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Creating a Dynamic Culture at PSU

Dennis Bakke on the state of the workplace

- “Why do so many people work so hard so they can escape to Disneyland? Why do many workers spend years dreaming about and planning for retirement? The reason is simple and dispiriting. We have made the workplace a frustrating and joyless place where people do what they’re told and have few ways to participate in decisions or fully use their talents. As a result, they naturally gravitate to pursuits in which they can exercise a measure of control over their lives. In most organizations I have been exposed to around the world, we still have the offices above the working people, who without consulting workers, make decisions that dramatically affect their lives. Dennis Bakke author of Joy At Work and Former CEO.

Traditional Management Styles are out of Date

- “Instinctively we know that management is out of date. We know it’s rituals and routines look slightly ridiculous in the dawning light of the 21st century. That’s why the antics in a Dilbert cartoon or an episode of The Office are at once familiar and cringe-making. Gary Hamel-Management Consultant

And We know we can do better Here at PSU

- PSU Communications Survey confirmed we can do better
- 44% find our sense of community is poor
- 59% find our Moral is poor
- 54% feel we are not well informed of important policies that impact our work
- 57% disagree with the statement that change is explained in a straightforward way.

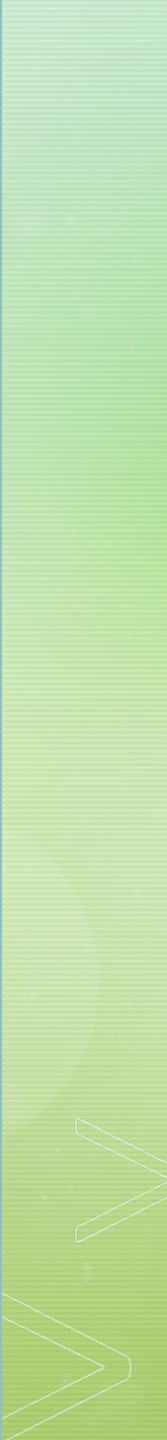


The Lack of Meaning Impacts Management too

- Folks at the bottom of the hierarchy feel powerless
- Yet many top leaders are tired of the power games, infighting and overloaded schedules too.



All of us Yearn..

- For better ways to work together
 - More awakened workplaces
 - Where our talents are nurtured
 - Deepest aspirations are honored.
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So Why am I here today?

The Focus of my scholarship is integration.

Integral Theory recognizes that you cannot undergo dramatic systemic change without also impacting the culture

That if we are to build a 21st century University System we must match that system with a 21st Century Culture

I care deeply about PSU



Something is starting to emerge...

- Albert Einstein once said that the problems of today can't be solved with the same level of consciousness that created them in the first place.
- Harvard Professor Robert Kegan at Harvard has identified unusual organizations that are extremely successful built around the principle of what he calls "Deliberately Developmental Organizations." These organizations work to develop the interior reality of employee and culture and have realized great economic success in the process.
- Belgian author of Revolutionary Organizations identified similar companies built around three revolutionary principles. Self Management, Wholeness and Evolutionary purpose.
- This emergence is a natural next step in our human history in terms of how we organize together.

Where have we been in regards to organizational structures.....

- Laloux identifies 4 different historical paradigms we are emerging from...
- 10,000 years we organized into Chiefdoms and proto empires. Command authority model. We see examples today he says in street gangs and organized crime.
- 4,000 Years ago we entered an agrarian based society, built on state bureaucracy, and organized religion. Organizational approach is top down. Group norms are absolute. Either you follow or get thrown out. Strict hierarchy. Pyramid structure for organization. Static organizational chart. Currently seen in the military, Catholic Church and most Gov't systems (schools, police). Such a model is inefficient in today's fast changing society. Wasting talent, creativity, and energy of most people in these organizations. Laloux (2015)

2 more paradigm shifts before what is emerging today-1....

- Gaining momentum with the Enlightenment and early industrial revolution a new paradigm emerged. Transcending the God Fearing and absolute approach for what science and objective evidence based approach in terms of what is best. A good organization then is more like a machine where corporate leader adopt engineering terms to describe their work. Using words like inputs, outputs, information flows, and bottlenecks. Effectiveness is more important than morality in decision making. What gets us the highest rewards? Meritocracy is foundational. A Modern approach to organizations.
- Laloux identifies most large mainstream publicly listed companies as operating from this perspective.

A Postmodern shift...

- The previous paradigm shift encouraged on the negative side encourages short term thinking, corporate greed and exploitation of the planet's resources and ecosystems. Many feeling like it was/is a heartless soulless rat race-Laloux (2015)
- Postmodernity brought another approach. Stressing cooperation over competition. Striving for Equality and tolerance. Social responsibility for many of these organizations adopting these as their dominant values consider social responsibility as part of their core mission. Egalitarian management is a deep core value. Ben & Jerry's, Southwest Airlines, Starbucks are named as examples.

Something beyond is starting to emerge..

- Egalitarian based organizations that might take that principle too far according to Laloux get bogged down in debate and factionalism with little movement. Today in small but increasing numbers leaders and organizations are moving towards a different model built around three principles that seem to transcend and include the previous paradigms. Laloux studied 12 highly successful organizations around the world with over 100 employees with these principles. Kegan studied 3 Fortune Five Hundred Companies with similar principles although worded a bit differently. Let's look at the three principles.

Self Management

- Integrated Organizations operate effectively within a system based on peer relationships. Aka No bosses. Pg67, pg73
- They set up structures and practices in which people have high autonomy in their domain.
- They are accountable for coordinating with others.
- Power and control are deeply embedded throughout the organizations, no longer tied to traditional hierarchy tied to the specific positions of a few top leaders. Laloux (2015).

Self Management Examples

- **Buurtzorg**-pioneering health care organization in the Netherlands with a nurse led model of applying holistic care with over 10,000 employees. Pg62
- Favi-pg 73
- Local teams of 10-12 nurses decide which patients to serve, how to allocate tasks, where to rent offices, how to integrate with local communities. They do their own recruiting, hiring, purchasing and contracting for higher level medical expertise when needed. They monitor their own performance and take corrective action if productivity drops. Teams don't have team leaders. Management task are spread across all members.
- None of this work is managed through staff functions. In fact only there are only 50 staff level people for a company of 10,000 nurses.

Self Management Misconceptions

- One misconception is that everyone is equal and decisions are made by consensus (which results in endless meetings with little action).
- Self Management requires a whole set of interlocking structures, and practices so that decision rights and powers flow to any individual who has the expertise, interest or willingness to oversee situation. AKA Advice Process pg 99
- Fluid natural hierarchies replace fixed power hierarchies of the pyramid.
- What happens in crisis? Pg 103
- No Unimportant people-pg 110-11

Self Management Requires Training

- This approach requires explicit training. At Buurtzorg for example all new team members take a course called Solution Driven Methods of Interaction.
- They learn sophisticated listening and communication skills, techniques for running meetings making decisions, and methods of coaching one another in terms of providing perspective. They learn different types of listening and styles of communication, and other practical skills. Pg 67
- Holocracy, another company studied by Laloux creates a whole Constitutional Governing structure based on self management. They offer training for those moving in this direction.

Wholeness

- In most companies people are doing a second job nobody is paying them to do. Most folks spend a great deal of time covering up their weaknesses, managing people's impressions of them, playing politics and hiding their inadequacies. We regard this as the single biggest loss of resources that organizations suffer everyday. It prevents organizations and the people that work in them from reaching their full potential. Robert Kegan (2016).
- Most people come to work wearing a mask. With leaders fearing if folks brought all their quirks, aspirations and deep interests that things would fall into disorder. Folks fear showing their deeper selves. Many of us disown fundamental aspects of our being. "When an organization feels lifeless is it because we bring such little life to work?" Laloux (2015)

Wholeness Continued....

- Integrated Organizations start from the premise that a person's deepest calling is to achieve wholeness. Where trust flourishes. Where people feel they can be their true selves.
- Patagonia has a child care center on it's premises. Adults eat with their kids, feed them and play on the playground with them. Sounds True brings their dogs to work who sit around many of the meetings.
- For many of these organizations the inner of work of meditation, contemplation, and community building (intensive reflective dialogue about work) is a part of the daily work experience.
- Favi (French Automotive co) example of Execs working on ground level on Friday's. Also have intense onboarding process.
- DDO-Robert Kegan identifies companies who link growing the interior life of the individual and group with economic business success.

Evolutionary Purpose

- Integrated Organizations collaborate together to define how they will serve the earth.
- No mission statement etched in stone and then abandoned when the market changes.
- In the Integrated paradigm, founders and leaders view the organization as a living entity, with its own energy, sense of direction, and calling to manifest something in the world. They don't force a course of action; they try to listen to where the organization is naturally called to go. They value transparency of mission and are willing to share.
- None of the organizations Laloux researched has a strategy document. Gone are the often dreaded strategy formulation exercises, and much of the machinery of midterm plans, yearly budgets, cascaded KPIs, and individual targets. Instead of trying to predict and control, they aim to sense and respond.
- Practice based on sensing and responding, combined with self-management lead to high levels of innovation. Buurtzorg example of two nurses working with physiotherapist and occupational therapist to prevent home interior physical injuries.



It is our moment....

- These are examples of how companies and organizations far bigger than us without a built in evolutionary purpose can create more productive, soulful and purposeful organizations than what we are living at the moment.
 - We are at a moment in time where it's time to stop trying to fix the old model and instead make the leap to the next one.
 - It's time to develop our people everyone of us.
 - Thank you. Questions. Comments. Next Steps.....
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