

Development Organization

Regenerative Management and Work Design Cohort 2 — Phase 2

SESSION 3 — 4.26.24

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Opening Reflections: Designing Work And Ways of Working

1. Think of a **meaningful and fulfilling contribution** you have made or been part of in your life or work. e.g. special effort which **produced significant effects beyond expected, for more beneficiaries**. May or may not be in current work setting. Each can have own venture, not necessarily shared.
2. What was the work and **nature of the work** that made it so?
3. What was the **way of working** that made the work rich, creative, useful. How it was organized, operated, evaluated?
4. What was the design of work that lifted the **levels of mental energy** that were different than usual and how that effected the way of working?
5. What would be good principles to manage the core ideas here in your events, and situations (business & Life)

How to Redesign Work for Effects and Effectiveness

Managing Processes

Design of Work

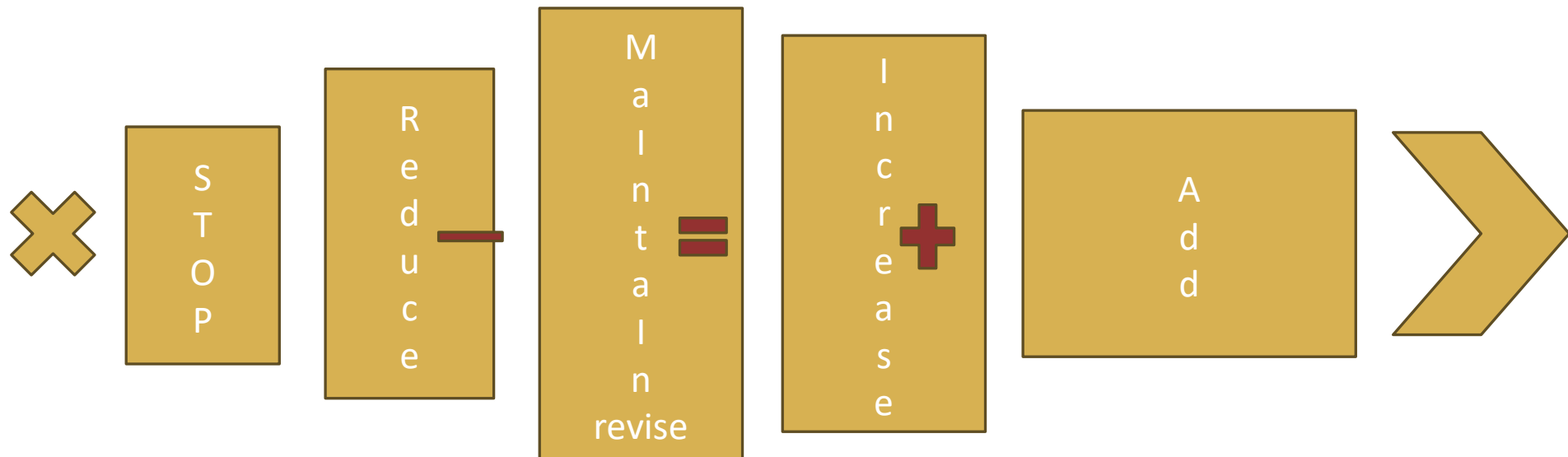
Way of Working

Work Itself

The Work Itself

- ❖ Leading people engaged in work
- ❖ Planning ahead and during work
- ❖ Operating technology and systems to deliver on promises
- ❖ Managing materials and agreements

We are constantly evolving this work in same way as all Living Systems Do



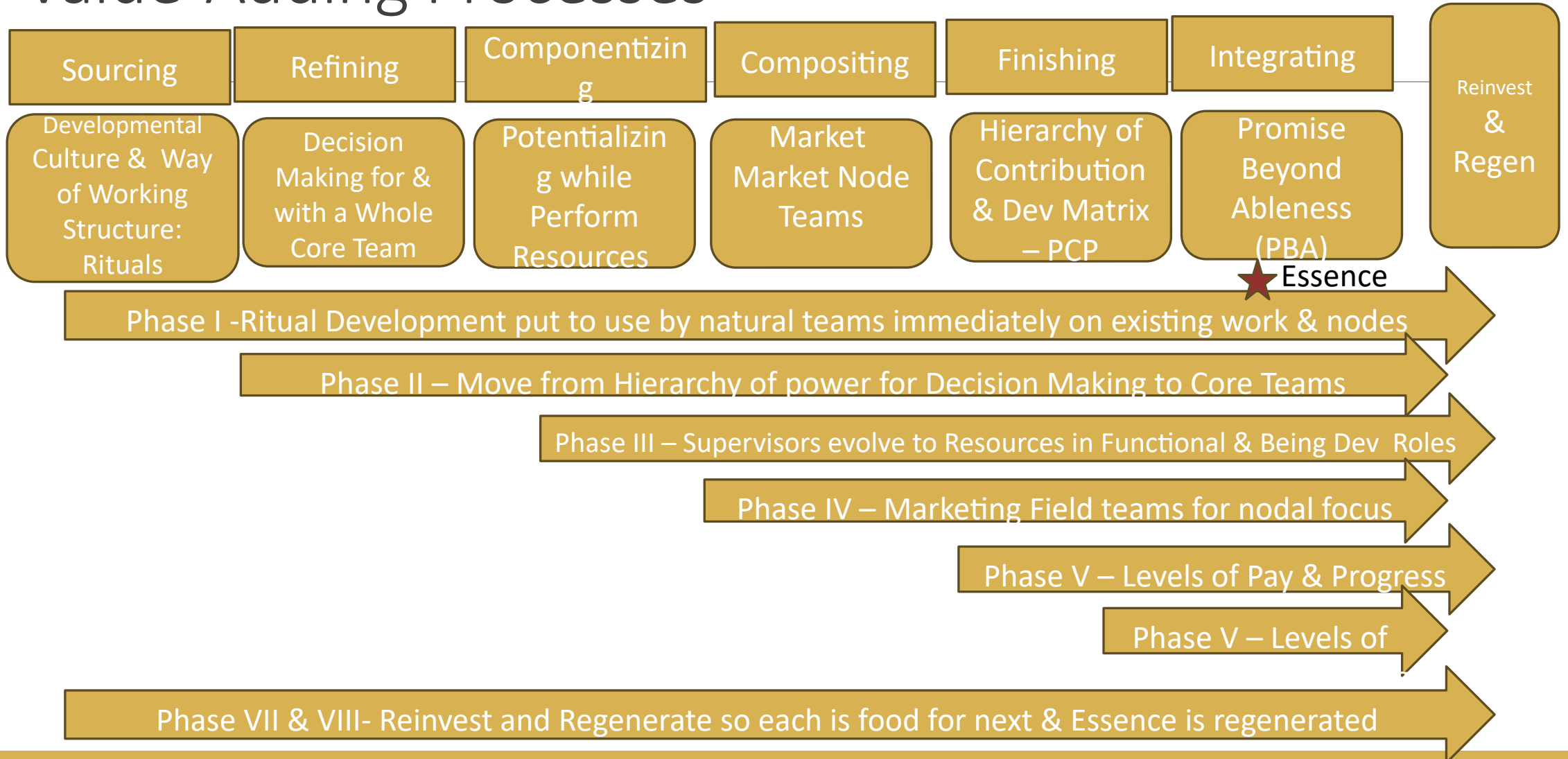
Three Primary Ways of Working

Development - self to self,
Hierarchies of contribution, culture
management, framework thinking

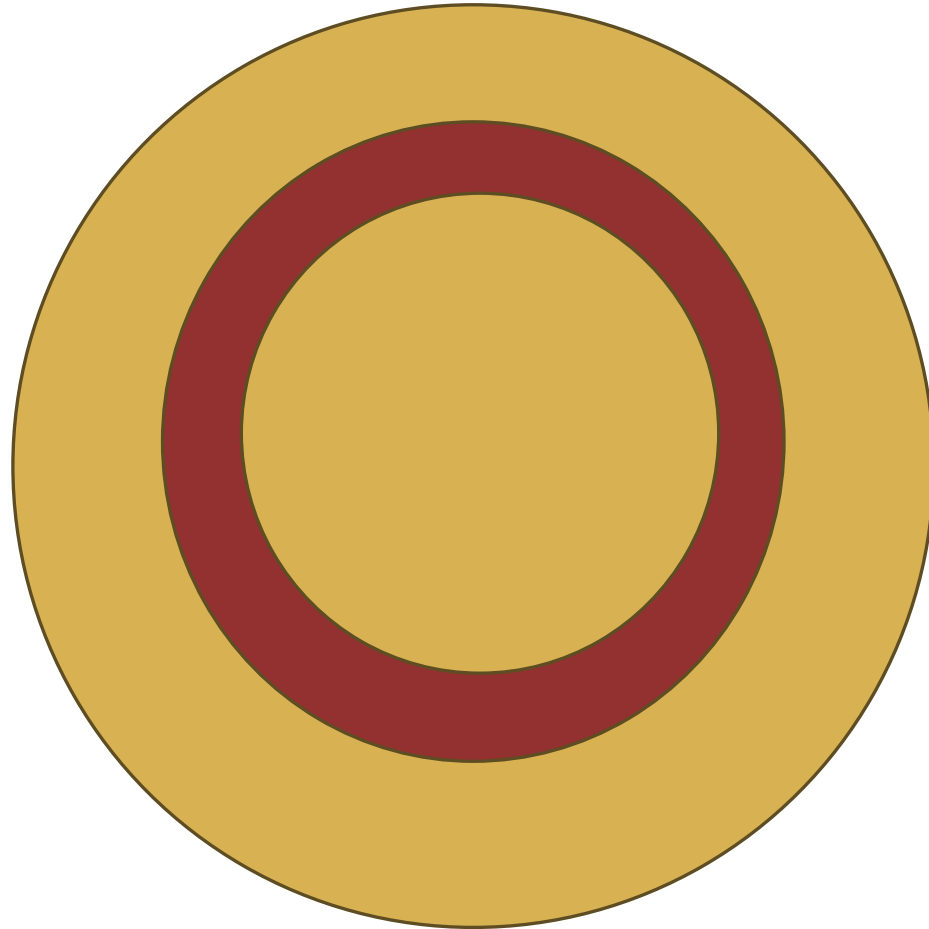
By participation, benevolence,
humanist endeavors

Behavioral - by authority, standards,
procedures, manipulation

8 Phases of Regenerative Work/Mgmt. for Value-Adding Processes



Redesign Phases—Decision Making



Core Team-Strategic Direction &
Execution for Whole, Change
Philosophy and Management

Field Teams - Focus on Pursuits
for Market/Buyer Nodes,
Essence to Essence, Venture
Capital

Task Specific Limited Term

Exercise: Check with your opening exercise

Read the Developmental Infrastructure handout

How does it match the experience by what it describes?

What does it make clear or augment you did not see? How does your experience what higher potential exists.

How could you build toward this over time. e.g. add people to an executive team to augment the reflection of the whole?

Use Corporate Direction to improve systemic decision-making

Evolve use of the Developmental Managing Principles given as a start for The Core Team and Organizational Principles. How can they be engaged across the organization, developmentally,

What are your first two developmental augmentations to decision making for core team and principles? How will you audit and evaluate to be evolutionary and developmental?

Where do we need to fill in for culture development/ e.g. ritual timing. design of sessions for content we are covering, but epistemology (way of working) is development rather than lower 2 ways of working?

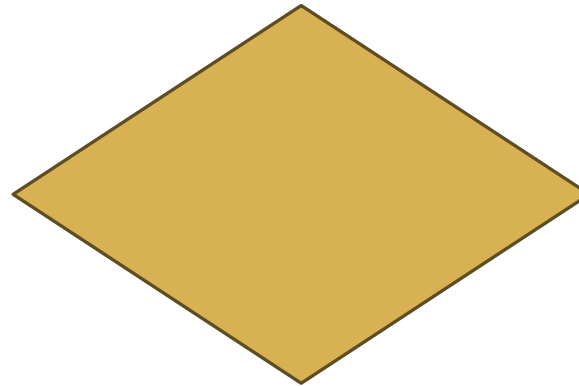
Exercise:

1. Select 2-3 recent CHALLENGES, issues or concerns on any subject that are always have under considered in the conversation. Any are important to our development as a business. e.g. reflection of the whole membership, status based on pay or position, Working on efficiency without considering effectiveness. Budget as decision making.
2. Reframe as a potential for the working of the whole. e.g. serving some groups to learning to see the whole
3. Mindset: Observe and reflect on tendency to revert to doing direct fixing and problem solving. See the potential in a developmental culture
4. Read the Core Team #2 handout and reflect on the potential this work design offers. Compare to traditional thinking on this subject. Walk through each section in dialogue and reflect on how 1-2 challenges would change with the The idea of Working via a Core Team.
5. What is the potential of a Core Team used for Decision-making for activating meaning evolution our business. What would it now restrain by design; What will change in terms of reference for reconciling ideas.
6. Reflect on why a developmental culture is core to this non-hierarchical. What do we need to improve and accelerate in the culture development to gain the potential of the Developmental Work Design.

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-culture

Read the hand from session 2 again 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 two 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.

Between Session Work

1. Continue: Start, continue or accelerate developmental session we initiated in Session one and two. Reflection on what will make more effective, meaningful, and valued.
2. Add: What aspects can you begin with applying to the way you work today. Add 2-3 members to the executive team to move toward a core team. Select 2-3 topics to in decision-making and augment the work using the Corporate Direction to guide work, select a living systems framework to design and conduct this dialogues, use reflection on will, being, & function of groups working and developing. Select 3 Managing Principle (to attend to today) you feel will most benefit the evolving team in this approach, so it consistently becomes the Way of Working for the Core Team.
3. Task Leader: Select a person (rotating after 3-4 events) to work with a Developmental Resource, to Design and lead the vent the added above changes. And lead the meeting.
4. Conduct a weekly decision-making event with the new working group, with the new way of working. Reflect and upgrade.

Next Meeting: Session Four

June 7, 2024

9 AM – 12:00 PM

Pacific Time