

# The Regenerative Business

Book Club #3 Webinar 3.16.18

## Chapter Four— Organizational Conditions

### Organizational Conditions for The Regenerative Business

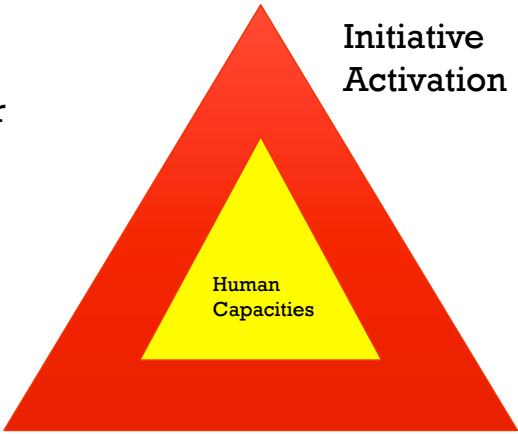
- **Build Innovation** into everyone's work
- Make everyone a strategic partner vs an employee. **Connected to the market and real specific customers/consumers.**
- Evolve the business **in line with strategic direction of business**, is a condition of employment
- Turn all intentions and assessments toward the **three human capacities as the reference point of way work is done.** The Regenerative Business is founded on **developing people to work with agency for the benefit of multi stakeholder**
- There is no fixed structure and pattern to follow. The offerings are at **the Level of Principle/Premises.** Not programs. It is a framework, not a model. You start changing from Day one, vs creating a set of phases you achieve and are then continue.. There is no end when a new form is attained. All is subject to examination, experimentation and evolution.. Everything Changes—Strategy, Leadership/culture/work design.

# How to Design Innovation into Work

- **Work with Frameworks, not Models or text. Frameworks support finding the right questions, vs giving the right answers.**
- **Thinking frameworks used across an organization, foster shared ways of thinking and increasing diversity of thinking. Remove ego and conflict, and creating shared language.**
- **Stop using Models (answers) that make everyone think the same thing. This puts people on automatic.**



**Change  
accelerator**



**Initiative  
Activation**

**Developmental  
Infrastructure**



**Design  
Frameworks**

**Managing  
Process/  
Systems/  
Structures**



*Aspects of a Whole  
at Work*

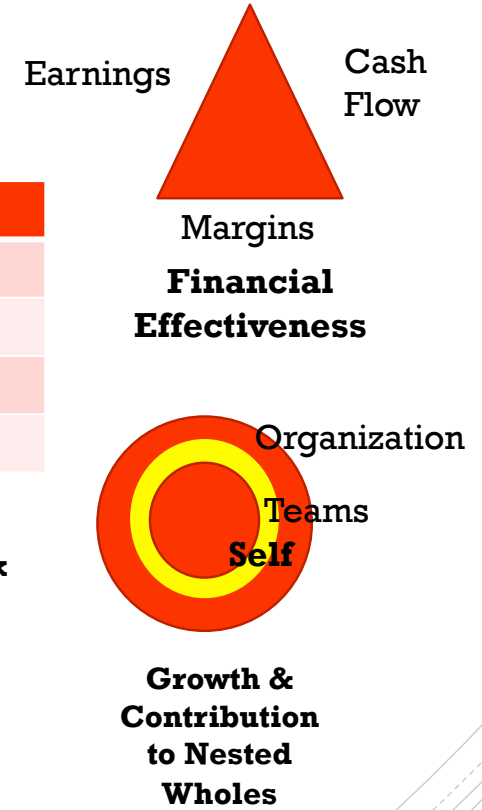
# Design Frameworks



**Aspects of a Whole at Work**

- Regenerate**
- Improving
- Maintaining
- Operating
- Stability

**Levels of Work in Growth Process- tied to External**

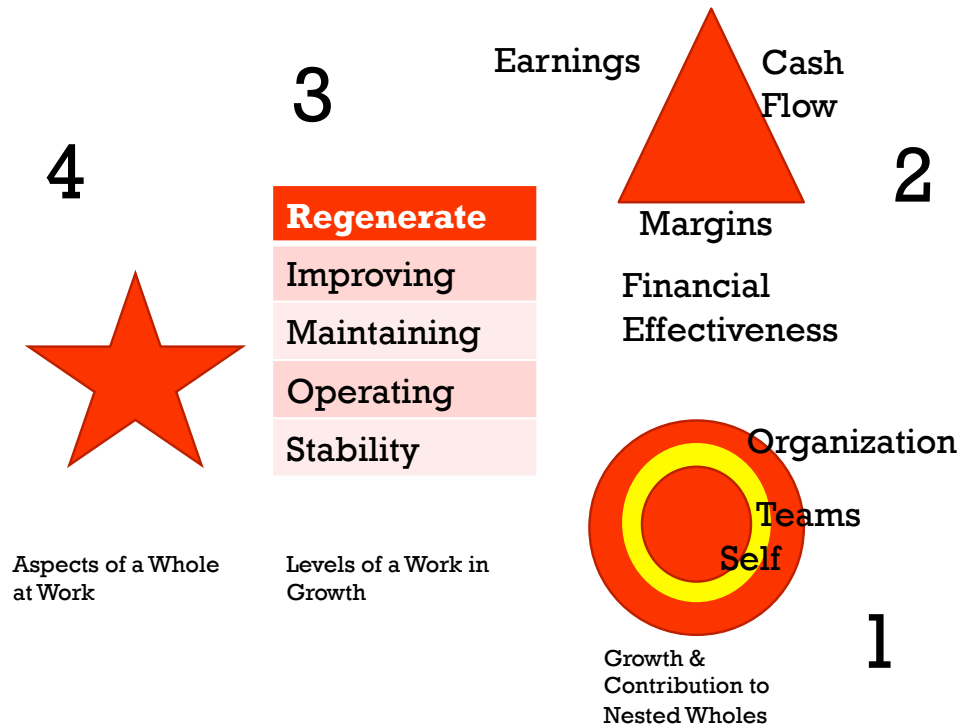


# Master Framework- Blank

## Strategic Direction- Stakeholders benefits, Systems Actualization pursued

Levels	Aspects of Whole	Nested Wholes to benefit	Financial Effectiveness
Regenerate	?	?	?
Improve	?	?	?
Maintain	?	?	?
Operate	?	?	?
Stabilize	?	?	?

# Design Frameworks





# Questions

## 2. Disruption plan pilots

- No pilots but unfolding for every one a phase at a time.
- Has to start with development of people. Starts with Developmental infrastructure. Nothing works without that. Have to build the new mind to work this way. It is not a structural change. And need an external resource to create and carry out the developmental work coupled with internal resources. Not a DIY project.

## Questions 3. Time spent

- People stop about 25% of what currently doing. So much wasted effort. Stop Work is early stage of the Developmental infrastructure work,
- Work by the Core team to stop many programs that do not now or maybe never did produce the kind of culture or results sought. Much training goes away because is imbedded.
- For most people the team work becomes about 15% of their time in Field or Core team planning and work, creating and carrying out their own PBA plan and participating in ritualized developmental events.

## Questions 4. New Structure

- This is not a new structure. There is no change in organization proposed or most business make no structure change as part of the new culture and work. It is contrasted to the way most change processes are the lead with structure. Like Holacracy, Lean, Agile, all are structure
- 3-8 years to become a way of doing business. Not in a hurry. And great payouts each phase of the change. Get returns in the first 6 months and more as pick up speed. But once the new way of working is set up, then changes keep happening based on market shifts, new strategy and PBAs. It is not a program to install but a way of working.

## Questions 5. New Structure & Time compared

- **There is no real structure change. It is not a structure driven process. It is a developmental process where the new planning structure drives new ways of working. Individuals and groups with PBA.**
  - E.g. Performance Reviews, Feedback, Incentives all become a PBA
  - Task forces and time spent on cascading info is in Marketing Field Teams
  - Supervision roles morph into resources

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