LIBERATED ORGANIZATIONS ("TEAL")

Source Material

Reinventing Organizations by Frederic Laloux. There is both a full-length version and a simpler "illustrated" version. Both are available for download on a donation basis from the author's site at *www.reinventingorganizations.com*.

Kavana's website includes an extensive, curated selection of resources on this material, including links to videos, slide decks, case studies, and more if reading books is not your thing. See *www.effectivecollective.net/teal-resources*.

Core Principles

Self-Management: Power, leadership, and authority are distributed throughout the group in a meaningful and effective way. Instead of waiting on permission to act from someone in charge (hierarchical boss) or the group as a whole (consent), people use an "advice process" to consult with anyone who has expertise to offer or would be impacted by the decision. The organizational structure is often along the lines of a "network of teams," each of which has considerable autonomy interwoven with clear expectations regarding transparency, metrics, and accountability.

Wholeness: Welcoming people's full selves. Instead of wearing "masks" at work, people bring their whole being. This happens through a wide range of practices, ranging from inviting kids and dogs into the office, to beautiful work spaces, to personal check-ins at meetings, to each person choosing their own "coach" within the organization, and more.

Evolutionary Purpose: Have a clear, motivating purpose that drives people's behavior and day-to-day decisions. Instead of a dead mission statement on the wall, this is a living testimony that everyone involved knows and refers back to regularly for guidance. The purpose is honest, fulfills a real need, and can change over time.

What Else?

While not listed as an over-arching theme by Laloux, it's clear that **transparency** is an essential part of the values base for creating this kind of organization. Liberated organizations tend to establish a default of sharing as much information as possible, both within and outside the group. For example: salaries, budgets, performance evaluations, and more.

The term **"teal"** comes from a model of human development that labels its stages using colors. It's not necessary to buy into the stage theory in order to create a liberated organization; but if you want to know more about it, look into Integral Theory and/or Spiral Dynamics.

As our vision of organization changes, our most relevant **metaphors shift** too. The most common metaphor for liberated organizations is a "living system." (Contrast this with earlier metaphors for organization such as machine or family.) As living systems, no two liberated organizations are the same, each makes unique choices and culture—there are typical traits, without a recipe. For example, one typical trait is *sense and respond*, as compared with "predict and control."