



Connecting Researchers.

# Holocracy

*How to create organisations based on the next stage of human consciousness*

***Douglas Penna***

***douglas.penna@gmail.com***

# Holocracy

**Definitions** .....

**Organisations over time** .....

**Evolutionary organisations in practice** .....

**Common misperceptions** .....

**Q&A** .....



Connecting Researchers.

# *Disbelief Principle*

*Do not believe in anything that you read or hear on this debate, or in The Bridge.*

***EXPERIMENT.***

*Have your own experiences.*

F R E D E R I C L A L O U X

FOREWORD BY KEN WILBER



*"Impressive! Brilliant!  
This book is a  
world changer!"*

— JENNY WADE, Ph.D.  
author of *Changes of Mind*

# Reinventing organizations

A Guide to Creating Organizations  
Inspired by the Next Stage of Human Consciousness

# HOLACRACY

THE REVOLUTIONARY  
MANAGEMENT SYSTEM  
THAT ABOLISHES  
~~HIERARCHY~~

Brian J. Robertson

Foreword by David Allen, author of *Getting Things Done*



Connecting Researchers.



# They emerged across the globe

Similar organisations started to exist in many different places, without knowing each other.

Overcoming crisis

No Job Titles

Network structure

Advice process

Trust

Performance issues

**Self Management**

Hard decisions

Responsive

Non-violent communication

Personal values

Helping legacy behaviour

Roles





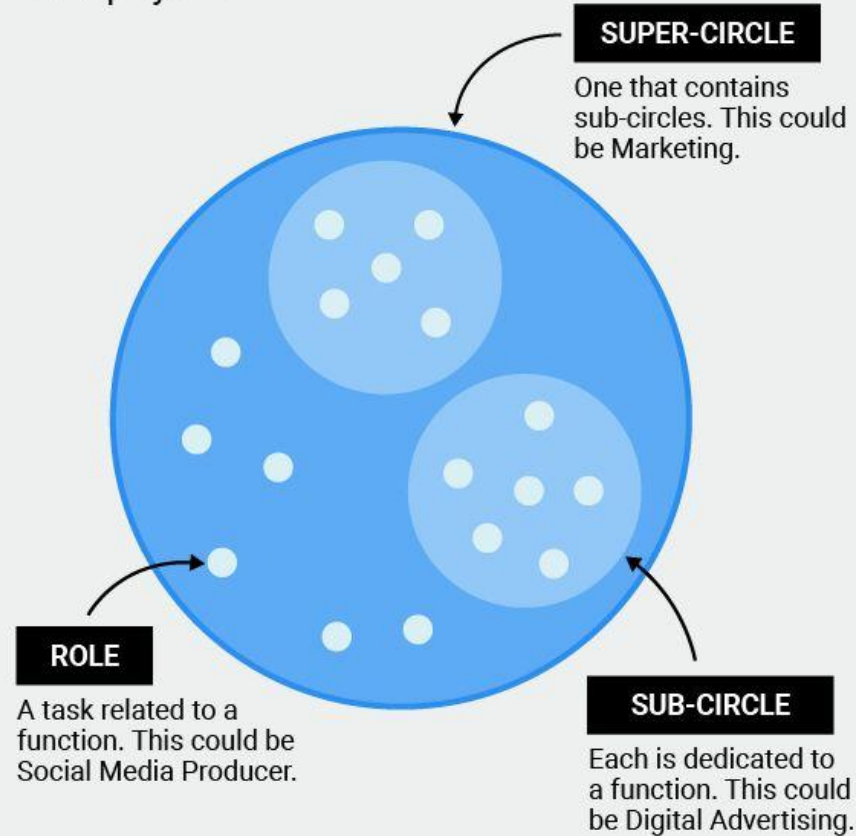
Connecting Researchers.



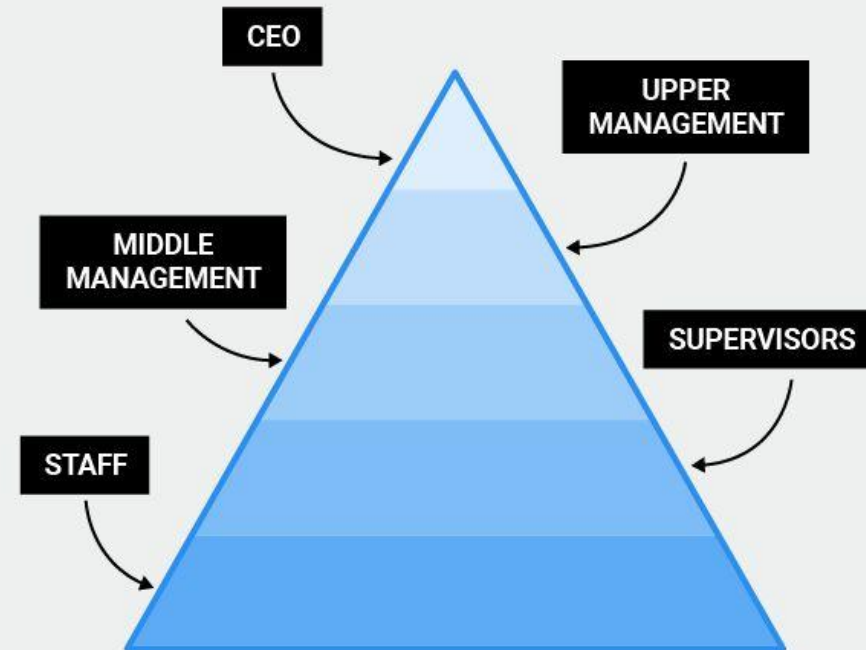


# HOLACRACY VS. HIERARCHY

**Holacracy** takes powers traditionally reserved for executives and managers and spreads them across all employees.



In a **traditional hierarchy**, layers of management establish how products are approved and monitored.



Intuition and gut feeling

Life goals

Less ego

Trust

Safe spaces

# Wholeness

Personal growth

Personal traits

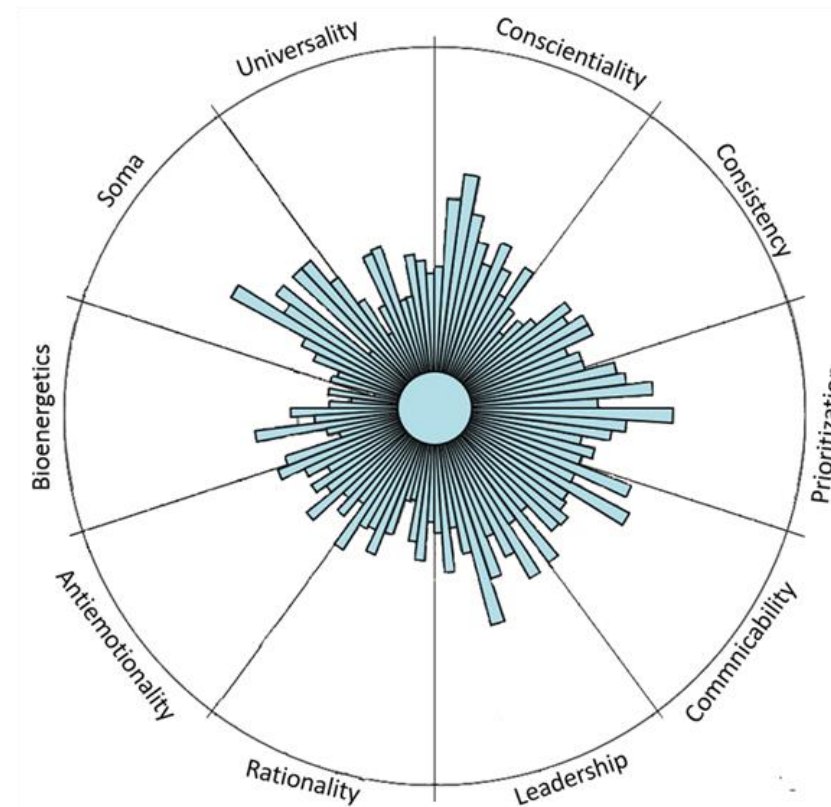
Stronger individuals

Personal values

Bringing yourself to work



Connecting Researchers.



Soulful organisations

Profit as a consequence

Values as a basis for  
decisions

Impact the world

# Evolutionary Purpose

Living organism

Closer to maxiproexis

Sensing the organisation direction

Helping as a natural act



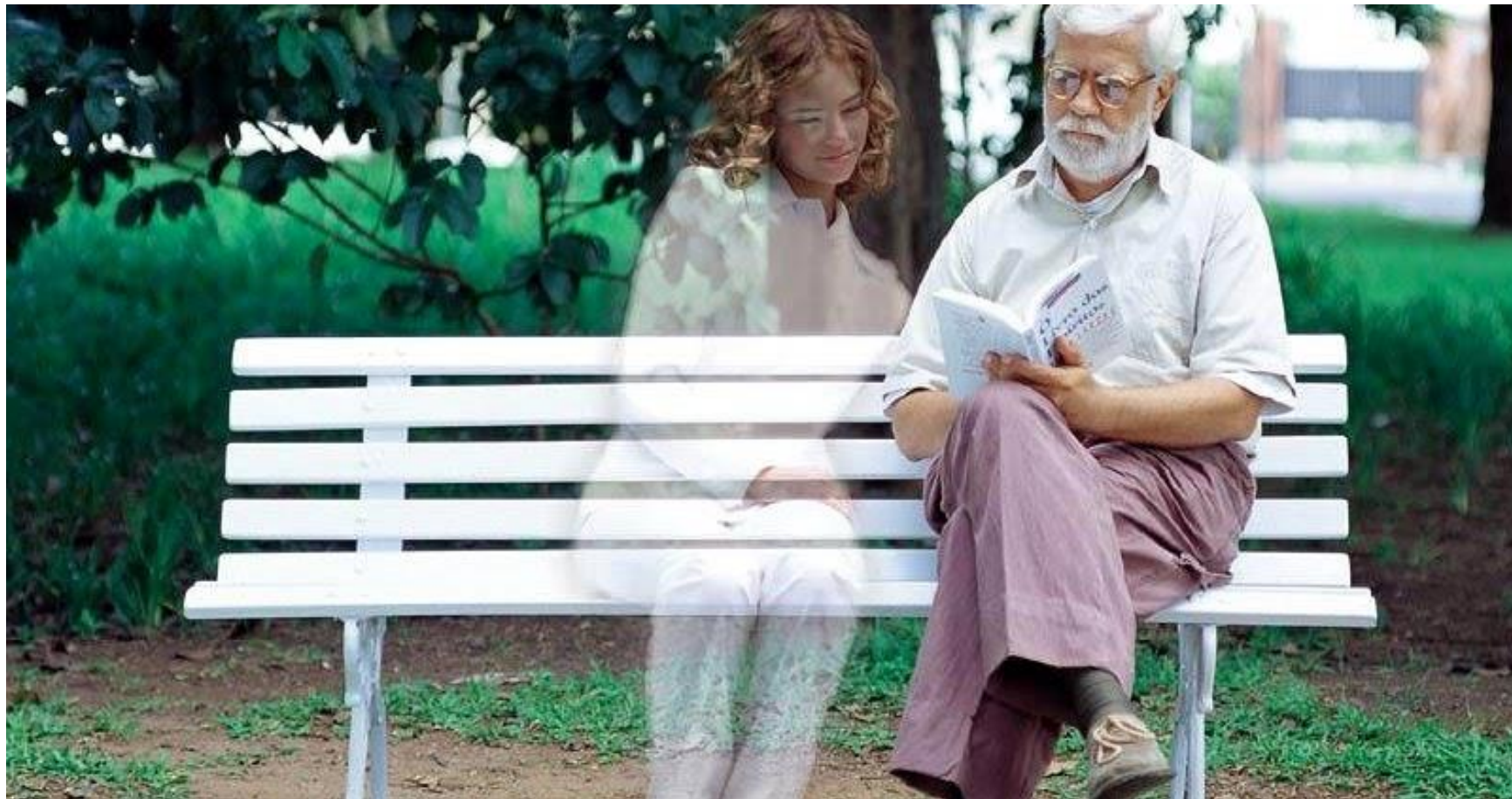
Connecting Researchers.



***GREAT LEADERS START  
OFF AS GREAT FOLLOWERS***



# Space to listen to extraphysical helpers





Connecting Researchers.

# Organisations over time

How society and its organisations changed throughout time aco

Color	Description	Guiding Metaphor	Key Breakthroughs	Current Examples
<b>RED</b>	Constant exercise of power by chief to keep foot soldiers in line. Highly reactive, short-term focus. Thrives in chaotic environments.	Wolf pack	<ul style="list-style-type: none"> <li>• Division of labor</li> <li>• Command authority</li> </ul>	<ul style="list-style-type: none"> <li>• Organized crime</li> <li>• Street gangs</li> <li>• Tribal militias</li> </ul>
<b>AMBER</b>	Highly formal roles within a hierarchical pyramid. Top-down command and control. Future is repetition of the past.	Army	<ul style="list-style-type: none"> <li>• Formal roles (stable and scalable hierarchies)</li> <li>• Stable, replicable processes (long-term perspectives)</li> </ul>	<ul style="list-style-type: none"> <li>• Catholic Church</li> <li>• Military</li> <li>• Most government organizations (public school systems, police departments)</li> </ul>
<b>ORANGE</b>	Goal is to beat competition; achieve profit and growth. Management by objectives (command and control over what, freedom over how).	Machine	<ul style="list-style-type: none"> <li>• Innovation</li> <li>• Accountability</li> <li>• Meritocracy</li> </ul>	<ul style="list-style-type: none"> <li>• Multinational companies</li> <li>• Investment banks</li> <li>• Charter schools</li> </ul>
<b>GREEN</b>	Focus on culture and empowerment to boost employee motivation. Stakeholders replace shareholders as primary purpose.	Family	<ul style="list-style-type: none"> <li>• Empowerment</li> <li>• Egalitarian management</li> <li>• Stakeholder model</li> </ul>	Businesses known for idealistic practices (Ben & Jerry's, Southwest Airlines, Starbucks, Zappos)
<b>TEAL</b>	Self-management replaces hierarchical pyramid. Organizations are seen as living entities, oriented toward realizing their potential.	Living organism	<ul style="list-style-type: none"> <li>• Self-management</li> <li>• Wholeness</li> <li>• Evolutionary purpose</li> </ul>	A few pioneering organizations (see "Examples of Teal Management")

**Source:** Frederic Laloux, *Reinventing Organizations* (Nelson Parker, 2014)





# Real life examples

From parapsychism in health care, to save a whole forest before thinking in profit.



neighborhood care

Nursing in different paradigms  
Change in efficiency  
Life purpose returned



# Other examples

**ESBZ:** a publicly financed school in Berlin, covering grades seven to 12, which has attracted international attention for its innovative curriculum and organizational model.

**FAVI:** a brass foundry in France, which produces (among other things) gearbox forks for the automotive industry, and has about 500 employees.

**Heiligenfeld:** a 600-employee mental health hospital system, based in central Germany, which applies a holistic approach to patient care.

**Morning Star:** a U.S.-based tomato processing company with 400 to 2,400 employees (depending on the season) and a 30 to 40 percent share of the North American market. (If you have eaten pizza or spaghetti sauce in the U.S., you have probably tasted a Morning Star products.

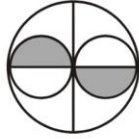
**Patagonia:** a US\$540 million manufacturer of climbing gear and outdoor apparel; based in California and employing 1,300 people, it is dedicated to being a positive influence on the natural environment.

**Resources for Human Development (RHD):** a 4,000-employee nonprofit social services agency operating in 14 states in the U.S., providing services related to addiction recovery, homelessness, and mental disabilities.

**Sounds True:** a publisher of multimedia offerings related to spirituality and personal development, with 90 employees in the United States.

**Sun Hydraulics:** a maker of hydraulic cartridge valves and manifolds, with factories in the U.S., the U.K., Germany, and Korea employing about 900 people.

Source: [\*The Future of Management is Teal\*](#)



# Heiligenfeld

*... auf dem Weg zu einem guten Leben!*

***“I recommended to her that she learn to master her psychic powers. She registered in a course with a renowned teacher. We helped her with her depression in the hospital, but **the training** proved the key to her healing.”***

*Dorothea Galuska, therapist, sharing a story from Heiligenfeld*



Connecting Researchers.



Connecting Researchers.

# Common misperceptions

Teal organisations are not just a good idea.



# Common misperceptions

- 1. There is no structure, no management, no leadership**
- 2. Everyone is equal**
- 3. It's about empowerment**
- 4. It's still experimental**

# But... they are not a panacea...





Connecting Researchers.

# Questions and Answers





Connecting Researchers.

## *Supported by*



*[thebridge@isicons.org](mailto:thebridge@isicons.org)*