

Regenerative Management and Work Design— Principle Sourced Business Design

SESSION 1 — 2.12.21

Aim: Two Years + process (Phased)

Master Framework Building for Regenerative Design
and Management of Work

Understanding the Working of Living Systems

Opening Reflections: Principles for Work Design

1. Why do you love your way of adding value through business in the world? at a personal level?
2. How does it shape you? How can you shape the world?
3. Where does meaning come from? Significance?
4. How have you grown in your roles in business?
5. What principles does this suggest for work design?

Exercise: Developing a Living Systems view

How do these different entities Work:

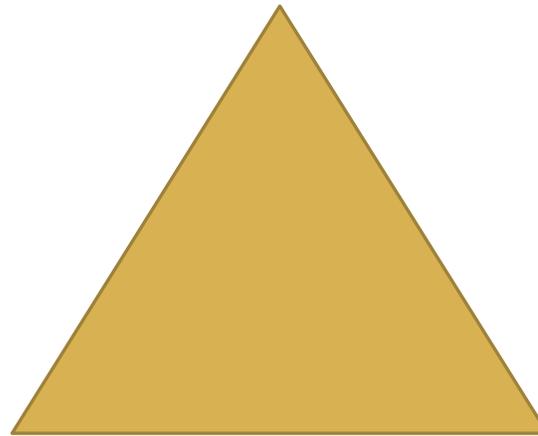
- What is the definition of processes, systems, structure?
- What is the purpose of each and how does it shape how the whole works?
- Find another Value-adding process, like feeding your family. Look at it from Living Systems View
- What is different between Human Body and Automobiles?

	Human Body	Automobile
Processes	Eating, sleeping, mating, thinking	Running, pumping
Systems	cardio-vascular, digestive, immune	Brakes, fuel, electrical
Structure/Structuring	Skeleton, organs, skin	Chaise, tires, frame

Regenerate Living Systems

Structures

Processes

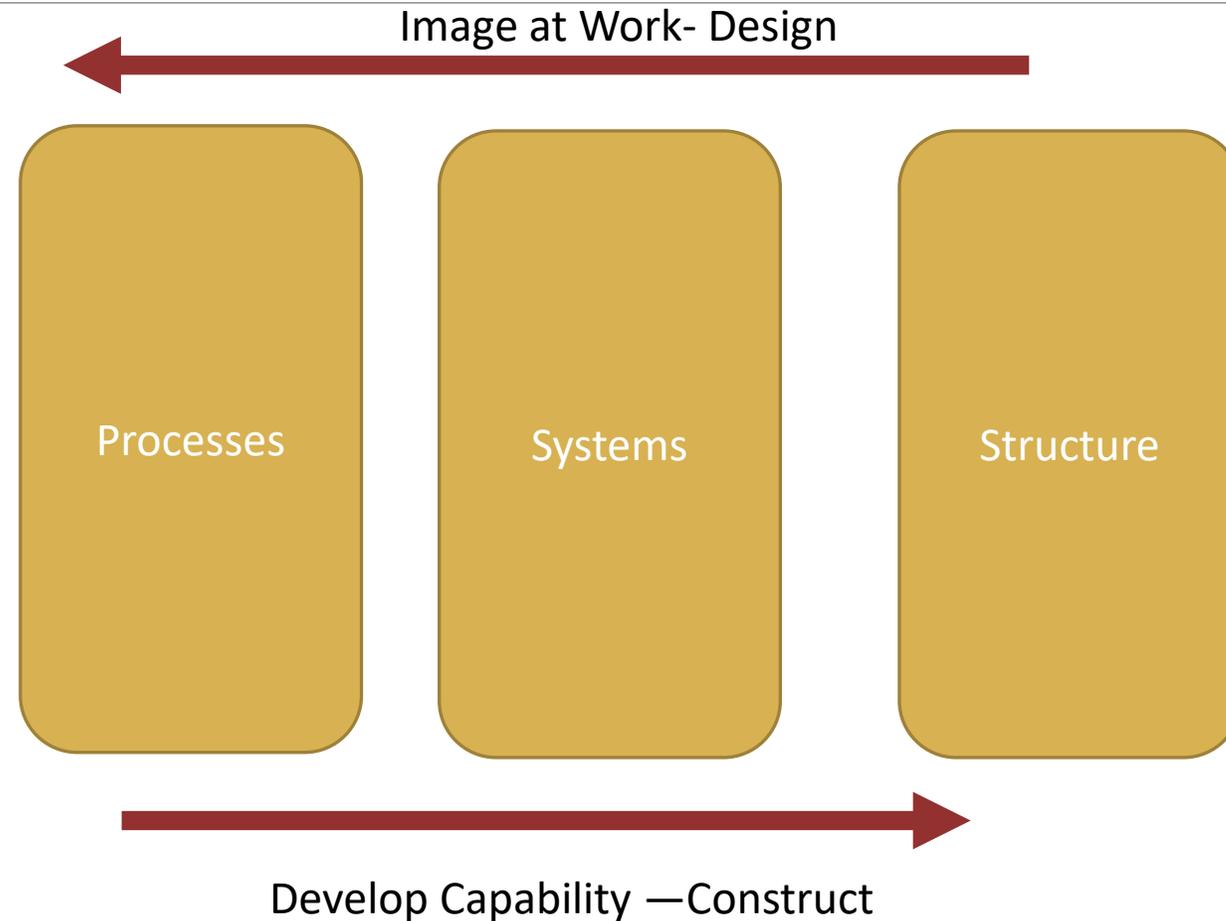


Systems

Handouts for Breakout

1. Individually READ and then discuss as a group. Start with Structure, then Systems and finally processes.
2. Pause and individually assess your place as a business on the continuum from Mechanical to Regenerative way of working. Make a mark where you are.
3. Share where you each placed you as work as an organization. What are the different ways you see the working of the organization and why?
4. Consider someone who would disagree with you? Why would they disagree and where would they place the organization in ways of working?
5. What is the primary restraint to moving further to the right?
6. What shows up in your aspiration as you reflect on this?
7. What is the effect on Democracy and Society of businesses operating on the Mechanical side?

Phases of Reimagining Work Design



Taking it to Work

1. Set up 1-2 rituals (over next 5 weeks) to initiate processing thinking for everyone in the organization

10-15 minutes every day on a recurring event. e.g. stop to reflect —Maybe starting your day, in a particularly kind of meeting that happens daily at a transition point; before or after a sales call, staff meeting, decision between people. Start with the team members who are in TRBDC. Now how do you extend a daily practice to whole organization?

Use a 3 term framework. e.g. law of three or modes of behavior. Use the frameworks on the work being done. AND on the people doing the work reflecting on themselves doing the work. Never on others.

2. Set up a 2 hour event to develop capability that will happen **monthly**. Here you introduce living systems frameworks. e.g. one of the above. Avoid making it training by

- Natural Work teams apply to their daily or project work
- Reflections are done on ‘how this invites us to think differently?’
- Reflect on, ‘What is the value of disrupting our thinking?’

3. Assign a rotating team (2 people) to design and conduct the 2 hour developmental/work event monthly.

4. To design the times to reflect, consider— that is the purpose of doing this, the products to be produced, the process principles. These reflections should be very specific and concrete but spirit lifting.

5. Reflect and upgrade your thinking each day and improve for the next day. Invent to new questions and watch answer change.

6.Plus, Look everywhere for entities and do the structure systems and process exercise on it? e.g. door and a watershed.

Guidelines for working Developmentally

1. Using the new approaches offered here in and with your 'real daily work' with using—
 - (systemic frameworks that move you from Polarities (right wrong, lists) to Three Forces thinking),
 - applied to the new subjects (from functional work to Energies at work)
 - In the new way, (weekly, 10 hours applied to your on-going work, not as a study group)
 - as replacement for current patterns of mental models, fragmented approach) rather than waiting for next sessions with a course mindset.

Think of it as “On the Job development” OJD, which requires recurring engagement with new ideas, deepening understanding overtime.

2. Work as a Core Team, without hierarchy
3. What attachments and identification that arises to existing ideas, approaches and
4. Assumptions how we are working. Asking why? If we can't answer, we have work on ourselves to do.

If what we are doing feels abstract or intellectual—here are likely reasons

1. You have slipped into:

- working with a Part, not a whole. e.g. issue, problem, function, practice, program. inside out.
- are having an intellectual conversation about something offered and trying to make sense of the words without imaging a specific concrete situation, events or entity to engage to awaken meaning.
- comparing it to how you currently work, think or language something and not activating self to question it. We all always resort to the familiar which makes it hard to learn, change and see a different world view, without an active effort to consider and see that something new is being offered.
- seeing what is offered as something to add into your tool box, when most of the ideas are meant as replacements from a different paradigm and worldview.

2. If you try to change the language into words you know and already associate an idea with, you will move from concrete to abstract. It will seem the opposite and takes work to discover this is one of the biggest challenges we have to take on to solve climate change, racism, inequity and injustice. We hold onto our ideas as 'right', when really they are just familiar. It takes consciousness to move ourselves. Plus, our identity (who we are is associated with the familiar, e.g. I am a mission/purpose driven business and a leader of sustainability") can feel threatened.

Next Meeting: Session Two

March 19, 2021

9 AM – 12:00 PM

Pacific Time