REORIENTATING ORGANIZATIONS

Stijn Deprez Ligand
2018
The state of Stijn Deprez
May 2016 – Bethlehem Pennsylvania
Featured Speakers

Terry O’Connell
Restorative pioneer, developer of Real Justice conferencing model & 30-year police veteran

Stijn Deprez
Training & development coordinator at Ligand (Belgium), a center for preventative & restorative practices

Darren Coventry-Howlett
Garda officer, Ireland’s OSCE National Point of Contact for Combating Hate Crime
Two weeks ago
Two weeks ago
Why reorientating organizations?

Work makes us sick
Why reorientating organizations?

Half of Belgian employees are looking for another job.
Why reorientating organizations?

"If everyone had to think outside the box, maybe it was the box that needed fixing“

Malcolm Gladwell, *What the Dog Saw*
Why reorientating organizations?

Reflection: What do you see in your country on the workplaces?
Why reorientating organizations?

Frederic Laloux: Reinventing organizations

- Belgian consultant
- Researched management systems worldwide
Why reorientating organizations?

“We have turned schools, almost everywhere, into soulless factories that process students in batches of 25 per class, one year at a time. Children are viewed essentially as interchangeable units that need to be channeled through a pre-defined curriculum. At the end of the cycle, those that fit the mold are graduated; castoffs are discarded along the way. Learning happens best, this system seems to believe, when students sit quietly for hours in front of all-knowing teachers who fill their heads with information.”

Laloux.
Why reorientating organizations?
Historical and developmental perspective

An overview in colors

https://www.youtube.com/watch?v=g0Jc5aAJu9g&t=452s
Historical and developmental perspective

Teal organization <-> Restorative organization
3 breakthroughs in teal organizations

1. Self-management
2. Wholeness
3. Listening to evolutionary purpose
1. Self-management

1. Leaders are overworked
2. Self-management is not new
3. 3 misunderstandings
   1. Self-management = no structure
   2. Endless meetings
   3. Still in experimental phase
4. Selfmanagement needs an upgrade of most of the elementary management practices: structure of the organization, budgets, functions, targets, meetings, investments, resignation,...
1. Self-management - structures

1. No pyramid

Buurtzorg: “Nobody is the boss of somebody else.”

- Traditional pyramidal structures demand too much of too few and not enough of everyone else (Gary Hamel)
- New organogram
- A new assumption “all colleagues have the obligation to do something about an issue they sense,...”
1. Self-management - organogram change
1. Self-management - structures

2. No middle-management

Bureaucracies are built by and for people who busy themselves proving they are necessary, especially when they suspect they aren’t (Ricardo Semler)
From control to trust

Self-management needs trust and open communication

More and a bigger variety on feedback is needed
1. Self-management - opportunities for RP

Shift from avoiding conflicts to learn people how to deal with conflicts

How do people manage conflicts?

In a teal organization it is essential that every colleague is trained in conflict management (or Restorative Practices)
2. Breakthrough 2: Wholeness

If the soul is not welcome in the organization, you get soulless organizations.
2. Wholeness in practice

- Safe work environment where personal interests meet organizational interests
- Colleague principles
- Circles
- Time and space for reflection
2. Wholeness in practice

Colleague principles
- We are happy with the job in Ligand.
- We speak in an open and direct way. You will not hear us speak about the other if the other wouldn’t be happy with it.
- We trust in what our colleagues do.
- We take a leading role alternately.
- It is the love for people that is our drive.
- We enter the room with a smile.
- We always assume that the other person might be right.
- We trust that everything comes alright.
- We do not lose time acting busy.
- ...
2. Wholeness reflection

How is reflection build in your organization?
Let’s share some good ideas.
2. Wholeness in practice

- Recruitment and start-up: where the lie starts

- Meetings
2. Wholeness in practice

Infrastructure

Churchill: “we shape our buildings and then they shape us.”

Attention for climate and society
2. Wholeness in practice

Reflection:

How does your organization take responsibility for what happens in the world (socially, ecologically, ...)?
3. Listening to evolutionary purpose

1. No long term plans
2. Listening to the deeper goal of the organization and to the people.
3. Strategic plans, balances, targets. It is like machines. The new metaphor is living organisms. -> self set targets
4. Fun
Conclusion

the color is teal