Developmental Organizations

Developmental organizations are continuously transformational in regard to potential and effectiveness.

In order to remain in a state of constant transformation:
- Their members work to bring about a continuous evolution in themselves as individuals complemented by
- Continuously evolving the work they do within and without the organization through enlarging their contribution.

These organizations enable themselves to be constantly dynamic by:
- Seeking to activate an increased market by improving the value of their product offerings.
- Restraining themselves from non-effectiveness by continuously improving the realization they achieve from all resources.
- Reconciling themselves to pursue purposes that create a better working society.

The organization approaches work in a way that the means, the motives and the motivation is available for such development.

Working to accomplish the **Corporate Direction** which is fed by **development processes; such that the processes** provide the means by which the organization is able to approach its activities in a developmental way rather than by way of delegation.

Corporate direction and pursuits in order to be developmental need to set a direction for the organization which requires:
- A continuing process of uniqueness through Essence realization
- Be reinforced by cultural patterns that are based in consciousness
- Have life giving systems to fulfill voids for all stakeholders

Development, if it is to be an appropriate vehicle for a developmental organization needs to :
- Develop each individual in correspondence with their unique essence and to the evolving potential of their capacity. Eliminate boundaries relating to the exclusivity and proceduralizing of work so that all work starts from a plan of how it can be done with the optimum effect and effectiveness.
- Achieve personal development by enabling people to fulfill roles involving increasing responsibilities and enlarged accountabilities for greater whole.

•Achieve professional development by enabling people to develop and perform work requiring increasing depths of understanding of the process and increasing depths of skill and knowledge.

Ongoing personal and professional development is the source by which a Developmental Organization becomes a reality. Personal development is designed in a way that the development of the person(s) is the source to bring about those desired developments in the process that are of strategic importance. Primary to personal development are the imaging, creative and conceptual skills of the individual. The exercise of roles requiring these skills are the basic ingredients to the development of the individual from a personal perspective.

Professional development is brought about by working on technical and process challenges and opportunities. Advancing the knowledge of the process by the study of fields affecting the outcomes and effects, are a precursor to innovation related to technology and product offering. Primary to professional development is the development of more effective thinking and operating systems that can be run more resource effectively and more coincidentally with the value of stakeholder constituencies.

Strategic Teams, organized around markets and buyer nodes, needs to supply the appropriate motives, and **teams** need to bring out the human, organization, and business potential in order for the nature of motivation to exist that is requisite of a developmental organization.

Teams in bringing about the full potential of human resources need to develop the function, being, will, and consciousness thereof in regard to the different areas of expertise that exist in teams. Not only is development a different kind of work, it also requires a different mode of organizing. It requires organizing into composite teams focusing on a developmental fields of endeavor and bringing the critical thinking skills, and organizational forms into existence that relate to these fields.

Developmental processes by teams, when they are most effective, are designed at three interrelated lines of work. The first line is the development that is needed for each individual in their personal and professional aims. Teams are the medium for ensuring that the resources and opportunities are available for such development. The second line of work is the work that needs to be undertaken to establish and evolve the fields of endeavor of the professional disciplines that are the ground for producing effective and competitive product offerings.   The third line of work is work for the development of the materials, technologies, product offerings of the business to achieve the core purpose of the business(es).

HIERARCHY OF CONTRIBUTION in VALUE ADDING PROCESSES
Value-adding process.
Value is what we seek to build into every product and offering when we focus on developing it through-time. Everyone in an organization **works on developing** what is being produced and how it is produced and offered. It means **not doing the same thing repeatedly** or producing the same product, but rather

producing something of more value through time. The focus is not on efficiency but on increasing effectiveness through time and not on procedures but on value-adding process and its benefits and beneficiaries.

Hierarchy of Value-adding Processes motives applied to a developmental organization need to be consistent with both the core capability and accountability needed to ensure that value is brought through each of the levels of the hierarchy. Motives ensure that the appropriate quality of energy is present to:

> •*Operate* the value adding process in a way that adaptations are made to changes in the environment while sustaining the development of vitality, viability and effectiveness.
>
> •*Maintain* the value each stakeholder constituency has for, and gains from, the value adding process by aligning the process and its evolution with the existing and rising expectations of its stakeholder constituencies.
>
> •*Improvement* is focused on increasing the value or bringing in a new value that can be realized from transactions between the product offering, the value adding process of business and downstream users, and operational infrastructures. Improving the product offering such that it has greater value and increased effectiveness in its operational infrastructure and improving the effectiveness and efficiency of the value adding process both lead to the capacity to gain increased realization. The results of improvement are the attraction of a new set of stakeholders and producing higher order intent on the part of stakeholder constituencies.
>
> •*Regeneration* of the value adding process results from the continuing evolution of the reciprocal nourishment and higher order mastery provided to and received from the physical and social structures that form the surround and make up the universe of the value adding process. It is focused on system actualization that is an Essence-to-Essence Expression in creating, integration, and realization.