Development Organization

Regenerative Management and Work Design Cohort 2

SESSION 1 —2.2.24

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Opening Reflections: Designing Work

1. Think of an event, situations where you experienced making a value adding contribution in your work life? From an intrinsic development, considering of the precise requirement, and courage to engage in order to contribute. Not crediting luck, but honoring you agency, how did you move through what was needed? Activate Will, Manage and develop Being, enable readiness & skill?

2. How had you prepared this for during earlier years and developed yourself; and also during the time of effort to make the contribution? How seized and extended the opportunities that arose and managed yourself through the challenge?

3. How were the conditions that existed possible, even necessary, though not easy, to make it work through all the forces that arose.

4. What are you reflections on such times in our lives and principles to live by?

—Discernment—

(Our Default)

Better than Bad is rarely the Best. Great Events Call on Discernment

Herb Simon, Nobel for economics

Differentiating Developmental Organization from Copycats

Mother of Work Design: Developmental Organization and a Regenerative Business were created in 1962 at Procter and Gamble Detergent Business; by the designing team that I joined in 1977. It was the most studied (over 50 case studies) , researched (visited based on results) and most copied (hard to know the numbers). Considered THE prototype by Harvard, to adopt. Published by G. Hamel, Porter

Copycats exploded but all missed the core ideas and based their replicas on the wrong paradigm with some of the form and none of the substance. e.g. Deliberately Developmental, Holarchy, Teal, Self-Managing. All missed the First principles of Living Systems. (Wholes, Essence, Potential, etc)
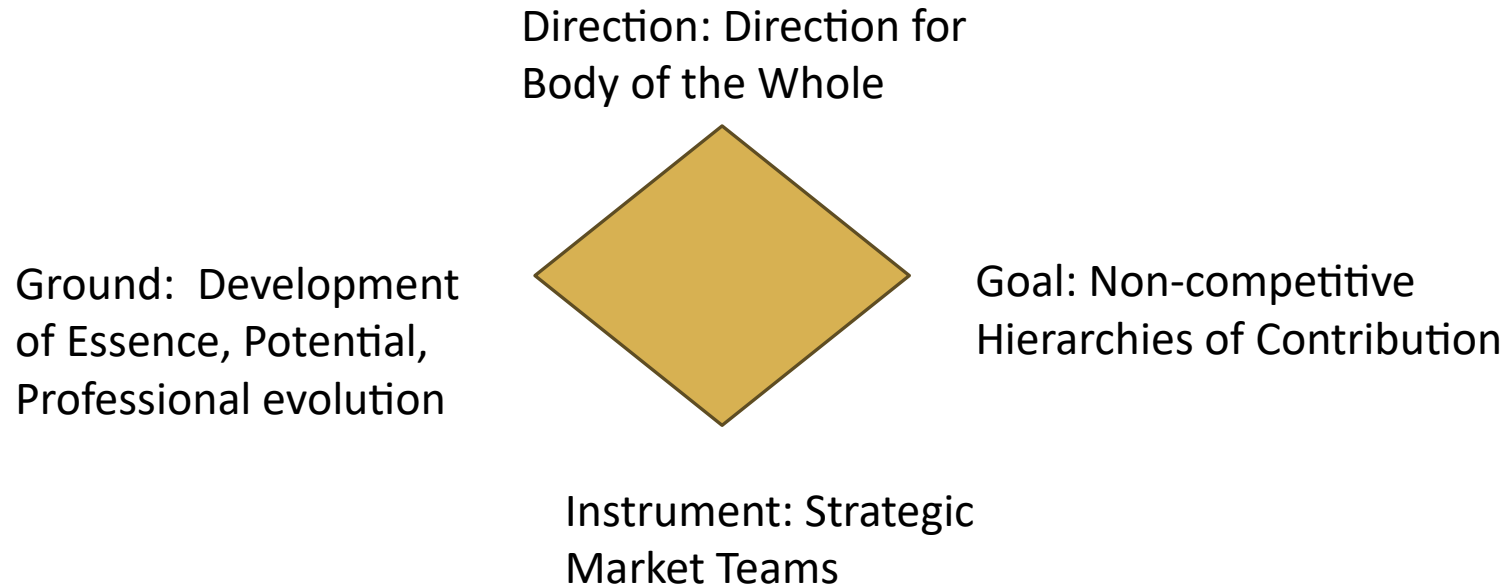
Difference:

° Organize based on external Markets, not internal people association and "like" or related task work

° Development is aimed at Intrinsic development, not just external skills

° Develop whole being: Will (Agency), Being (Character, State Management.) and Function (ableness in system actualization and critical living-systems thinking), not just doing

Handout- Discerning with a Matrix

Traditional (default)	Do Good (Sensitive Energy)	Developmental Organization
		Aspiration
		Enabled by
		Accomplished by
		Development
		Organized around
		Motives & Motivation

What is a Developmental Org?

Direction: Direction for
Body of the Whole

Ground: Development
of Essence, Potential,
Professional evolution

Goal: Non-competitive
Hierarchies of Contribution

Instrument: Strategic
Market Teams

Handout.

Read and consider what is compelling to you even though don't understand it fully yet and what that would change in your aspirations and way of working if were pursued.

Exercise: Discernment for Best (most effective and transformation for Systems)

Read: "What is a Developmental Org" handout and complete the matrix

Reflection: Self Observe the tendency to settle for less bad and for Do Good. How do you have to manage yourself to see the Essence Thinking idea? Realize the Heart of the Working of Living Systems

Use your life experience from the opening exercise to vet the Developmental choice as your work. Let it lift you up to a Living Systems view?

What are the Principles that help you stay awake to a Living Systems AT-WORK view.

Refect at close: What does this experience offer for a way to overcome Herb Simon's findings of our tendency to settle for better (doing good) and the affect of that of people, work design, and global imperatives?
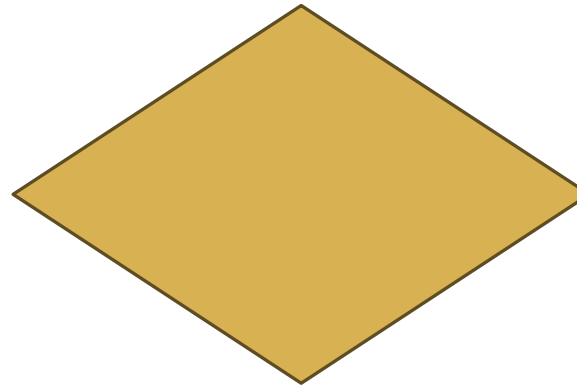
Therefore: What is an Aim for the group we can use for consciousness in designing for evolution?

Developmental Culture & Way of Working

Overall: Self Determining Epistemology w/ 3 capacities at work

Dev decision-making events 3X week; Multi-levels/ cross-function

Self to Self vs Role to Role (Titles) Quality of Thinking & engagement is focus

Hierarchies of Contribution in a Value-Adding Processes

Use of LS Frameworks & Semantic Languaging evoking Wholes at work

Developmental Culture & Way of Working— Self to Self vs Role to Role

Universal Developmental Managing
Processes e.g. "Development is
foreground, work is the instrument for it."

L/S Frameworks and Second
Language leads the process
w/resourcing
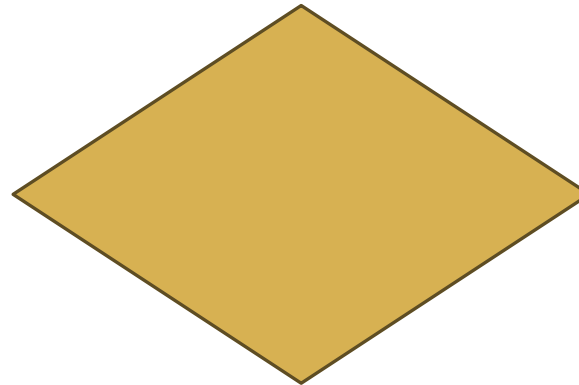
Goal: VAP view—
(Ideation-creation integration-
evaluation) is same person(s)

Universal Intrinsic Developmental Rituals
Reflection (self-observing/self-remembering)
e/g "speak what seeing about self and group (never
others) in energy levels, modes of behavior"

Exercise: Execution Dev Org Work

Read the handout and do the exercise in the handout and dialogue about your reflections.

Select several recurring decision-making events. Where are or can you make them cross functional/multi level to design and execute. Select at least a few, at least 2-3 a week, you want to change the rituals to change the culture. e.g. Budgeting, strategy, personnel, sales pursuits. Specify from consideration which 2-3 events x week per group, will evolve during week. More than 3 in a group does not particularly speed up adoption, but involving more people, from wider domains, does. Start immediately so have 10-12 self-to self meetings before we meet again. 2 hours set aside or more. A Meeting or event is any event where to or more people come together to make large or small decisions, plans or evaluation. Same work, different approach. Still get the work done.

Ask for resourcing help to design the meeting, using the Self to Self Tetrad? Design the event from your experience today (and past TRBDC sessions). Use each of the four points to lift up non-hierarchical functioning but higher quality thinking and dialogue is developed. Be sure the work with a living system framework for thinking about task or decisions; and one for reflecting on personal and team development that is happening. For each person and the team. Leave time to reflect and gain ideas for upgrading next design. How will you avoid slipping into old mental models and patterns of conducting meetings.

Execute according to plan with a task leader, resource, and scribe working in support.

Begin next event (or do at end of executing event) using a LS framework. And design the next one. Involve everyone who was part of design and execution. Begin to form principles for design. Where else do you want to institute this execution plan. What other meetings/.events.

Save the Date:
March 26, 2024 (9-1 pm PT)

A Regenerative View of
Diversity, Equity, and Inclusion

The Regenerative Business Summit for 2024

Next Meeting: Session Two

March 15, 2024
9 AM – 12:00 PM
Pacific Time