

Evolution of forms of human organisation

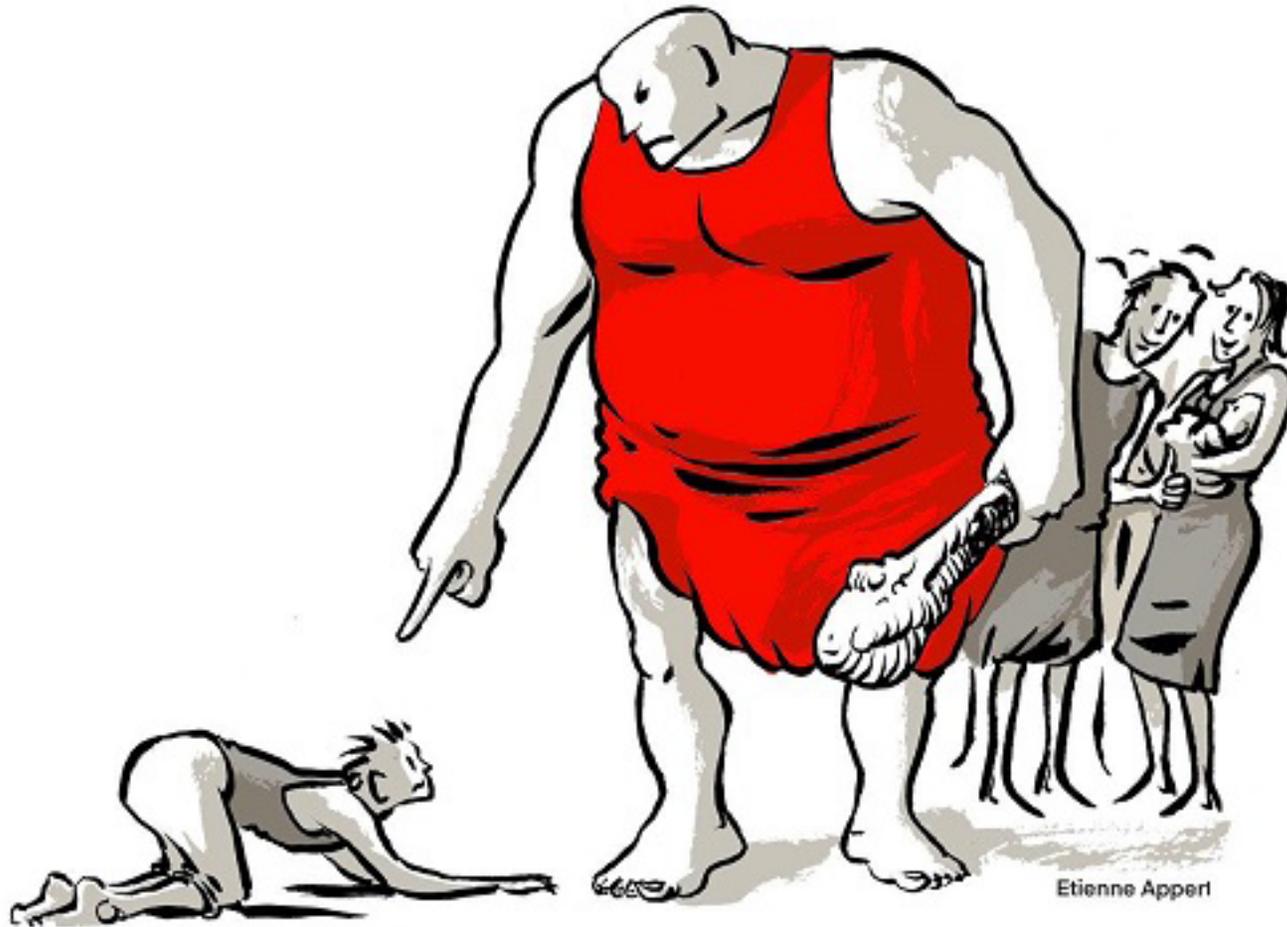


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RED organizations



Characteristics

Constant exercise of **power** on the part of the commander to keep troops in line.

Fear is the glue of the the organisation.

Highly **reactive**,
focus on the short term.

Examples from the present



Mafia

Street
gangs



Tribal militias

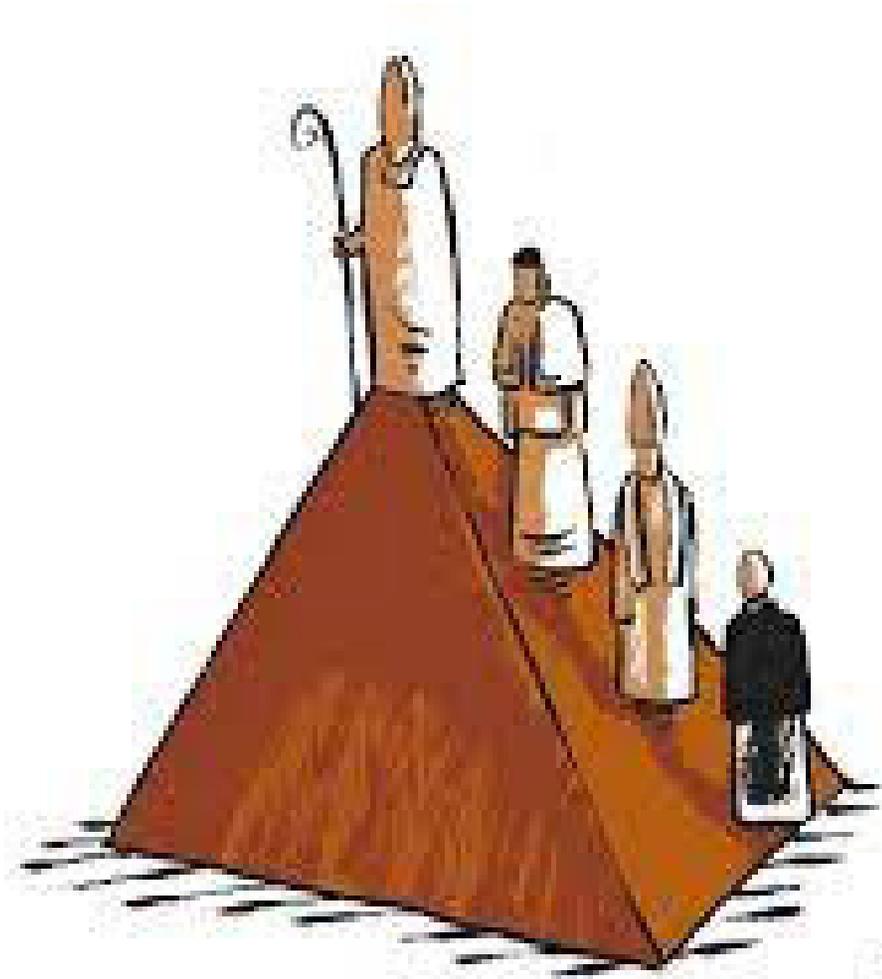
Key achievements

- Division of labour
- Command authority

Guiding metaphor “Wolf pack”



AMBER organizations



Etienne Appert

Characteristics

Highly formal roles in a **hierarchical** pyramid.

Top-down command and control (what and how).

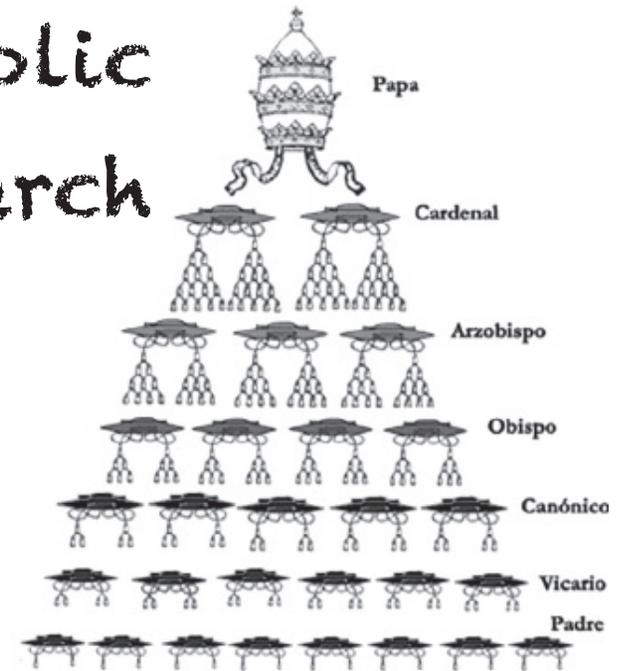
Stability valued above all else through **rigorous** processes.

Examples from the present



Army

Catholic Church



Institutions



Public education system



Key achievements

- Formal roles (stable and scalable hierarchies)
- Processes

Guiding metaphor “Army”



ORANGE organizations



Etienne Appert

Characteristics

The goal is to **beat the competition**,
achieve **profit and growth**.

Innovation is the key to staying
ahead.

Management by objectives
(command and control over what,
freedom in how).

Examples from the present

(Multinational)
companies



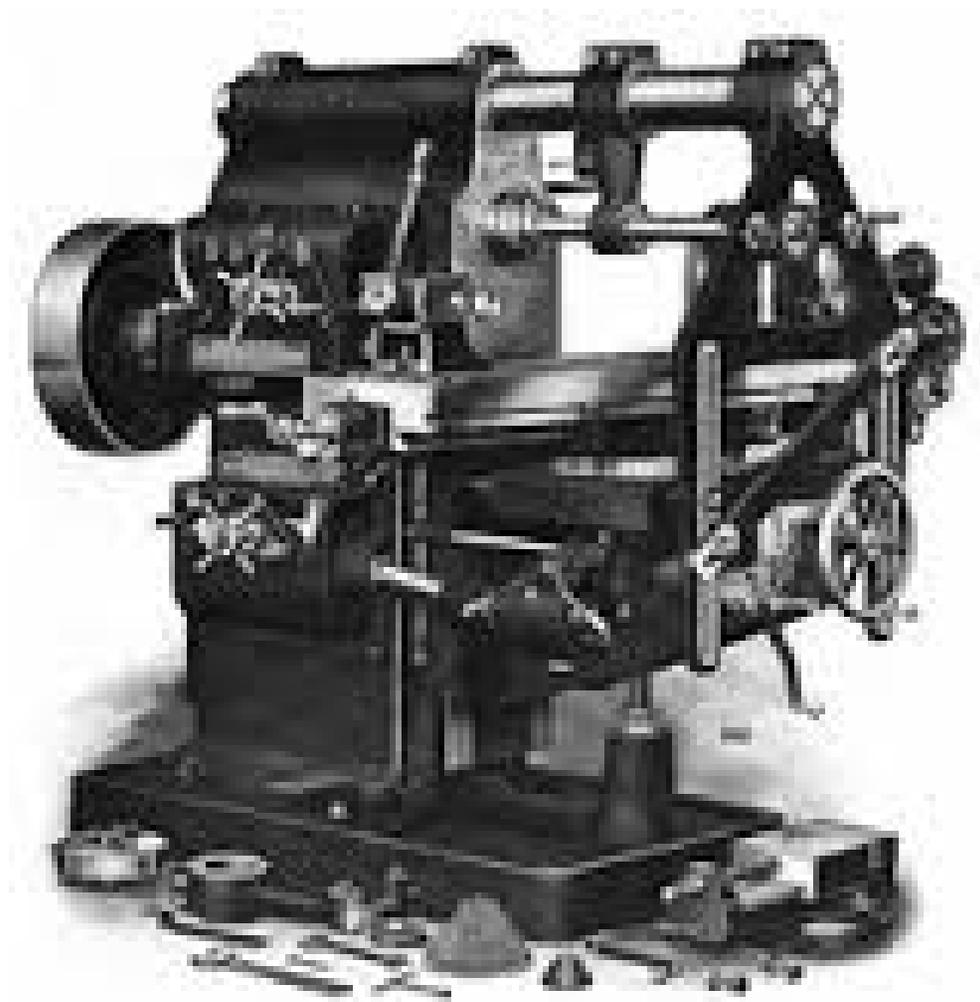
Colegios
concertados



Key achievements

- Innovation
- Accountability
- Meritocracy

Guiding metaphor “Machine”



GREEN Organizations



Etienne Appert

Characteristics

Centre of the classical pyramid structure.

The focus is on **culture and empowerment** to achieve extraordinary **motivation of the employee**.

Examples from the present

Organisations motivated
by their culture

Ben + Jerry's



Southwest
Airlines

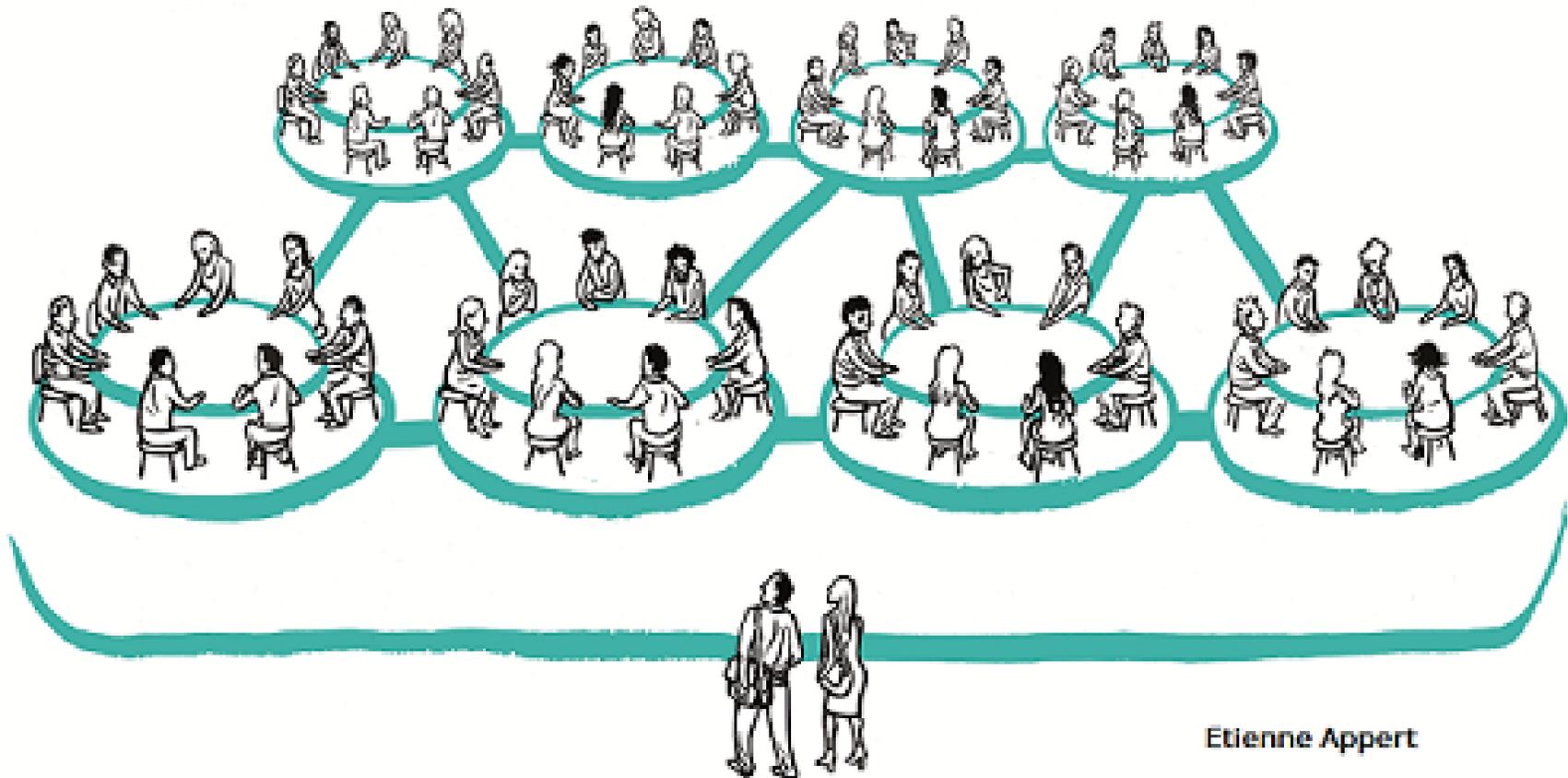
Key achievements

- Empowerment
- Value-driven culture
- Stakeholder model

Guiding metaphor “Family”



TEAL Organizations



Etienne Appert

Achievements

- Self-management
- Wholeness
- Evolutionary purpos

<https://reinventingorganizationswiki.com/theory/organizational-structure/>

Organizational models

Organizational Models	Current examples	Key achievements	Guiding metaphor
<p>RED Organizations</p> <p>Constant exercise of power by the commander to keep the troops in line.</p> <p>Fear is the glue of the organisation.</p> <p>Highly reactive, short-term focus.</p> <p>Thrives well in chaotic environments.</p>	<ul style="list-style-type: none"> • Mafia • Street gangs • Tribal militias 	<ul style="list-style-type: none"> • Labor division • Command authority 	<p>Wolf pack</p>
<p>AMBER Organizations</p> <p>Highly formal roles in a hierarchical pyramid.</p> <p>Top-down command and control (what and how).</p> <p>Stability valued above all else through rigorous processes.</p>	<ul style="list-style-type: none"> • Catholic Church • Army • Majority of governmental institutions • Public educational system 	<ul style="list-style-type: none"> • Formal roles (stable and scalable hierarchies) • Processes 	<p>Army</p>
<p>ORANGE Organizations</p> <p>The goal is to beat the competition, achieve profit and growth.</p> <p>Innovation is the key to staying ahead.</p> <p>Management by objectives (command and control over what, freedom in how).</p>	<ul style="list-style-type: none"> • Companies (multinationals) • Private schools 	<ul style="list-style-type: none"> • Innovation • Accountability • Meritocracy 	<p>Machine</p>
<p>GREEN Organizations</p> <p>At the centre of the classic pyramid structure, the focus is on culture and empowerment to achieve extraordinary employee motivation.</p>	<ul style="list-style-type: none"> • Culture-driven organisations (e.g. Southwest Airlines, Ben & Jerry's...) 	<ul style="list-style-type: none"> • Empowerment • Values-driven culture • Stakeholder model 	<p>Family</p>
<p>TEAL Organizations</p> <p>¿...?</p>	<p>¿...?</p>	<p>¿...?</p>	<p>¿...?</p>

2. level of organization (is part of the lower ranks)	Teal	Holistic	Leadership for the Global Good Balance-oriented Security through paradox-robust mindfulness	Possibilities Social architecture, values, sense, paradoxes Co-Creation Entrepreneurs Evolutionary development
	Yellow	Systemic	Leadership through cooperative empowerment Principle-oriented Security through evolutionary development	
1. level of organization (replaces lower forms of organisation)	Green	Equality	Leadership as empowered service Community-oriented Security through social relationships	Knowledge Technical expert, Technical authority Performance Makers Objectives Strategys
	Orange	Performance	Leadership through individual goals Performance-oriented Security through materialism	
	Blue	Truth	Leadership through common rules Rank/hierarchy oriented Security through laws	Efficiency Process experts Technical cooperation Survival Hero Intuition Orders
	Red	Power	Leadership through authoritarian instructions Personality-oriented Security through powerful action	