

What does Flattening Hierarchies Get You?

Very little and often bad business outcomes?

Too often people think that work design is about getting rid of hierarchy and so they dispense with supervisors and managers and then set up teams to replace who makes decisions. This substitute structure is usually a hierarchy of teams who have different levels of authority. But little else changes in ways of working. The problem was never the hierarchy directly but the lack of organization and individual attention to the right work, right way of working, and right level of working. Compounded by the lack of inner development in natural teams, substituting instead training of individuals on new structure. The removal of layers of management does not evolve the business out of these diversions. The business does need a restructuring, but it is less about people-structure relative to one another and more about structuring different natures of minds and efforts to bring a new ordering. And no one leaves or is demoted.

Problem with Restructuring organizations and not restructuring Work.

Authority Structures, where one ordains levels to make decisions for others and gradations of fiduciary responsible are set up, lead to delaying and fragmentation of decisions. But also politicizing who gets to hold those spots on the ladder. None of this is good for business or human spirit. This idea of managing is held in place by our attachment to familiarity that comes to seem ‘normal and right,’ so is never examined enough to reconceive. There is of course the ego struggle where we were each taught to value status over effects, thereby reverting easily to a competitive stance relative to others even when we do not intend to. We have to design out that invitation.

Promotions and Pay systems currently are based on time in role, loyalty to identities and ideology, and unspoken expected behaviors and attitudes. Since little reflection is practiced in most organizations, individually and rarely as teams, there is no assured match between decisions to needed outcomes produced and how they are to be realized. It means that judgment about people is not managed to avoid projection of individual standards and private assumptions. Even when we work hard to make it so. The systems, as currently designed, tend to be unfair and

prejudiced since it about individual people projecting their own values and assessment onto one another, no matter the work-arounds. Pay and progression tends to be used to politicize the organization rather than focus on stakeholder outcomes for which people count on our business.

Constant training is required so businesses buy programs which don't match what is exactly needed even with customizing; and scheduling is a nightmare. Layers and special departments are set up to manage the assessment and review of people, culture assessments, escalation processes, And all this leads to a cauldron of racism, inequity, which has to be managed in parallel.

What if you needed no layers of authority, variance management teams or titled positions, no training functioning to buy and arrange programs? No personnel review of performance system or processes? Is it possible to deconstruct all this rigmarole? But who handles the hard cases and discipline? What if the very systems we have already set up are a primary source of the problems we are now seeking to manage? Redesign of work is needed but the paradigm and philosophy is critical.

Business leaders assume these issues are just a part of doing business and you would have chaos (law suits, regulatory bodies invading) without them. What if we were able to operate like a craftsman operation where each member focused on the customer, consumer, channels of distribution and all the management work was embedded in and part of HOW you did business.

Developmental Infrastructure Goals:

Work, ways of working, and design of work are intended to create:

- Vitality – alive places to work, where spirit is always present; where creativity comes to the fore “on demand” as called for.
- Viability – produce something which over time will create a valued reciprocal maintenance with entities in the proximate environment.

- Evolutionary Potential – we design for all stakeholders evolving, continuously moving ableness to the next octave, and moving the industry to the next strata

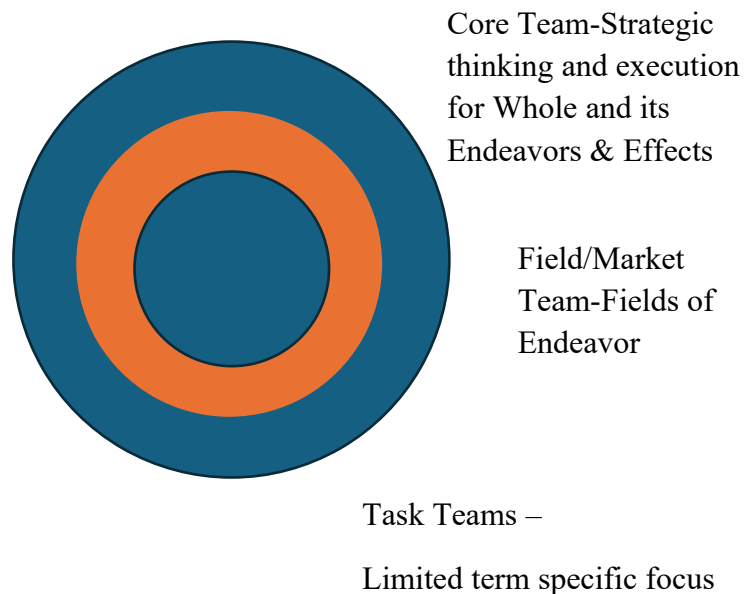
Our community of business educators and resources have designed and collaborated on building such organizations for over 80 years with at least 1000 global case stories, of a way of working that strongly tends to regenerate how we understand work in growing organization. It begins by deeply examining beliefs about people and how they work, the source of motivation, and management of change based on “never researched or proven behavioral and humanist approaches” (we research the side effects how to manage them and work-arounds but never the core premise on which we build). Then we design with teams what is right based on the innovative, yet ancient and proven systems, structures and processes.

We start and continue with building a developmental culture. Where people come to work everyday looking forward to growing themselves as people and as workers. It is obvious since it becomes evident in every meeting and events about work, as well as rituals on a recurring schedule based on research about change. (see the Harvard Longevity Study on Change) of timing, duration, and intensity of deep change. People expect to be a part of these events at least monthly as well as applying the development in all processes as they do their daily work. It is a condition of employment, but valued even when struggling as individuals or a business, as a responsible act of business. They know it also develops more effective families, citizens, and nations when development is part of life. Humans need development, not just learning ideas or practices, their entire lives to function as a high level.

Reminder: And it is all proprietary to be used ONLY internal to your organization, not share with partners (customers, suppliers, consultants). Not posted or published in whole or in parts, not incorporated into your product offerings. Its sole use is for your organization. The Epistemology, paradigm, ontology is core to the technology Working and is copyrighted to ensure this integrity. Thanks for agreeing to that when you signed up.

Organizing for Development and Change

Another early aspect of change is to create a Structuring element called a Core Team to eventually replace hierarchical executive teams. It initially adds people to these teams as full participating members and decision-makers. As the developmental culture takes hold and is embraced widely, and rotating is possible, the make-up of the members of the Core Team can change. And the Core Team begins to charter other roles that work more effectively with better outcomes and effects, for the business and its stakeholders.



Infrastructure and Decision-making Stewardship

Different Windows are needed for decisions and management of work. The Whole, The nested wholes of stakeholders, and Nature of Specific Work. Also Natural Work Teams which are the foundational role of operations. Plus limited term (See handout on Core Team Doc.)

Core Team: Strategic thinking and execution for vitality, viability and evolution of the Whole and its Endeavors & their outcomes and Effects, including Culture development and evolution.

Field/Market Team-Buyer Nodes Outcomes and Promises for stakeholder

Task Teams –Limited term specific focus with special skills & knowledge for specified results, not general project which are the work of natural on-going operating teams

Natural Work Teams: operating teams in functional day to day roles who ensure the Work Itself is done for promises made to markets and other stakeholders. These members are serve on

the above bodies and manage their work to allow for these decision-making roles but self-managing the evolution of work (Catabolic- killing off, systolic or slow down, steady state maintenance- revising work based on strategic guidance- diastolic, anabolic or growth processes.)

What is the Work And Way of Working of the Development Infrastructure.

Core Team – It working is contexted by its...

Core Purpose: It is a decision-making body that maintains the effective working of the whole of the organization in a dynamic universe. It assesses and manages for the whole and its aspirations. Every starting point of effort initiates from the whole and with it in mind. For external alignment in this regard, it is guided by Strategic Corporate Direction (Triadic expression— Essence, global imperatives, implicate intersection) that serves as a reference point for all decisions (management, leading, planning). For internal alignment, they are guided by managing principles and Regenerative Living System Principles. These are actively and continuously internalized and engaged for understanding across the organization as applied to daily work. They are the primary measures and source any metrics for performance, very traditional sources of performance; the Core Team works to avoid the 7 sources of Degenerative Practice (i. e. fragmenting, categorizing, ideologizing, proceduralizing, genericizing, and transactionalizing.)

Core Process: Fosters, exhibits, and develops ableness to engage, whether alone and in gatherings, with explicit use of Systems Framework Thinking (relevant to specific situations, essence expressed, dynamics unfolding, implicate ordering, using overarching principles as guides) that replaces mechanical generic thinking (procedures, standardization, mental models) that builds a shared language and mentation which is the source of innovation, evolutionary growth, and professionalism. This enables self-to self-processing without regard to rank or position. Rotating developmental roles of task leader, resource and scribe can facilitate the logistics and spirit of events and rituals.

Composition: Membership is a reflection (not representative) of the organization and its perspectives and aspiration as well as holding the external stakeholder perspective (i. e. are not ON the team). With a few stable positions (e.g. like the founder, the CEO, the CFO without special authority or vetoes). Which means all levels and functions are reflected continuously, through time. It has a rotating membership so that thru time, most member will sit in the core

team an equal amount of time. After a stabilizing year, each year going forward, members rotate a quarter to a third of the members at a time. It is an active decision-making body to guide the movement of the organization based on understanding the universe, the dynamic of the changing proximate universe, and financial effectiveness through time. Relationships are not role-to-role, but self-to-self. They do not speak for or from their organization, but for themselves in the moment. Everything is non-political (no voting, influencing, persuasion or negotiations) but reconciling dialogues from a stakeholder window on the decision for the benefit of nested wholes, not by rank. Ongoing capability development is foreground for structural intelligence with framework thinking, by explicitly looking through a shared framework and languaging as to how to think about decisions, together.

Market Field Teams:

The Core Team charters teams focused on particular fields of endeavor inviting members who have ongoing expertise and understanding of field as well as interest in developing such - like Market/Buyer Class fields - and their respective proximate environment considerations, like what affects their own customers. Every organizational member is in one of the field teams. Thereby, there is an instant reflection, engagement and distribution across the system of the Whole back into the organization and its value-adding process to deliver on decisions. As well as using as developmental roles. They take on guidance of Strategic endeavors to the Corporate Direction

They are collectively the primary source for pursuits for they corporation for expenditures to ensure appropriate returns. The Core Team establishes Market and Other Field Teams to ensure Offerings are connected to the customer, consumers, users and distributors that the business /organization is serving, discerning what outcomes and effects are going to look like, fueling individual promises beyond ableness work.

Exercise: Market Field Teams Work: What is core to make these decisions in specific domains? What expertise in the fields might be helpful? What perspectives need to be there in order to develop the core thinking to make decisions of this nature. Expertise and interest.

Managing Principles

What are they? Terms of Engagement

Where are they used? Internal and External environments. There is a dyad to which we are constantly creating the relationship and decisions:

- Internal – business/company that has its internal working that has something to produce

- External – everything ‘not us’ but stakeholders to us and our benefits

There is a membrane through which there is movement back and forth. To understand and be very connected to. External factors serve as the reconciling source providing the ability to maintain the vitality and viability of this membrane.

Core Team Stewardship for the vitality and viability of the relationship between internal and external is done by a work design and process “holarchy” that creates directional orientation, rather than a hierarchy of authority.

Developmental MANAGING PRINCIPLES:

Development is integrated, not training separately. Always reconciled to markets and ecosystems effects of business work. e.g what serves buyers, stakeholders,

1. All effort is source by and in integrity with Corporate Direction, supports it or is not consuming of time. The Core Team transitions work of a Senior Executive team to Holographic a Core Team.(Holographic, by means of framework thinking and makeup of persons and the design of the decision-making process)
 2. Personal and team in each event reflects on the Quality of Mental Energy levels or Modes of Behavior embedded as are at work. (other intrinsic frameworks may also work)
 3. Boundaries are used for thinking development- not for sameness of thought content,
 4. We unwind toxic behavioral and Natural Selection mindset and design of work systems by redesign, but with the intention with a Regenerative paradigm, and developmental ontology.
 5. We work from a Self-Realizing (Meaning and significance) epistemology, how we can know things, what we can know, what can be sources.
 6. Permeable and porousness at the membrane between the internal and external. Inner connected to outer with framework thinking and pursuits.
 7. All problems are capabilities shortfalls with opportunity for development of whole
 8. Building the capacity of everyone to be able to hold and be of service to Corporate Offerings’ work. Three Lines of work, not second line projects based internal considering. Designed from the outside toward inside, and intrinsic toward extrinsic.
- Work Design Matrix replaced management of people structure-Worlds paradigms, levels of work, and three lines.
9. Fiduciary VC for Promise Beyond Ableness

10. Stay focused on the core work of Buyer/user Offerings – the essence of the co-creative field (the estuary)
11. Reflection of organization in functions, experience, roles, buyer nodes expertise, levels of Value-adding. E.g. SEC laws met for fiduciary
12. Membership: Universal participation. Members rotate every 6-24 months but only approximately $\frac{1}{4}$ of team at a time.

Task Teams;

Core Team or market teams can charter task teams for limited term specialized work. Most tasks remain imbedded in natural work teams so that is integrated with work; people can be seconded to a task team or contractor team, with agreement of the natural work team.

Example of specialized tasks*

- Communication or Digitalization in a global, virtual community + ability to work with people; innovative, invest resources to attend to trends
- Buyer Field special Relationship – new potential buyers who use & buyers who resell
- Financial Resources – They may serve as a Venture Capital teams for Promises Beyond Ableness ventures
- Infrastructure – to be bought as machinery, communication, or programs.

* Roles has expertise to build and resource capability but not the authority to evaluate performance. Members lead their own design and evaluation of performance. More to come on this subject of evaluation in a Developmental Organization.

Exercise: What is core to make the decisions for a subject in a core team operating this way? What expertise in what fields is needed to be covered? What perspectives need to be there in order to understand the core process and purpose work to make decisions. What knowledge and interest is needed?