



THE
GLEN
GLOBAL LEARNING
& EXCHANGE NETWORK

Exploring the Theory of Process - S #6 Sustainable Organizations

7-13-20



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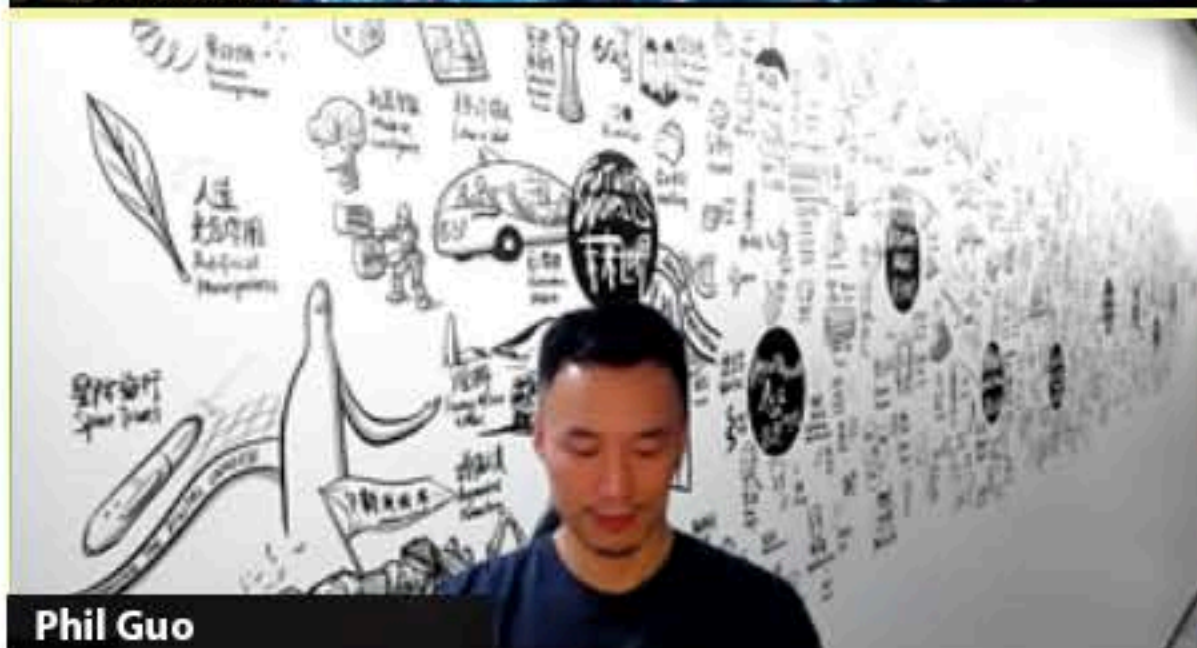
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Bob Horn



Ann Bylfors



Phil Guo



Joran Oppelt



Hubert Visual Facilitator



Markus Engelberger, Austria, 2013

GLEN
EXCHANGE

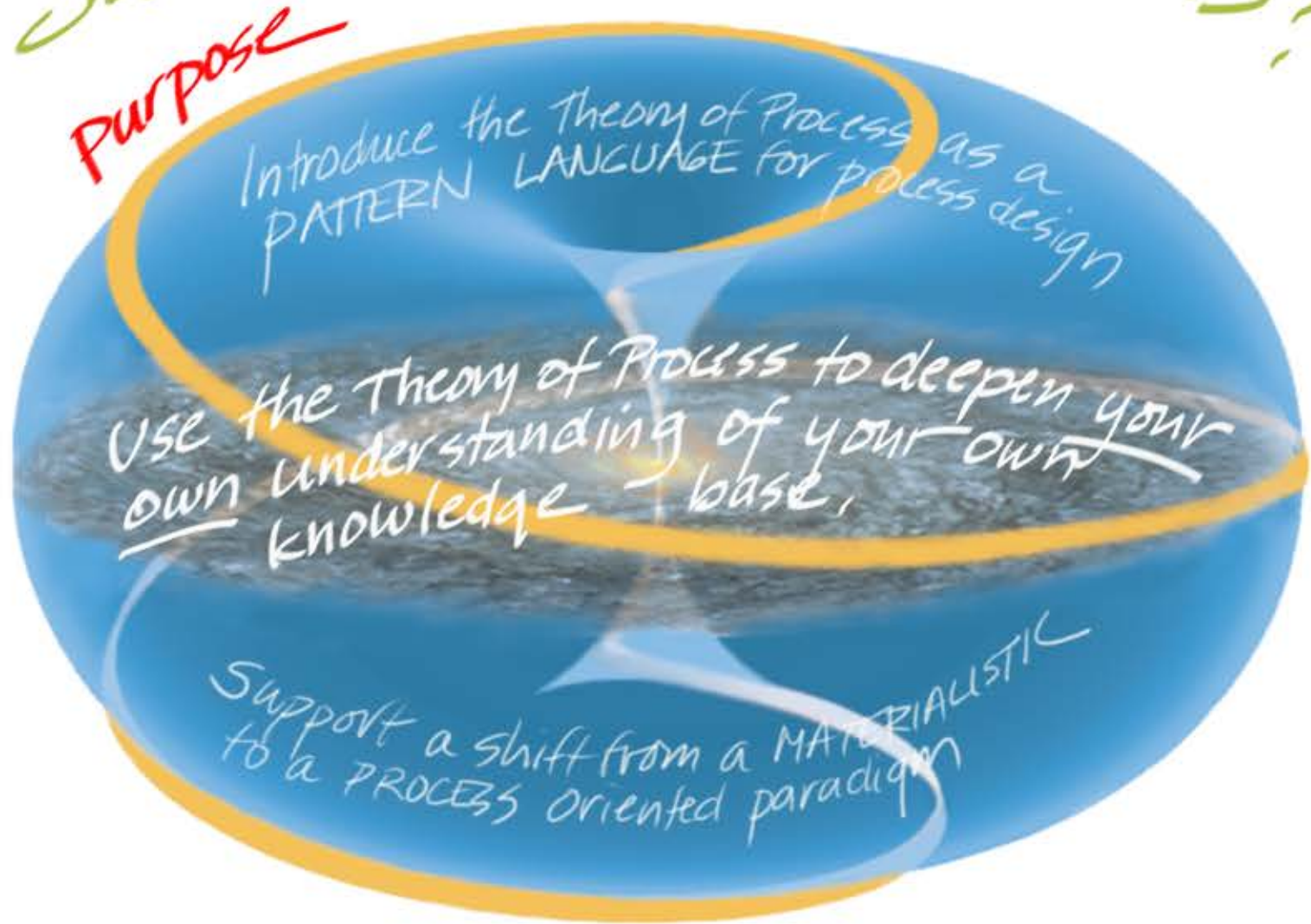
EXPLORING the THEORY of PROCESS

7/13/2020 Session 6

Agenda

8:30	Check In - (2 mins each) - your definition of an organization.
9:00	Origins of the Sustainable Organization Model
9:15	Seven Archetypes
9:30	Break
9:40	Playing with the language. Take aways.
10:30	ADJOURN

Sustainable Organizations?



Check-IN

Name, current condition & How do you define "organization?"

- Large org. / small team!

- Purpose Procedures Process for interacting wt. environment
- Leave no trace
- Survive & adapt is sustainable
- Gives back to source

- Tasks that require multiple people - Surgery

- Absence of randomness. Cohence.
- Contrast to community
- People getting stuff done - Schedules.

- ABSTRACT
- Human development
- Survive over time



- Like Organs/System.

- Group wt. shared purpose
- Something needs to be done w/ others

- A GROUP that works TOGETHER - Framework

- Empirical/measurable/gives it shape + people

- Like SPORTS In dressing room & get things done.

- Let others fill details



Nested Inter dependent



ORG. CHART

- Network



- Projects / fast new form of teamwork



Culture / Intention

- A BUSINESS - giving over of agency to the construct

1086-5

20 DEC 97

- Synthesis
- Conclusions
- Take the cake, not eat all of it, not all the details.

We had a marvelous "jam" session on the model. Each time the distinctions are clearer. This time Myer was puzzled how some startups seem to jump from growth. No collaboration... I thought - a baby kangaroo does go through being a plant." Sibbet

STAGES OF ORGANIZATION

If the knowledge is already learned and embodied, the capability can be used.

Morgan / Le Saquet
Model V 8.0 © 1997



- OS both cut - adaptations & examples...
- Articles - what's inside... H.S.
- © in bioeffy. Stanislav Bron. H.S.

1. STARTUP



Individual initiative, on a bright idea...
Opportunities can be anything, 360° of possibility, but the means!

2. GROWTH



Chimbin' the classic "S" curve...
This is "catching the wave" - riding a trend of interest.

3. SPECIALIZATION



Delegate a lot - to specialists - can solo...
Mastering planning...
Create a field...
Training...
services/product

4. INSTITUTIONALIZATION



Hiring Septemically...
Mastering operations...
Scale...
Utility...
"The Franchise"
"Global Markets"
"Diversified Corp."
"Symphony"

5. REGENERATION



If I had to re-invent myself - how would I organize myself...
Young ones are more adaptable...
Manage complexity thru processes...
Kangas are the rule breakers.

6. COLLABORATION



Need to keep the key people...
Appropriate complexity thru people...
more flexibility...
improve w/ky lobby identity...
Quantum leaps of innovation...
Partner with others - need strong base...
smaller, highly specialized components

7. CO-CREATION



Transparent...
Based on values...
Share consciousness...
Sacred space...
Prayer...
Meditation...
In time...
not alone...
"Spiritual Movements"
"Communities of Practice"
"collective improvement"
"Invisible college"

ENTREPRENEURIAL MINDSET
PILGER

ENGINEERING THINKING

ECOSYSTEMS THINKING
SMALLER

SPIRITUAL

ARCHETYPES:
EXAMPLES

"The Entrepreneur"

"The 60-60 Org."
"Jackpot."

"Association / Prof. Services organization"
"the Diche."

"The Utility"
"The Franchise"

"Global Markets"
"Diversified Corp."
"Symphony"

"Virtual Org."
"Networked Alliance"
"Self-Managed organization"
"Jazz."

"Spiritual Movements"
"Communities of Practice"
"collective improvement"
"Invisible college"

Stages of Organization Model Matrix. © 1997 The Grove

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<i>Stages</i>	1. STARTUP	2. EXPANSION	3. SPECIALIZATION	4. INSTITUTIONAL- IZATION	5. REGENERATI ON	6. COLLABORATION	7. CO-CREATION
<i>Features</i>							
Leadership	Entrepreneurial	Charismatic & driven	Strategic & managerial	Loyal & long range	Marketing oriented & facilitative	Partnering & courageous	Service oriented & <u>transformational</u>
Systems	Nonexistent	Ad hoc Rudimentary	Communications oriented Recruitment and training centric	Elaborate Financial and control oriented	Linked and understood Production oriented	Simple and reliable Human centric	Relationship networks Communities
Products & Services	Prototypes Experiments	Hot fashions Breakthroughs	Niche products Brands	Mainstays Franchises	Product families Life cycle awareness	New industries Standards Platforms	New Paradigms Fields of attention
Marketing	Proposals Brilliant presentations Demonstrations	Sales oriented Lead customers	Goals, plan oriented	Investor return oriented	Market research Campaigns	Contextual marketing Relationship selling	Witnessing Being in action
Culture	Anything goes Permissive Risk taking Opportunity based	Conformist Intense/driven Intolerant Short term Project based	Functional Role focus Protective Loose controls Star performers Results based	Conservative Bureaucratic Power oriented Long term focus Tight controls Capital based	Creative Continually improving Process focus Team based	Innovative Risk taking Adaptive Learning focused Network based	Seeing a larger whole Working across boundaries Spiritually based

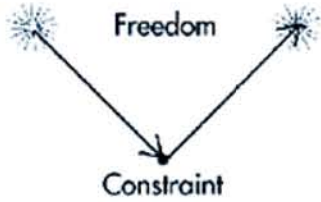
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TOP-3

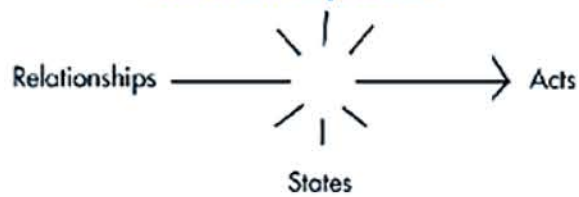
THE OPERATORS IN THE THEORY OF PROCESS

Young used geometry to illustrate basic distinctions. These are three of the foundation operators.

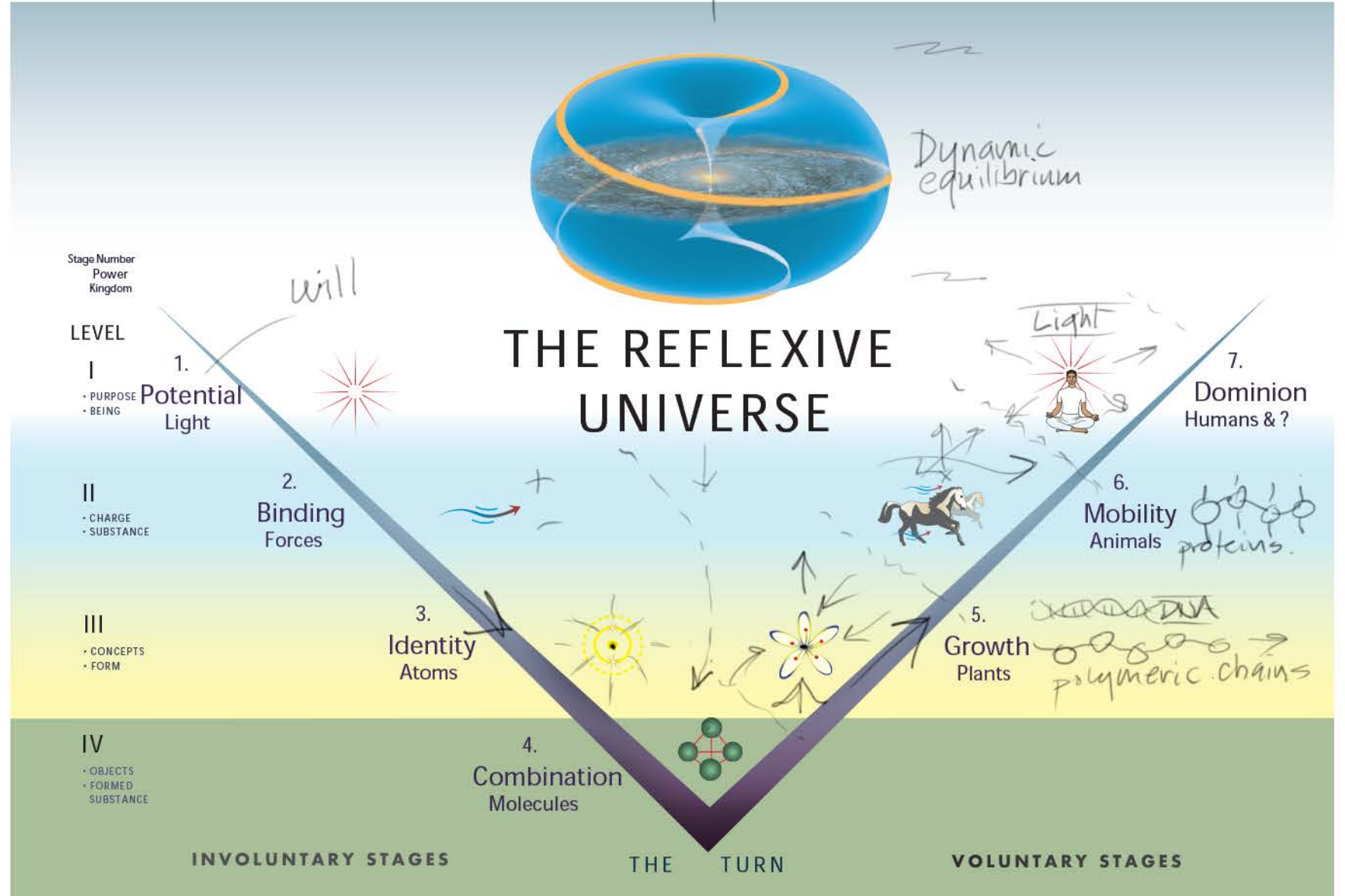
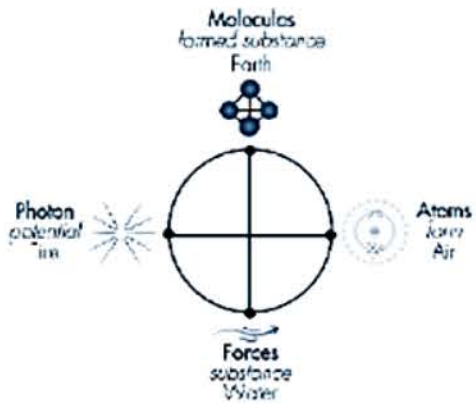
Twofold Operator



Threefold Operator

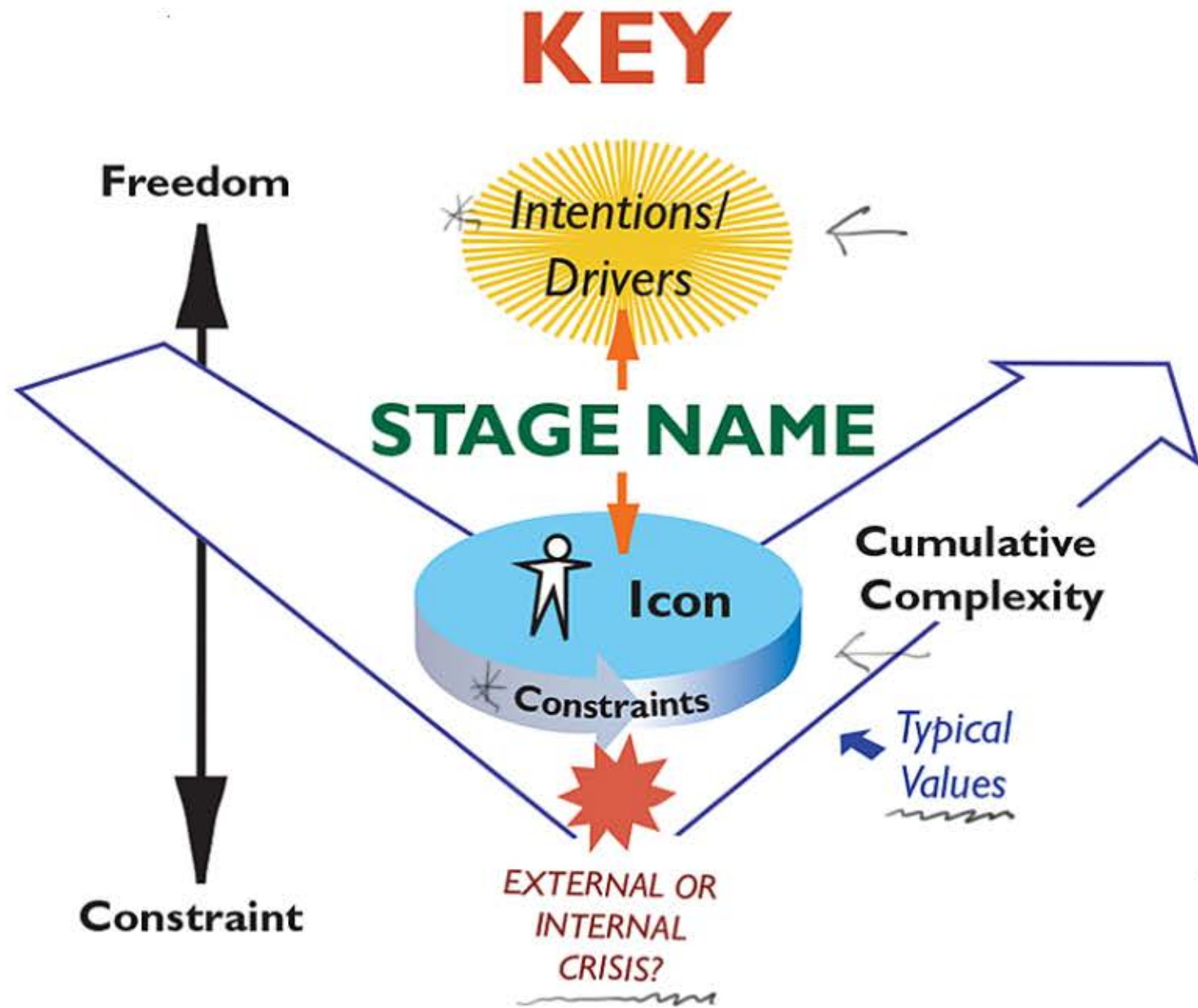


Fourfold Operator

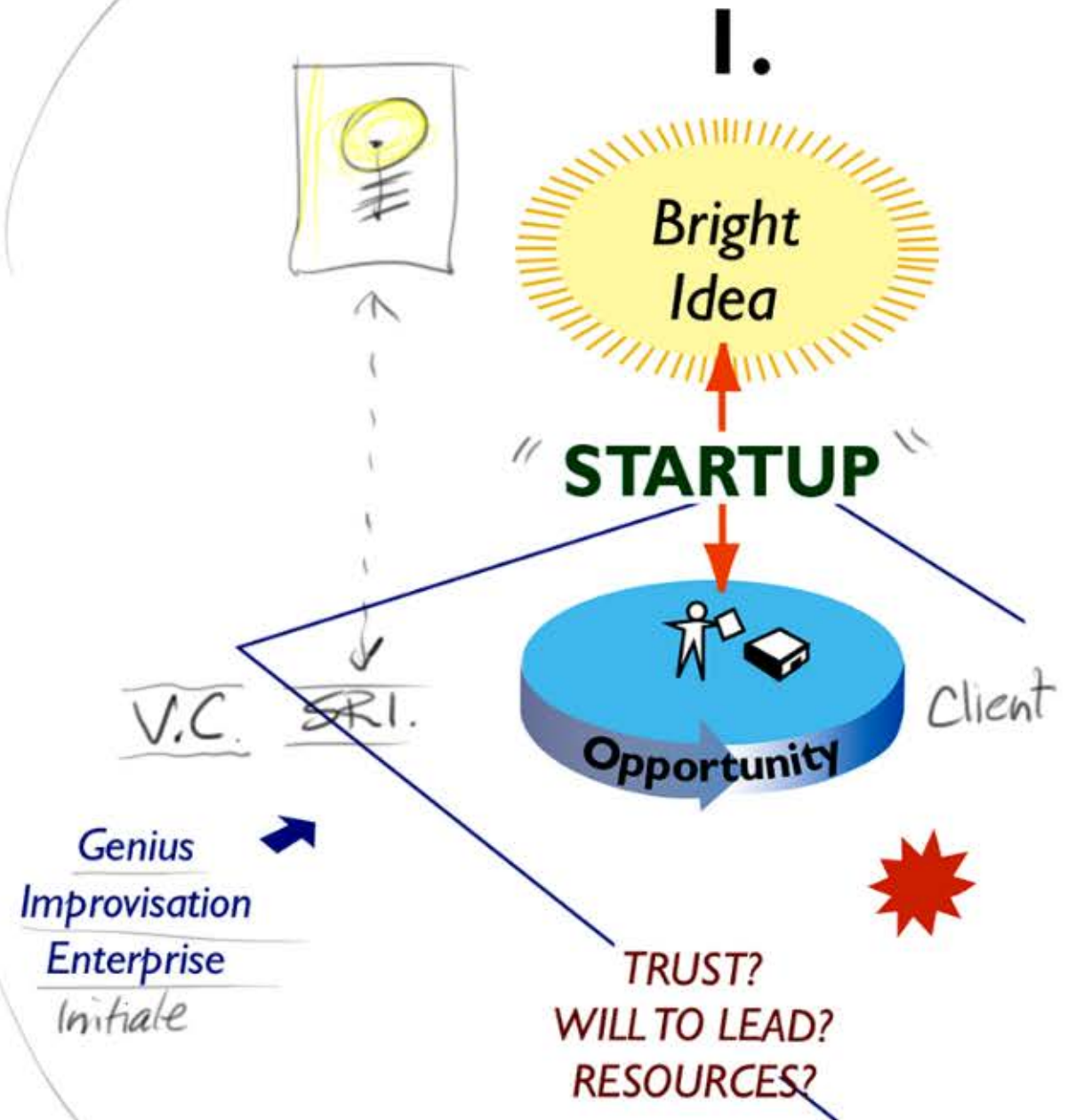


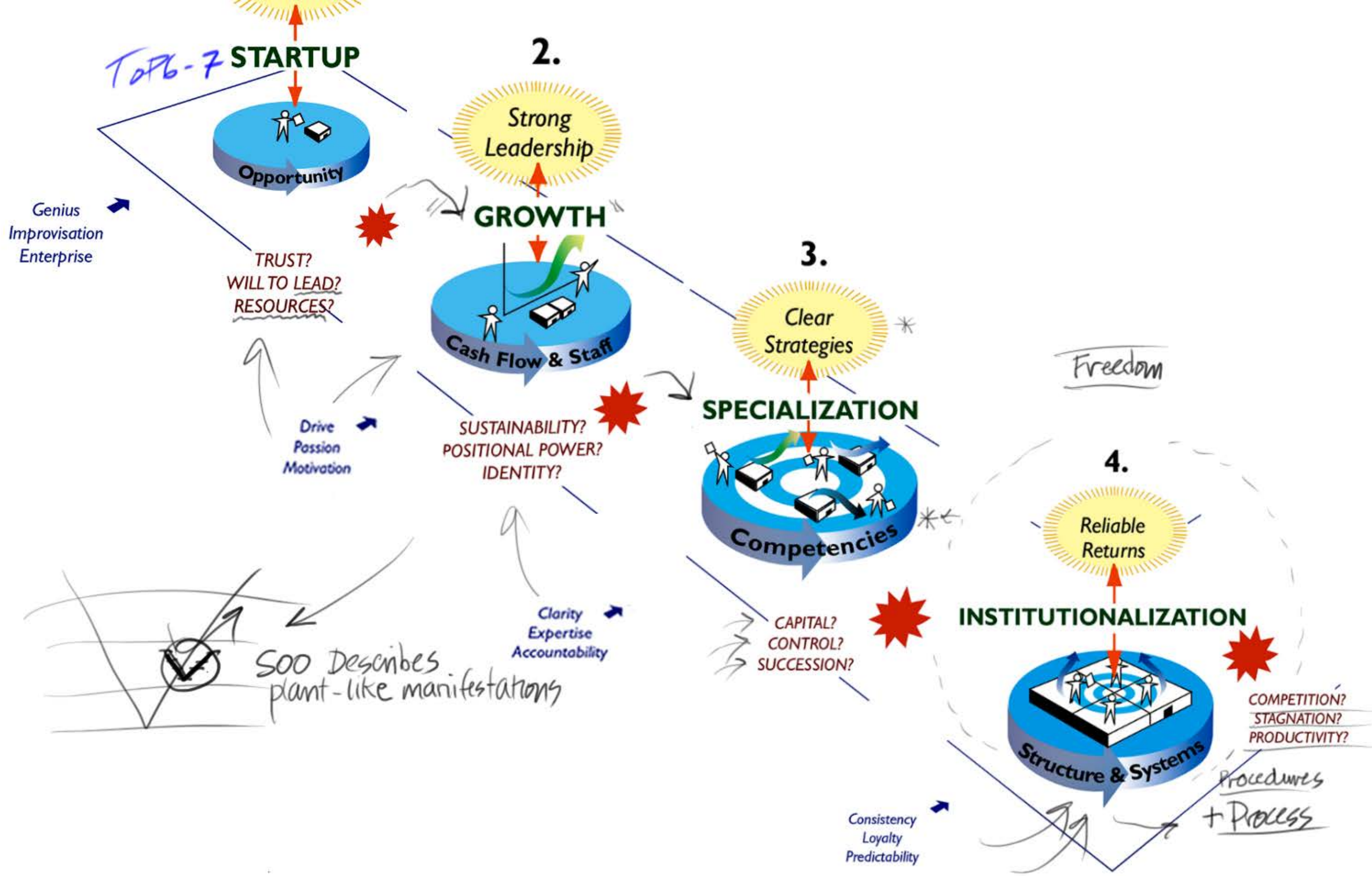
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Process



Think of these as lenses





Genius Improvisation Enterprise

TRUST?
WILL TO LEAD?
RESOURCES?

Drive
Passion
Motivation

SUSTAINABILITY?
POSITIONAL POWER?
IDENTITY?

Clarity
Expertise
Accountability

CAPITAL?
CONTROL?
SUCCESSION?

Consistency
Loyalty
Predictability

COMPETITION?
STAGNATION?
PRODUCTIVITY?

Procedures
+ Process

SOO Describes
plant-like manifestations

Freedom

TOPG-8

** movements*

7.

calling

Lasting Impact

TRANSFORMATION

UNCERTAINTY?
LOSS OF FAITH?
TRANSPARENCY?



Vision
Stewardship
Non-attachment

Agility & Innovation

CO-CREATION



COMPLEXITY?
MISTRUST?
POLITICS?

Collaborative network

Networks
Partnering
Diversity

*new with
new product
new*

5.

New Growth

REGENERATION



FLEXIBILITY?
ARROGANCE?
RED TAPE?

*Replicable Process
Value chain*

Coordination
Field Experience
Methodology

seed themselves

*can be triggered
by customers*

4.

Reliable Returns

INSTITUTIONALIZATION



COMPETITION?
STAGNATION?
PRODUCTIVITY?

sewerb

Consistency
Loyalty
Predictability

specialized

hp

*value
webs.*

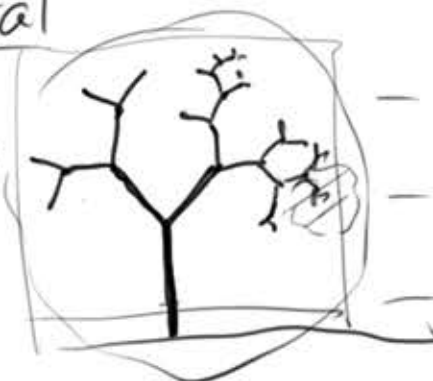
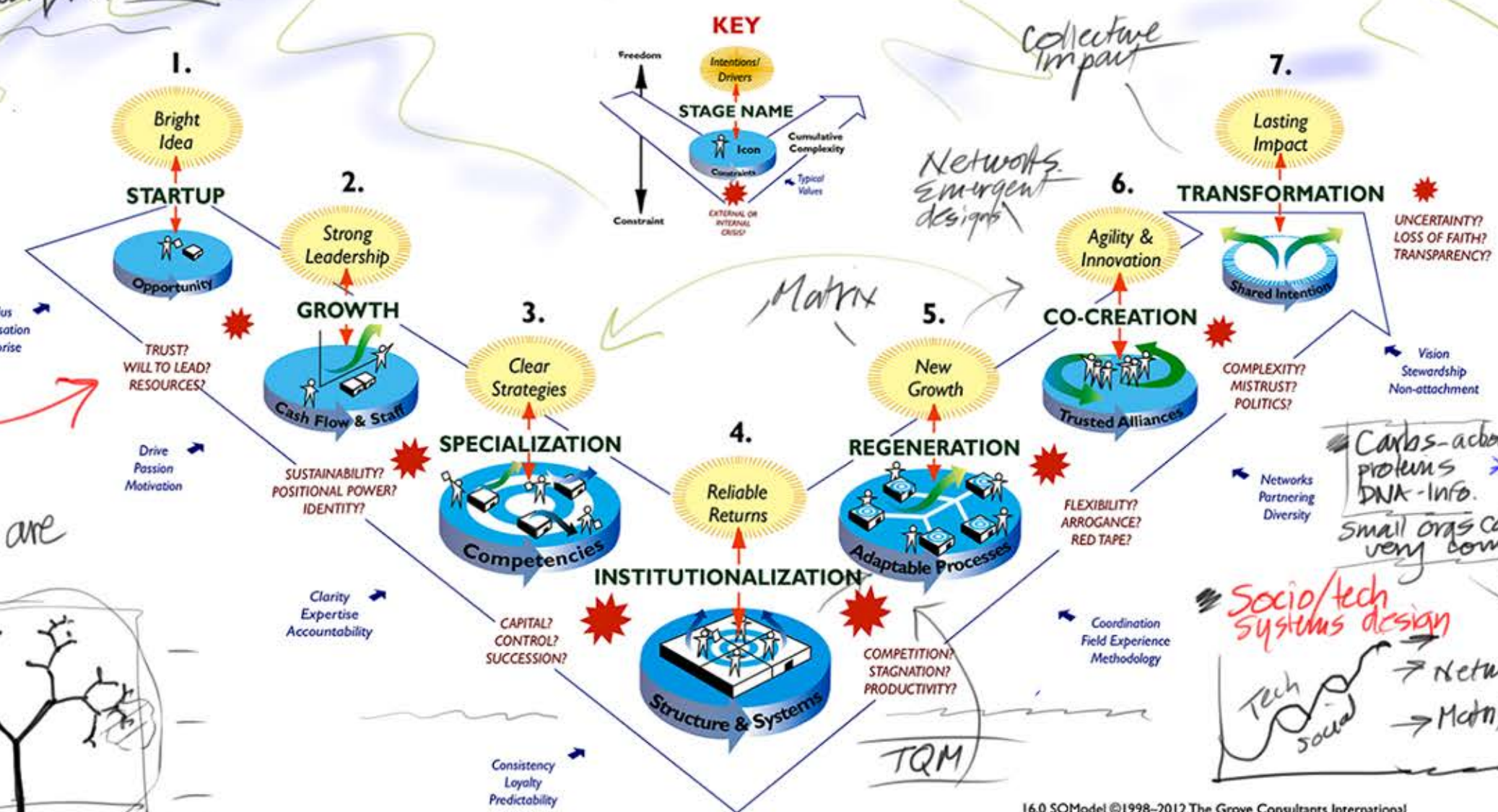
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Sibbet/Le Saget SUSTAINABLE ORGANIZATIONS MODEL

Org's reflect FAMILIES
core group theory Art Kleiner?


TRIGGERS?
External
Internal
& more

Organizations are Fractal

Carbs-action
problems
DNA-Info.
*what is emergence?
Small orgs can be very complex.

Socio/tech systems design



→ networks
→ Matrix
History of models

Takeaways —

* Pathway — Past stage...

* Appreciate language, seems linear / don't see cyclicity.

* Helps me see how my social methods happen in an environment of many organizations



* Meta-map of maps - Tony Robbins' Dev. cycle.

* @ RIDG introducing tools that may or not be applicable. Orch. Training

* wonderful / so grateful.

1. Kennosis? elements

2. How relate to environment?

3. How work with networks.

* Where does reliability & need for stability show up.

* Linearity / lack of generativity

(Singularity) Intact w/ larger cycle.

* Reading not same as listening

* Thank you, LOCALIZATION pattern. Repetitive Industries Tech. ultimately liberate?

* Somatic essence of each stage feeds different

* Gratitude

Thank you!

CHAT in ToP Session #6

Kennan Salinero: Markus - I would recommend Berkana Institute 2 Loop model for senescence of an org

Markus Engelberger: Thank you :)

Philip Bakelaar: I'm thinking of how this applies to Christian church history, it seems like there is an historical linear way to apply these

Mary Gelinias: Makes sense, Phil. Thanks/

John Schinnerer: David mentioned optimization rather than maximization. Where does optimization come into this model? I see growth, and then more growth. No death. Growth without death is, well, deadly. Succession is implicated in sustainability.

John Schinnerer: So also, where does designing for succession come in?