **Emergent purpose**. The organisation is organic, it grows. We are driven by a purpose and direction that emerges from the organisation.

Triune: The Lizard Brain
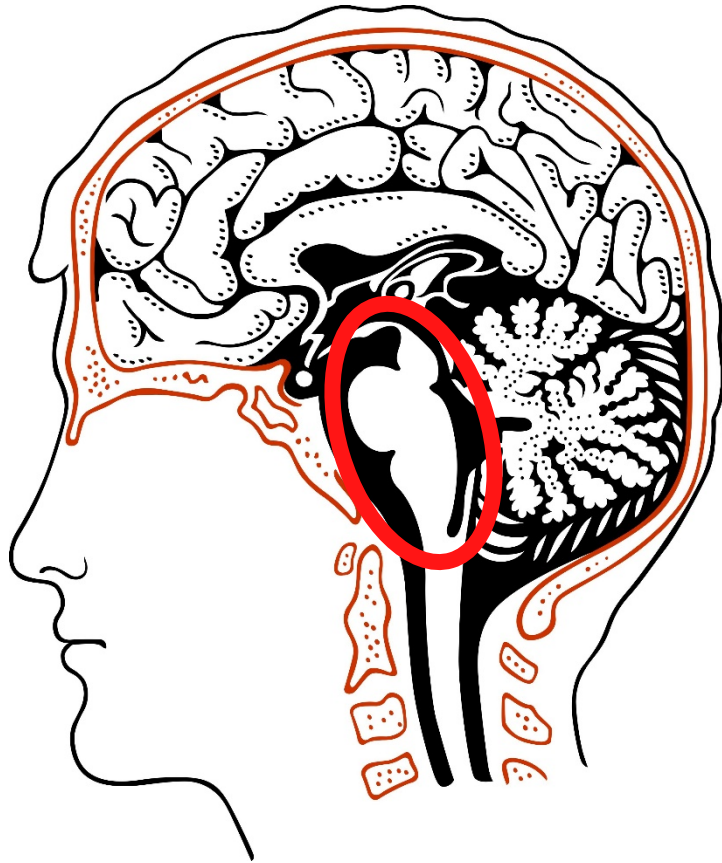
- Talk
- Break bread
- Feel safe

"this hypothesis is no longer espoused by the majority of comparative neuroscientists in the post-2000 era"

People need

- A sense of physical place where they belong.

- A tribe they belong to, camaraderie.

- A squad they work with, small enough to form a team.

- Emotional connection with people around them.

- A feeling of safety and security.

- A sense of control in their own lives, empowerment.

- A sense of fulfilment and value.

Reflections

Reflections

Exercise: A personal action plan

1. What's the most exciting idea in this presentation?
2. What will you do first, right away, in response to what you have heard?
3. What is one thing you will do for or share with somebody else as soon as possible?
4. What will you share with your boss?
5. What will you learn next? Aim to be done in 90 days.
6. How do these ideas impact your career? How will you adjust where you are headed?
7. What is your next move at work to take advantage of these new ways?

What to learn next

- ❏ Agile theory, Agile at scale, "enterprise" Agile
- ❏ Design thinking
- ❏ Service management
- ❏ Product management
- ❏ Lean theory (and Theory of Constraints)
- ❏ Safety culture, human error
- ❏ Complex systems theory, antifragile, resilience
- ❏ Organisational structure and behaviours
- ❏ Organisational change, culture change
- ❏ Communications, marketing, celebration
- ❏ Leadership: servant, transformational, open
- ❏ Work psychology, resilience, flourishing
- ❏ Wholeness, Integral theory, humanistics, ethics

What your organisation can do next

- Experiment programme
- Drilldown workshops, e.g.
  - Flow, mapping and improvement
  - Managing demand
  - Continual improvement machine
  - Wellbeing and flourishing
  - Governance, controls, ceremony, red tape
  - Agile teams
- Hacks
- Pilots
- Programmes

Have fun

- Life is not a dress rehearsal.

- Make your work better every day.

- Pay attention to self-actualisation and fulfilment.

- Do it. We did.

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