

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 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. 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 ordained level makes decisions for others and gradations of fiduciary responsibility are set up, is that they lead to delay and fragmentation of decisions. But also politics about who gets to hold those spots on the ladder. None of this is good for business.

Promotions and Pay have to be distributed to match the and someone(s) does this for others and judgment about people must be managed. It is always unfair and prejudiced since it is about individual people projecting their own values and assessment onto one another. And again, it politicizes the organization rather than focus on stakeholder outcomes which people count on our business for.

Constant training is required and so businesses buy programs which don't match what is exactly needed needing 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, teams or positions, no training functioning to buy and arrange. No personal review

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

Developmental Infrastructure

Get that this place is about:

- * Vitality – alive place to work, where spirit is always present where creativity comes to the fore
- * Viability – produce something which over time will create a reciprocal maintenance so
- * Evolutionary Potential – we keep evolving, constantly moving things to the next strata, and moving the industry to the next strata
- * Integrity with beliefs, philosophy and principles

Managing Principles

Structure that has ability to be able to live the ‘above’

Universe: who you are uniquely, essence of you and buyers, pursuits – is more constancy through time, but get better and better at getting to it

Proximate Environment: what is partially in existence, and also coming into existence

Below the bubble – the NATURE of the business and how it works

Hierarchy – higher up the more your responsibility for building capability for others to do their work

Internal and External environments:

There is a dyad to which we are constantly creating the relationship with:

- Internal – business/company that has its internal working that has something to produce
- External – everything ‘not us’

There is a membrane through which there is movement back and forth – impt. To understand and be very connected to it. Ability to maintain this membrane.

Stewardship to the vitality and viability of the relationship between is done by a “holarchy” to maintain, rather than a hierarchy.

STRUCTURE:

I. Core Team – decision making body that maintains the stewardship of the Reflection of the whole of the organization, with some fixed positions like the founder, the CEO, the CFO. Beyond this, what are all of the perspectives that are within your business as well as external for the business. Figure out the whole. Every input would be whole. Has rotation on it so that thru time, every member will sit in the core team. Every year, rotate a third of the people. Decision-making body to guide the movement of the organization based on understanding the universe, the dynamic of the changing proximate universe. Relationships are not role-to-role, but self-to-self. Everything is not political, but reconciled. Ongoing capability for structural intelligence, but looking through a shared framework to how to think about them.

Core Team charters teams focused on particular fields that have ongoing expertise and understanding of field - like Buyer Class fields - and their respective proximate environment, like what affect their own customers. Everyone is in one of the field teams. There is instant reflection across the system. Has stewardship for the integrity of the rest of the organization.

Strategic to the Corporate Direction

Role has expertise to build capability but not to evaluate performance.

What is core to make the decisions? What expertise in the fields? What perspectives need to be there in order to staff the core to make decisions. Expertise and interest.

MANAGING PRINCIPLES:

Development is integrated not training separately. Always applying to real business work. e.g what serves buyers, stakeholders,

- Everything we do must be aligned with Corporate Direction, must support and not spend your time doing anything else. Change all work of Executive team
- Quality of Mental Energy levels embedded.
- Boundaries- extending inclusion
- Unwind toxic behavioral and Natural Selection mindset and design of work systems.

- Meaning and significance, epistemology,
- Permeableness and porousness of the membrane between the internal and external.
- Building the capacity of everyone to be able to hold and be of service to Offerings' work. Three Lines of work, not second line projects for internal considering
- Work Design Matrix-Worlds paradigms, levels of work, and three lines.
- Stay focused on the core work of Offerings – the essence of the co-creative field (the estuary)
- Reflect organization: functions, experience, roles, buyer nodes, levels of V-Adding. E.g. SEC laws met for fiduciary
- Membership: rotate every 6-24 months but only ¼ at time.
- Fiduciary VC

Field Teams: Making sure Offerings is connected to people you are serving, figuring what tomorrow is going to look like, fueling individual piece of work.

- Communication Digitization in a global, virtual community + ability to work with people; innovative, invest resources to attend to
- Buyer Field Relationship – buyers who use & buyers who resell
- Financial Resources
- Infrastructure – to be bought
- Visionary Founder – building this capability of the people, having capacity to glue, having capacity to bring whole spirit of the aesthetic, creative, emergent principles