

← OLD WAY

NEW WAY

?



Laurent Ledoux
ledoux.laurent@gmail.com
+32 478/62.14.20

The NWOW jungle

Holacracy

Teal

Liberated org.

Lean

Collective
intelligence

Agile

Sociocracy

NWOW
BBB

Participative
management



Volatility
Uncertainty
Complexity
Ambiguity

**Why
change to
NWOW?**

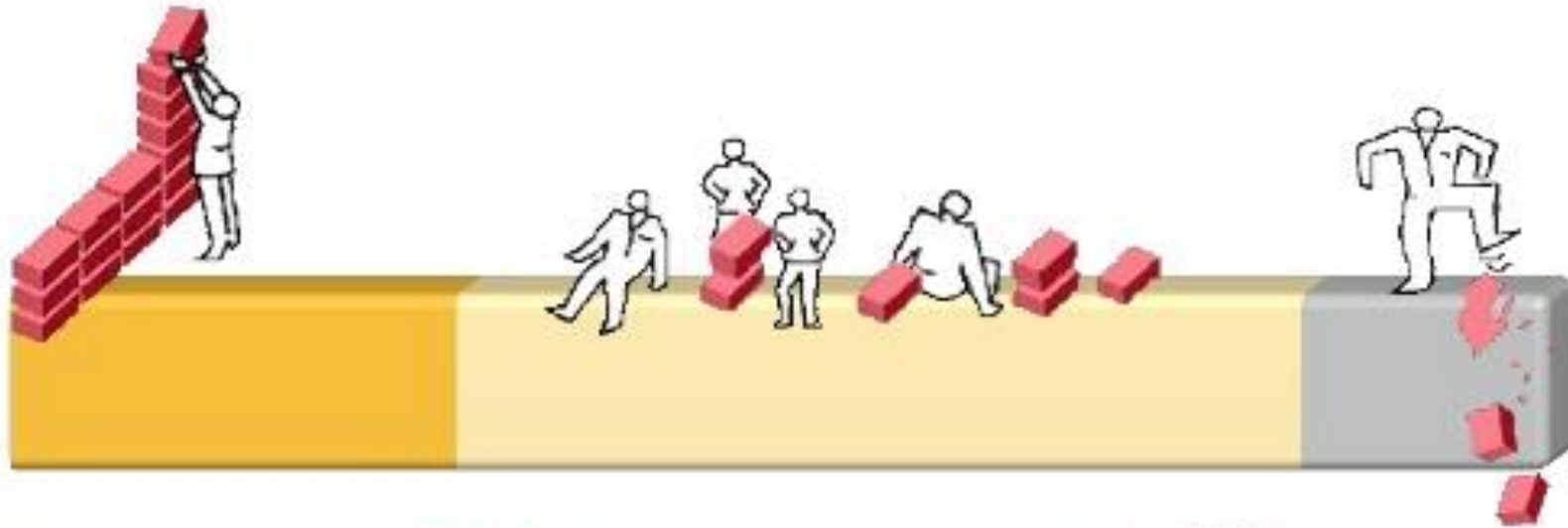
Why change to NWOW?





Why change to NWOW?

EMPLOYEE ENGAGEMENT – TAPPING INTO HUMAN MOTIVATION



8% Engaged

*These employees are loyal and **psychologically committed** to the organisation. They are more productive and more likely to stay with their company for at least a year.*

77% Not Engaged

*These employees may be productive, but they are **not psychologically connected** to their company. They are more likely to miss workdays and more likely to leave.*

15% Actively Disengaged

*These employees are physically present but **psychologically absent**. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.*

Why change to NWOW?



**Self-concept is
the key to
solving
organizational
problems**

Will Schutz

The Human Element (1994)

Self-esteem, well-being at work & teamwork requires to address individuals' fears of being...

1 Abandoned ➔ **Inclusion**

2 Humiliated ➔ **Control**

3 Rejected ➔ **Openness**



Douglas Mc Gregor

The Human Side of Enterprise (1957)

Theories X & Y

**FREEDOM,
INC.**



The Remarkable, No-Cost Way
to Lead Your Business to Higher
Productivity, Profits, and Growth

Brian M. Carney and Isaac Getz

Getz

Laloux



Inclusion



Respect & Wholeness

Control



Self-direction

Openness



Personal Growth & Evol. Purpose



2016

The **HOW** Report[®]

A Global, Empirical Analysis of
How Governance, Culture and
Leadership Impact Performance

**HOW Metrics[®]: New Metrics for a New Reality –
Rethinking the Source of Resiliency, Innovation,
and Growth**

Dov Seidman

LRN[®] *Inspiring Principled Performance[®]*

Respect & Wholeness

1

Whyway

2

Humility

3

Fairness



Objectives & strategic plan defined with all the staff



Open ExCo









Flex desks for all





2. Verschillende werkplektypes

- A: gewone werkplek voor individueel rustig en ongestoord werk. Met tussenschot.
- B: gewone werkplek voor samenwerken, waarbij veel overleg nodig is. Zonder tussenschot.
- E: eenpersoonscel, vooral gebruikt voor langere telefoongesprekken, voor vertrouwelijke gesprekken en voor bijzonder geconcentreerd werk. Mag niet voor langere tijd in beslag genomen worden.
- F: kleine overlegruimte voor 2 tot 4 medewerkers
- G: kleine vergaderzaal voor 4 tot 8 medewerkers
- H: grote vergaderzaal voor 4 tot 16 medewerkers

+ informele overleghoeken

mobif 4U











Yin
Hollow
Receptivity
Hidden
Passive
Water

Executive Committee

from 1 to 4 women out of 8 members

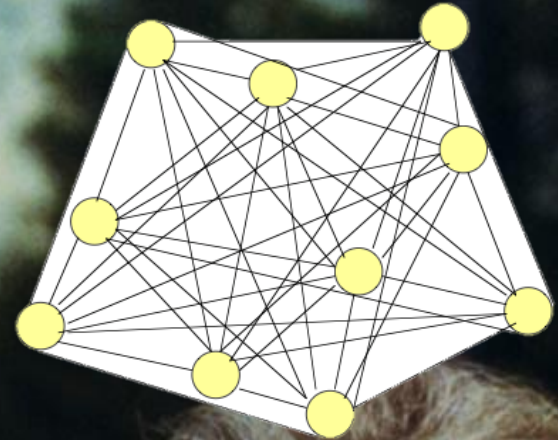


Yang
Full
Expansion
Shown
Active
Fire

The GORE logo features the word "GORE" in a bold, black, sans-serif font. To the right of the text is a red chevron shape pointing to the right, which is partially enclosed by a white rectangular border.

**Respect &
Wholeness**

The Lattice structure



- No given assignments
- No ranks and titles
- All associates

Respect & Wholeness

1

Whyway

2

Humility

3

Fairness

Everybody **wants** to take initiatives

5x

Authentically
Dedicated

8x

Deeply
Accountable

4x

Deeply
Responsible

The **HOW**
Report

Personal Growth & Evolutionary purpose



1

Exploration

2

Craftmanship

3

Collaboration





Personal
Growth

The sweet spot



Programme de formations des cadres

D.R.I.V.E.

Développement

- Gestion des talents
- Connaissance de soi
- Intelligence émotionnelle/Méditation
- Gestion du temps
- Coaching
- ...

Echange

- Teambuilding
- 2-way Feedback
- Communication
- Contribution à l'équipe
- ...

Responsabilité

- Objectifs d'équipe
- Cycles d'évaluation
- Délégation
- Vision stratégique
- ...

Valeur externe

- Disponibilité
- Gestion des conflits
- ...

Innovation

- Blue Ocean
- Amélioration continue des processus



BUURTZORG

Craftsmanship



150 : maximum number
of people we can know
and care for personally



BU maximum
size (with P&L):
150 pers.

Robin Dunbar
Evolutionary psychologist

Personal Growth & Evolutionary purpose

1

Exploration

2

Craftmanship

3

Collaboration

Everybody is **able** to take initiatives

The **HOW**
Report

8x
Long-term
Orientation

6x
Resilience

8x
Good
Decision-making

Self-direction

A young child with light hair, wearing a blue plaid jacket and light-colored pants, is walking towards the camera on a grassy path. In the background, an adult is crouching on the grass, and there are some fallen leaves scattered around.

1

Trust as adults

2

Responsibility

3

Support & Let-go



Work when you want
Suppressing the obligation to clock-in & out

A woman with dark hair, wearing a purple long-sleeved top, is sitting at a desk. She is smiling and talking on a mobile phone held to her ear with her right hand. Her left hand is on the keyboard of a silver laptop. On the desk next to the laptop is a green mug. In the background, there is a window with a view of a building, a potted plant on a side table, and a desk lamp.

Work where you want

**Up to 3 days
teleworking**

Satellite offices

Work where you want
Cloud computing

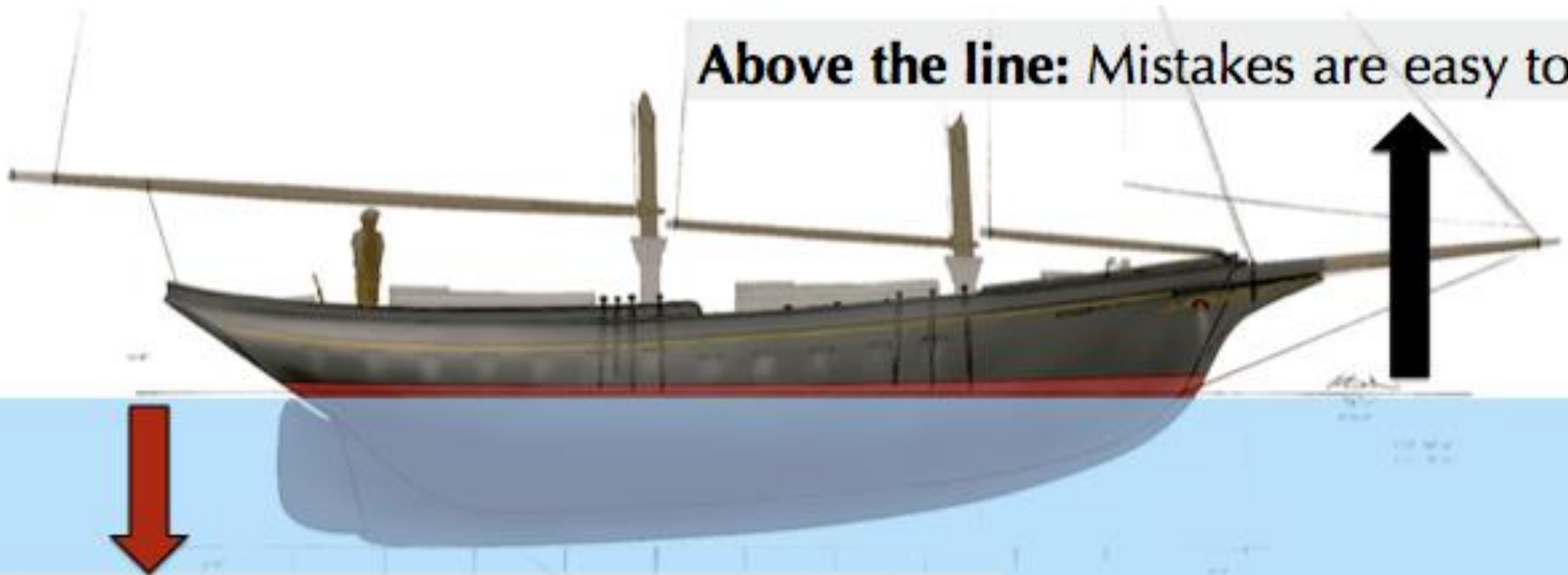




Responsibility

Floating line & advice process

Above the line: Mistakes are easy to fix



Below the line: Mistakes can sink the ship



Comité des petits cailloux

Management has 1 week to accept or propose an alternative solution to « small problems » (petits cailloux) for which staff proposes a solution. If the management does not answer within one week, the staff's proposal is automatically accepted.



Trust

« *The one who **knows** is the one who **does**. The **boss** is the one who's got the **ball**.* »

Jean-François
Zobrist

Self-direction

1

Trust as adults

2

Responsibility

3

Support &
Let-go

Everybody has the **liberty** to take initiatives

The **HOW**
Report

32x

Risk-taking

11x

Innovation

6x

Performance

Results

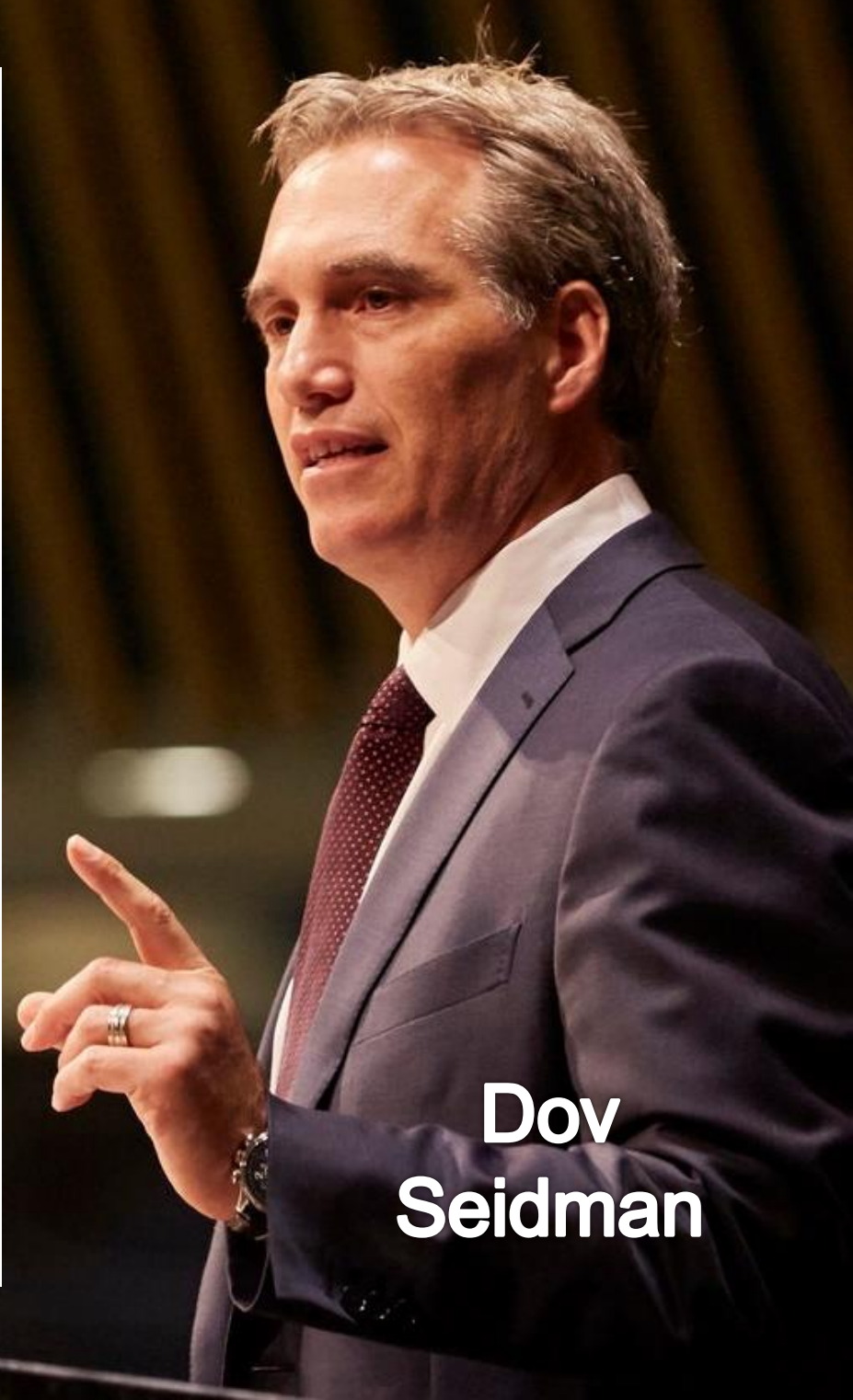
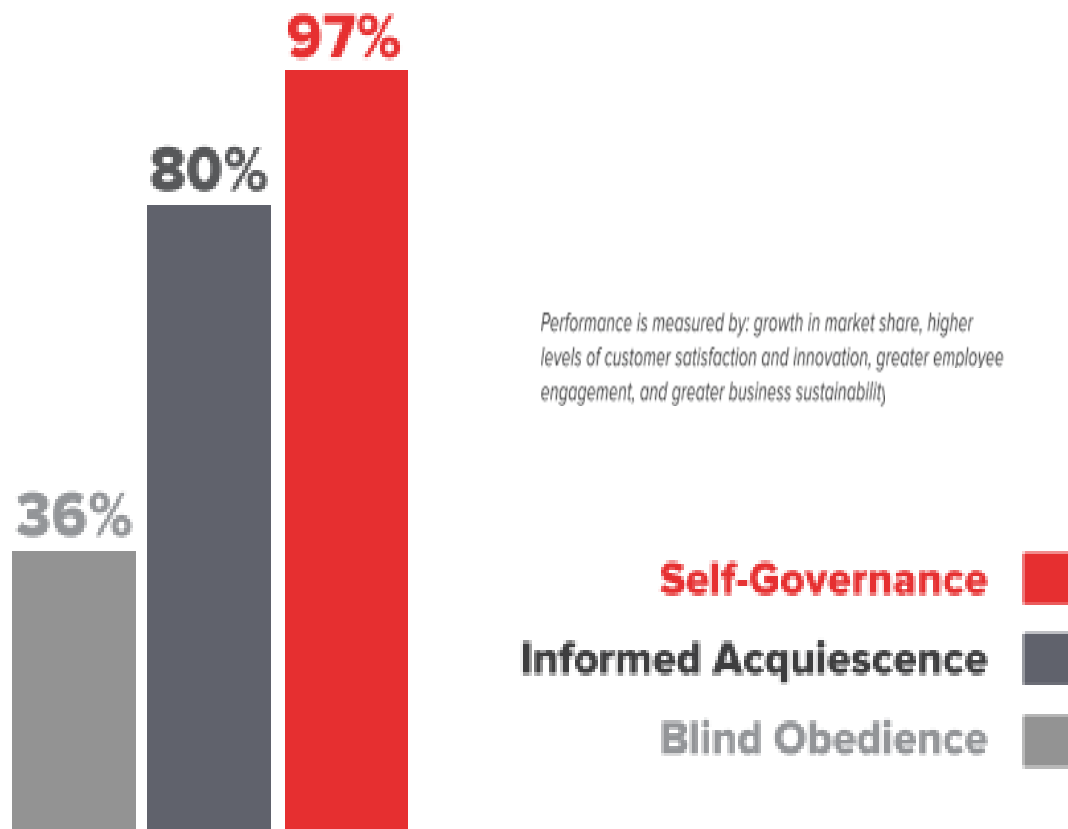
- **Quality increase** in services
- **Speed increase** in dealing with files
- Fall in **absenteism** & LT sick leave
- Yearly savings of **4.1 mio** (facility)



Federale Overheidsdienst
Mobiliteit en Vervoer

Self-Governing Organizations Outperform

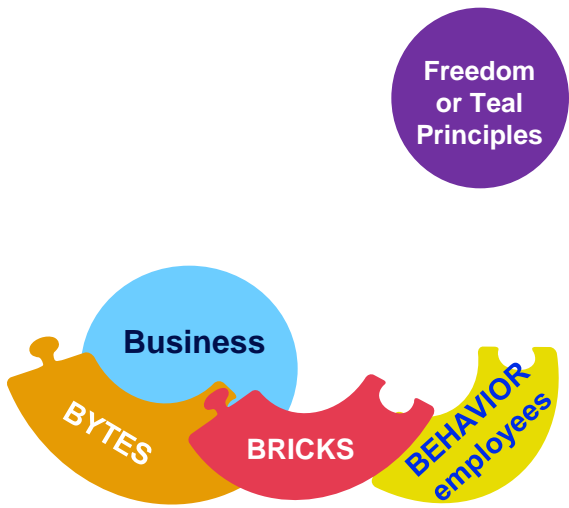
Percentage of organizations delivering high performance, by archetype



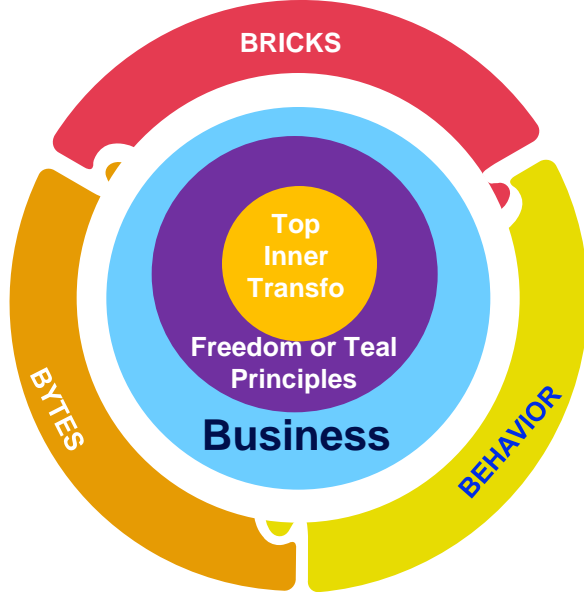
**Dov
Seidman**

Vision/
Ultimate goals

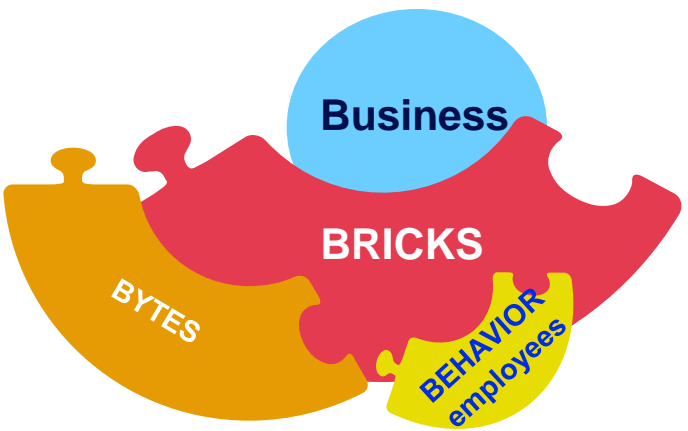
Freedom or Teal Washing?



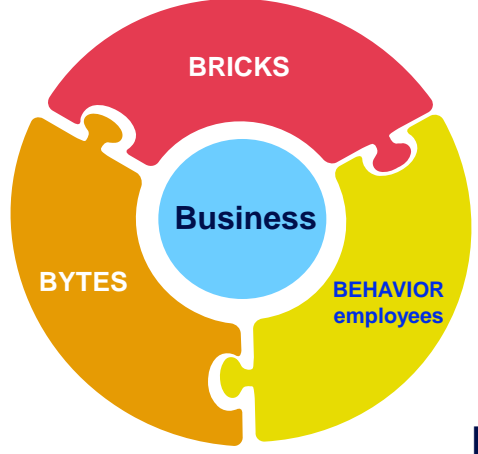
Authentic "Liberation/Teal" ?



Guaranteed chaos ?



"Classic" NWOW ?



Integration/
Coherency

How?

Organisational

transformation

Coherency at all levels &

Pilots with opt-outs

Cultural

transformation

Acts to fill in the Trust bucket

Personal

transformation

Authentic posture

change of top managers