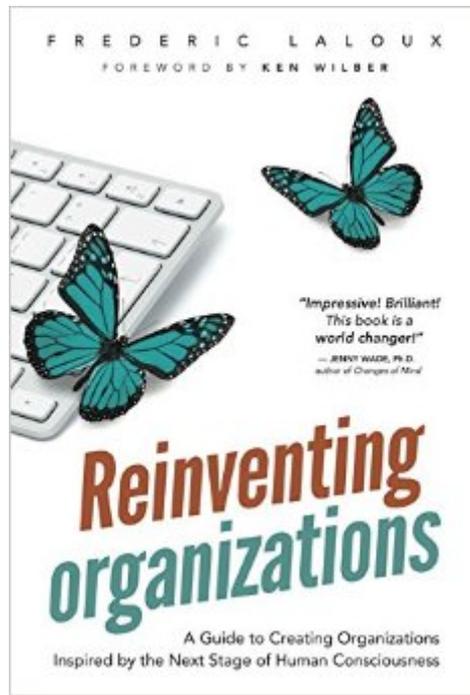


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# Reinventing Organizations



## Synopsis

The way we manage organizations seems increasingly out of date. Survey after survey shows that a majority of employees feel disengaged from their companies. The epidemic of organizational disillusionment goes way beyond Corporate America-teachers, doctors, and nurses are leaving their professions in record numbers because the way we run schools and hospitals kills their vocation. Government agencies and nonprofits have a noble purpose, but working for these entities often feels soulless and lifeless just the same. All these organizations suffer from power games played at the top and powerlessness at lower levels, from infighting and bureaucracy, from endless meetings and a seemingly never-ending succession of change and cost-cutting programs. Deep inside, we long for soulful workplaces, for authenticity, community, passion, and purpose. The solution, according to many progressive scholars, lies with more enlightened management. But reality shows that this is not enough. In most cases, the system beats the individual-when managers or leaders go through an inner transformation, they end up leaving their organizations because they no longer feel like putting up with a place that is inhospitable to the deeper longings of their soul. We need more enlightened leaders, but we need something more: enlightened organizational structures and practices. But is there even such a thing? Can we conceive of enlightened organizations? In this groundbreaking book, the author shows that every time humanity has shifted to a new stage of consciousness in the past, it has invented a whole new way to structure and run organizations, each time bringing extraordinary breakthroughs in collaboration. A new shift in consciousness is currently underway. Could it help us invent a radically more soulful and purposeful way to run our businesses and nonprofits, schools and hospitals? The pioneering organizations researched for this book have already "cracked the code." Their founders have fundamentally questioned every aspect of management and have come up with entirely new organizational methods. Even though they operate in very different industries and geographies and did not know of each other's experiments, the structures and practices they have developed are remarkably similar. It's hard not to get excited about this finding: a new organizational model seems to be emerging, and it promises a soulful revolution in the workplace. "Reinventing Organizations" describes in practical detail how organizations large and small can operate in this new paradigm. Leaders, founders, coaches, and consultants will find this work a joyful handbook, full of insights, examples, and inspiring stories.

## Book Information

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## Customer Reviews

A debate rages today as to whether the great organizations of our time can move forward and become networks and so more human. Vast consulting resources and new technology platforms are being devoted to this goal. Laloux, ex McKinsey, challenges those who wish to apply a mechanistic process to this kind of change. He also challenges those who think a bottom up approach will work. He systematically builds the case that, just as individuals progress through a series of values shifts through life: an infant is attached to their mother - a two year old is breaking free - teens are different from children - people in the 30's different from teens - 40 year olds are different - 75 years olds are different, that the larger human culture moves along a development track as well. The 7 ages of man works also for mankind. He identifies the attributes of these shifts in detail - from a kind of gang leader in a foundation culture like Russia and so President Putin - where personal loyalty is everything - and the typical corporate culture where ROI and metrics are everything and several other stages both in between and after. He makes no value judgement - a kid is a kid and has to be that. But he is clear. There is a trajectory of stages that gets more complex. He gives each stage a colour to help us identify them. The crux of his book is a focus on what we are experiencing today. All the cultural steps until now have been part of a progression but the one that confronts us now - and why it is so hard to cope with - is a bifurcation. This is a shift in world view from an external bias - to an internal bias where we are not only motivated by internal things but also see ourselves as being part of everything. This new worldview has NO SEPARATION. He gives this the colour of Teal.

Unfortunately, this is a deeply problematic and flawed book. The book is littered with instances where it contradicts itself, its contradictory stance on leadership being just one case. Take the

metaphors used to describe each stage of consciousness – Red, with the example of the Mafia as Red organization, is the wolf pack and Green, with the example of Ben & Jerry's is the family. It behooves me to point out that the Mafia is an organizational structure with family at its core and that wolf-packs are examples of a self-organizing living system, that are valorized in the book. While these problems are tedious in extreme, they are distractions from three more profound problems with the book, these are the problems of science, context and ethnocentricity. The behaviours of Teal Organizations and Teal-Evolutionary consciousness are normalized as being rooted in science through the presentation of 100,000 years of organizational history and the use of an evolutionary framing. There is unfortunately no scientific basis for the arguments made in this book. No, not even a little. If we were to turn to a field of study concerned with human evolution and the biological basis of human group behaviour then it would be biology and the field of evolutionary psychology. Evolutionary psychologists, notoriously aggressive in asserting the biological basis of social behaviour, would run a mile from the claims made here. This is because at the heart of this book is a vacuum, a cheap and depressing theoretical sleight-of-hand trick.

**WHO WILL BENEFIT?** This book is a godsend for those courageous, forward-thinking CEO's, Members of Boards, Consultants, Organizational 'Changemakers', and Business School Faculty who resonate with the following three paradigm-shifting assumptions: 1. People love to develop and give their unique gifts, to collaborate, to make a lasting difference and to contribute to something larger than themselves -- and will demonstrate this in organizational cultures that challenge and support rather than control and extract 2. Our top-down, control-over-people, compartmentalized organizational designs are not a good fit for our times. Their rigidity leaves such organizations highly vulnerable in our volatile world. Millennials see these traditional organizations as today's dinosaurs 3. Our 'next big thing is not a thing' -- rather, it's those organizations that ACTUALLY develop and unleash the virtually unlimited potential of people to evolve their organizations and themselves **WHY WILL THEY BENEFIT?** We've been collectively swimming in a sea of organizations (private, public and civic) with narrow and myopic definitions of success. These top-down, control-over-people, compartmentalized organizations are the water we swim in. We are only beginning to get a sense of enormous costs and risks implicit in clinging to these fundamentally flawed organizational structures, processes and practices. We're only beginning to take measure of the gross insanity of perpetuating 'business as usual.' Frederic Laloux focuses on 12 pioneering organizations that have escaped the gravitational pull of traditional organizational design.

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