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Transforming the World of Work

Organizational Consciousness & Leadership

Martin Alaimo | Jan 24th 2019

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Agenda slide

1. Theory Evoluton
2. Organization Types
3. A systemic approach to transformation
4. Leadership Types
5. How to evolve

This can be a quote, testimonial, or other factual statement

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Dr. Clare W. Graves

The Emergent Cyclical Levels of Existence Theory
(ECLET - 1952 a 1974)

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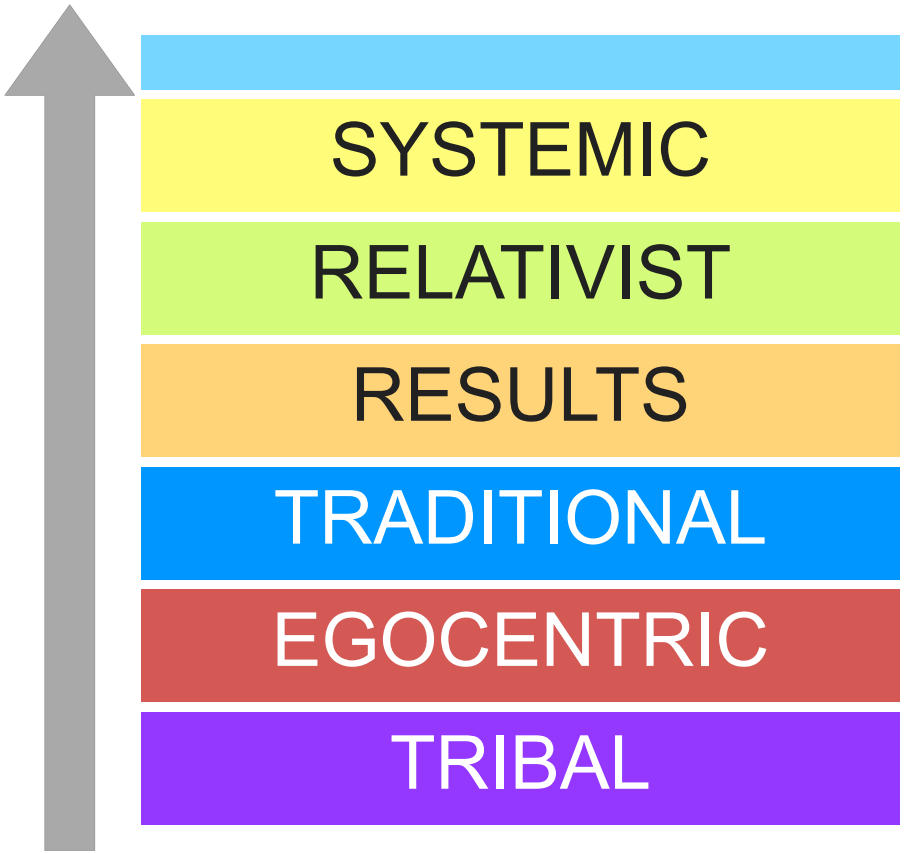
ECLET



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- Each level is a way of seeing the world
- Individuals by organizations
- Sequential evolution
- No jumps
- There are no better or worse, depending on context

Don Beck

Spiral Dynamics
(SD - 1996)

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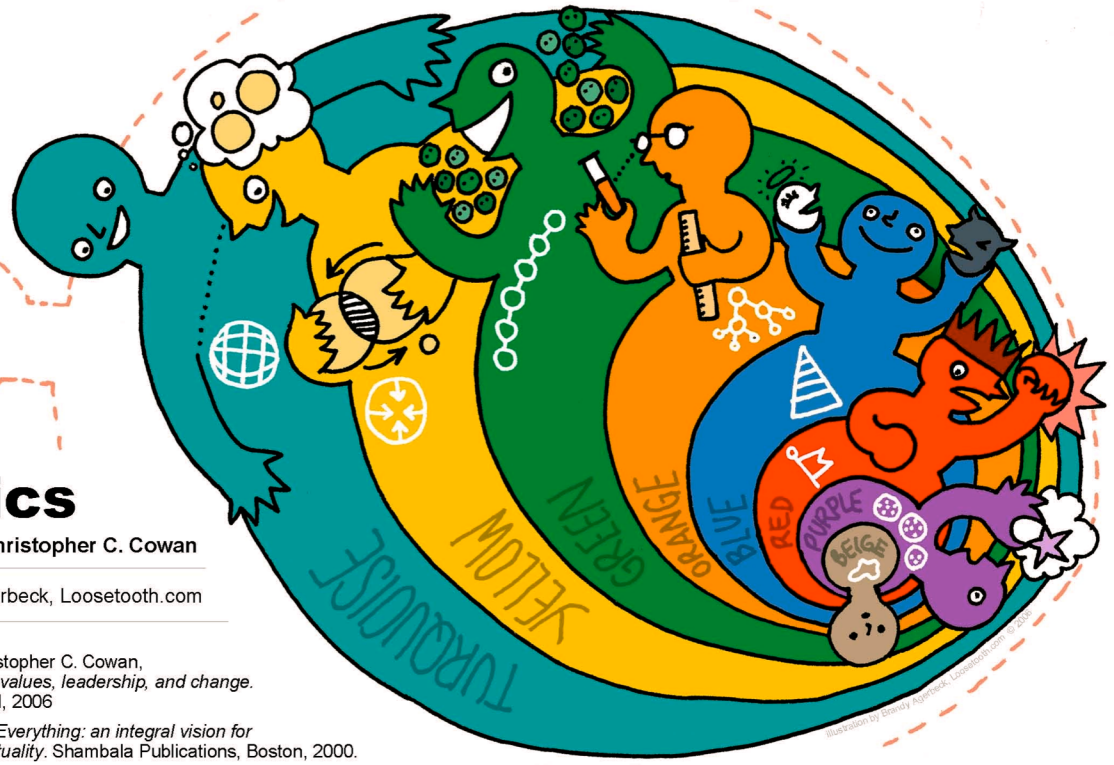

Spiral Dynamics

Don Edward Beck & Christopher C. Cowan

illustration by Brandy Agerbeck, Loosetooth.com

Sources

1 Beck, Don Edward & Christopher C. Cowan, *Spiral Dynamics: mastering values, leadership, and change.* Blackwell Publishing, Oxford, 2006

2 Wilber, Ken, *A Theory of Everything: an integral vision for business, science, and spirituality.* Shambala Publications, Boston, 2000.

tier[1]	# [1]	meme[1]	popular name[1]	structure[1]	motives[1,2]	charcteristics[1,2]	% of pop.[2]	% of power[2]
2nd being	8	Turquoise	GlobalView	global	compassion, harmony	holistic, global	0.1	1
	7	Yellow	FlexFlow	interactive	adaptability, integration	systemic, conceptual, ecological, flexible	1	5
1st subsistence	6	Green	HumanBond	egalitarian	approval, equality, community	relativistic, personalistic, sensitive, pluralistic	10	15
	5	Orange	StriveDrive	delegative	autonomy, achievement	materialistic, strategic, ambitious, individualistic	30	50
	4	Blue	TruthForce	pyramidal	order, right & wrong	absolutistic, obedient, purposeful, authoritarian	40	30
	3	Red	PowerGods	empires	power, dominance	egocentric, exploitative, impulsive, rebellious	20	5
	2	Purple	KinSpirits	tribes	magic, safety	animistic, tribalistic, magical, mystical	10	1
	1	Beige	SurvivalSense	loose bands	survival	archaic, instinctive, basic, automatic	0.1	0

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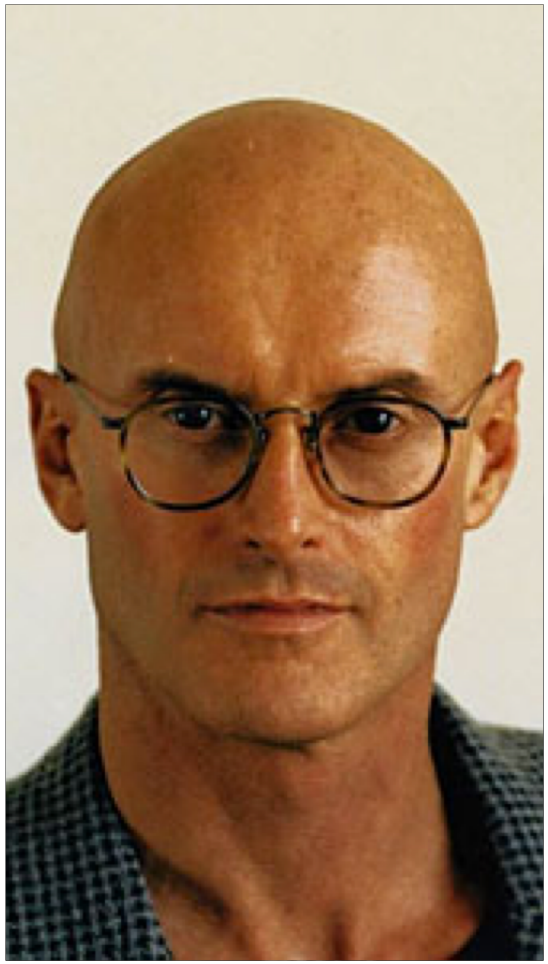
Ken Wilber



Integral Theory

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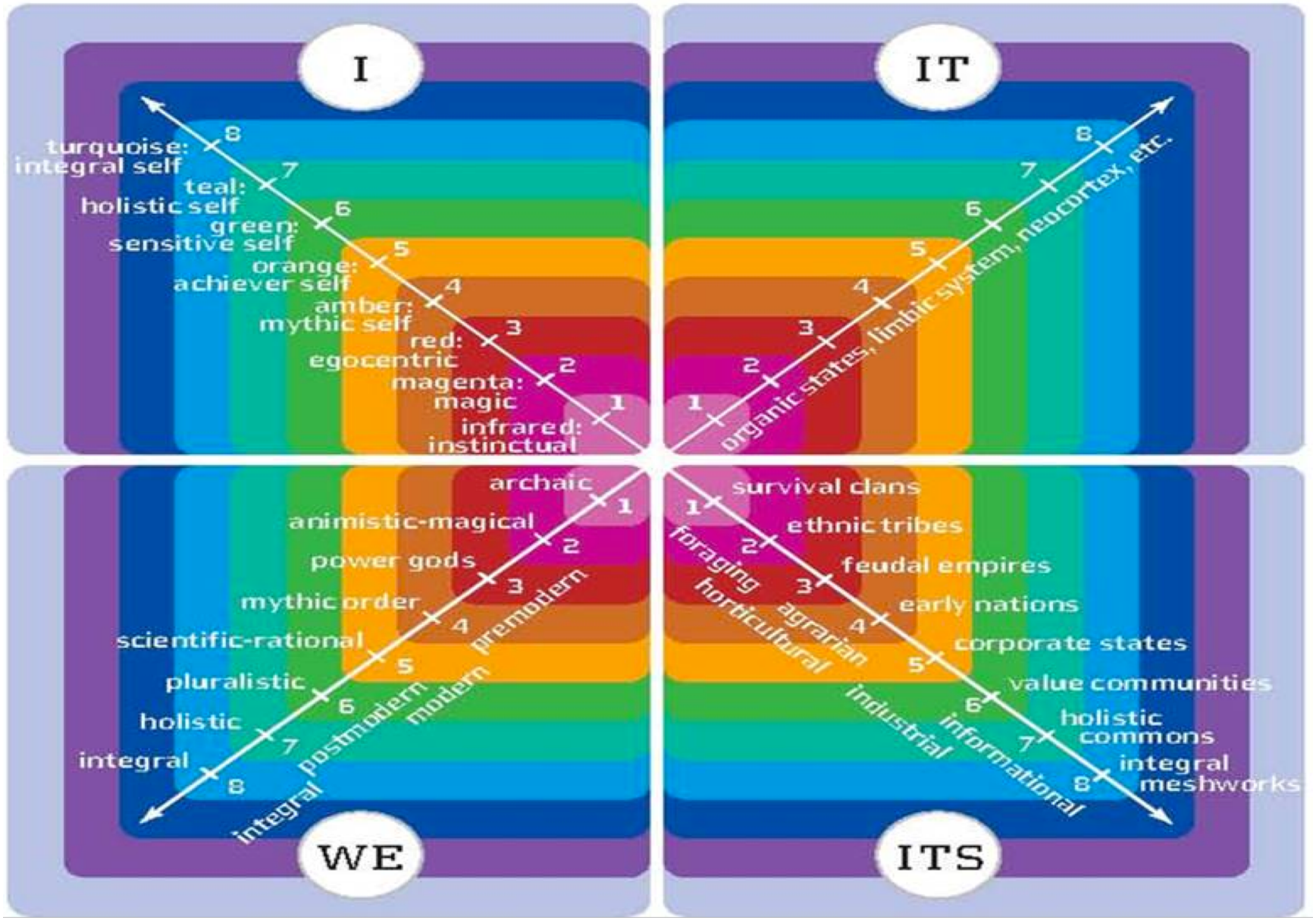

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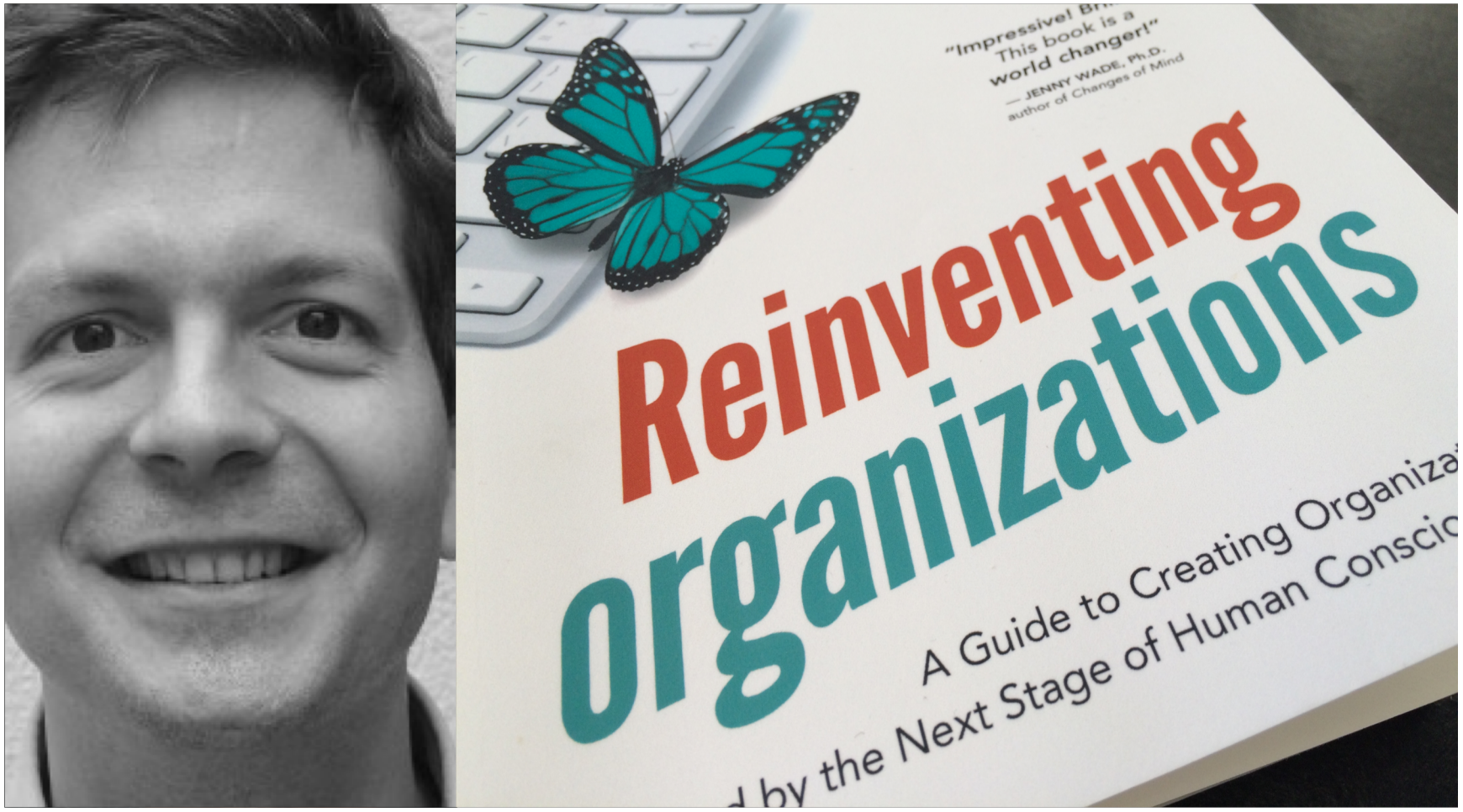
Frederic Laloux



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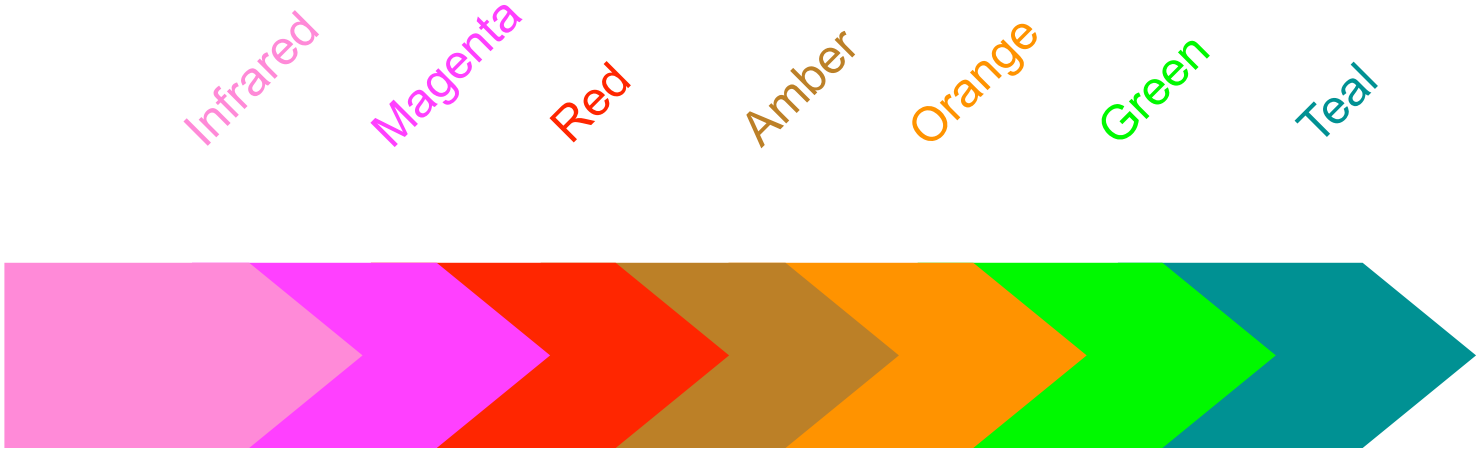
Reinventing Organizations



COLEGIO SAN CIRANO • 1988
5º GRADO B - MAESTRAS: Silvana ROSSI - María Teresa BUCETA
ALAIMO Diego • ALVAREZ José • CARLOMAGNO Agustín • CORSUNSKY Javier • CUCCIOLLA Manane • ERGINOS Alejandro • FILIPPINI Ignacio • GALLEGOS Patricio • ISOLA Alejandro • HAMICHA Fernando • LONGO Mariano • MORENA Rodrigo • PAMPIN Gonzalo • SACCOMANO Juan • VELOSO Joaquín
AHUMADA Andrea • BARRIONUEVO María • CAGNASSO Carolina • COSCARELLI Carolina • DOWGALUK Claudia • POCIÑA Luciana • ROSALES Ana

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Red Organizations

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Red Organizations

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Amber Organizations

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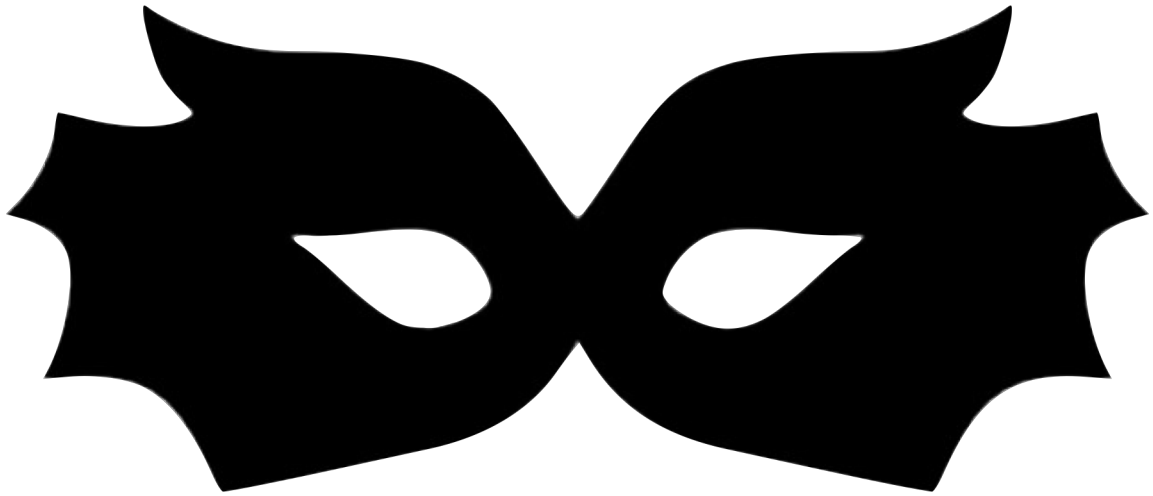
Amber Organizations



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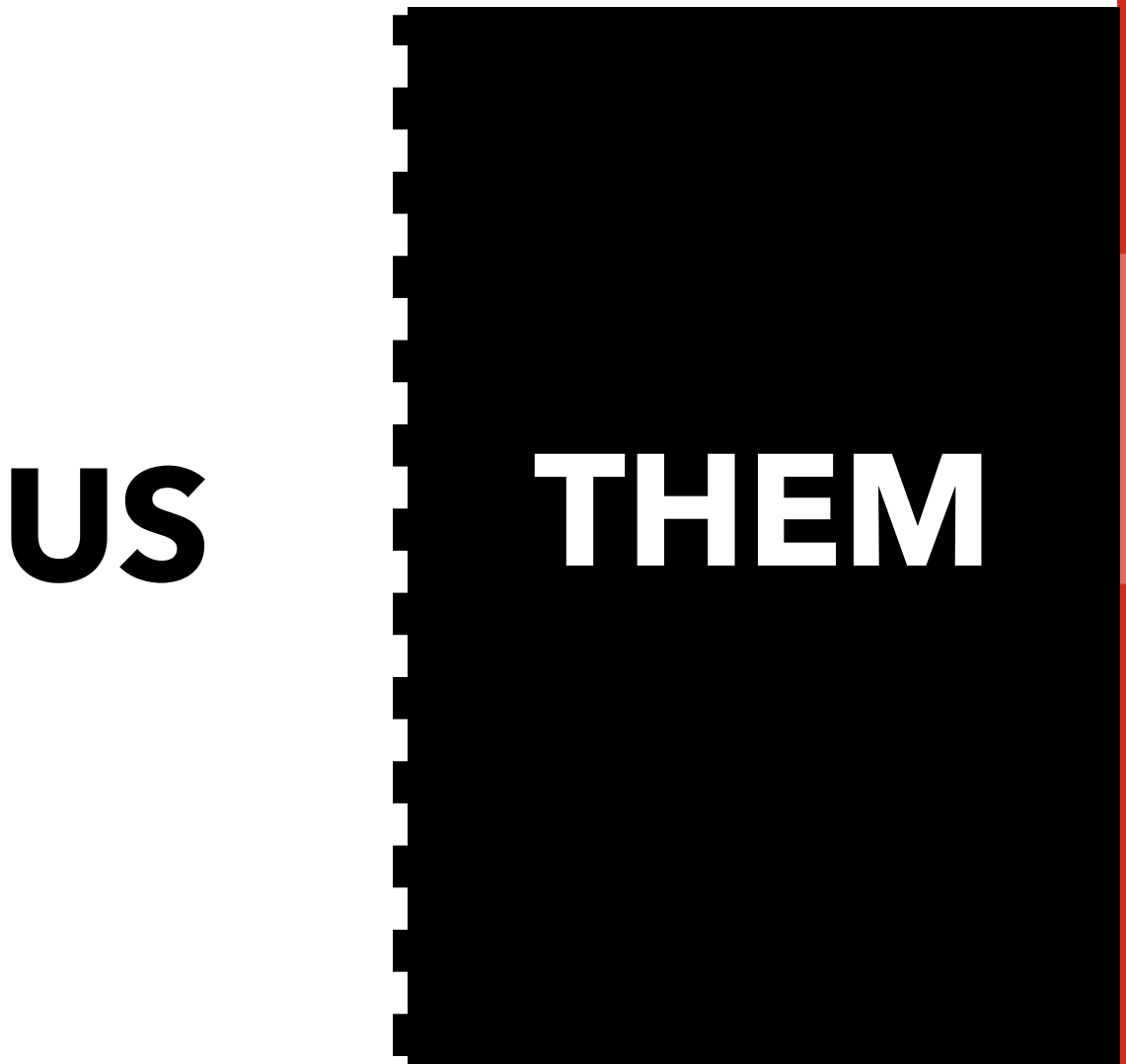
Amber Organizations



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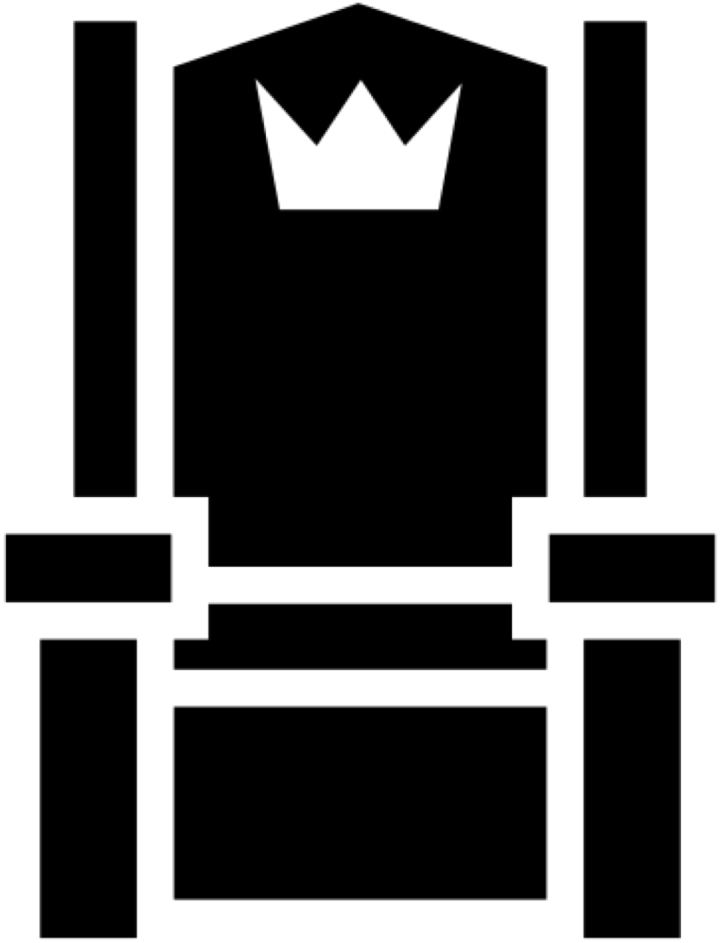
Amber Organizations



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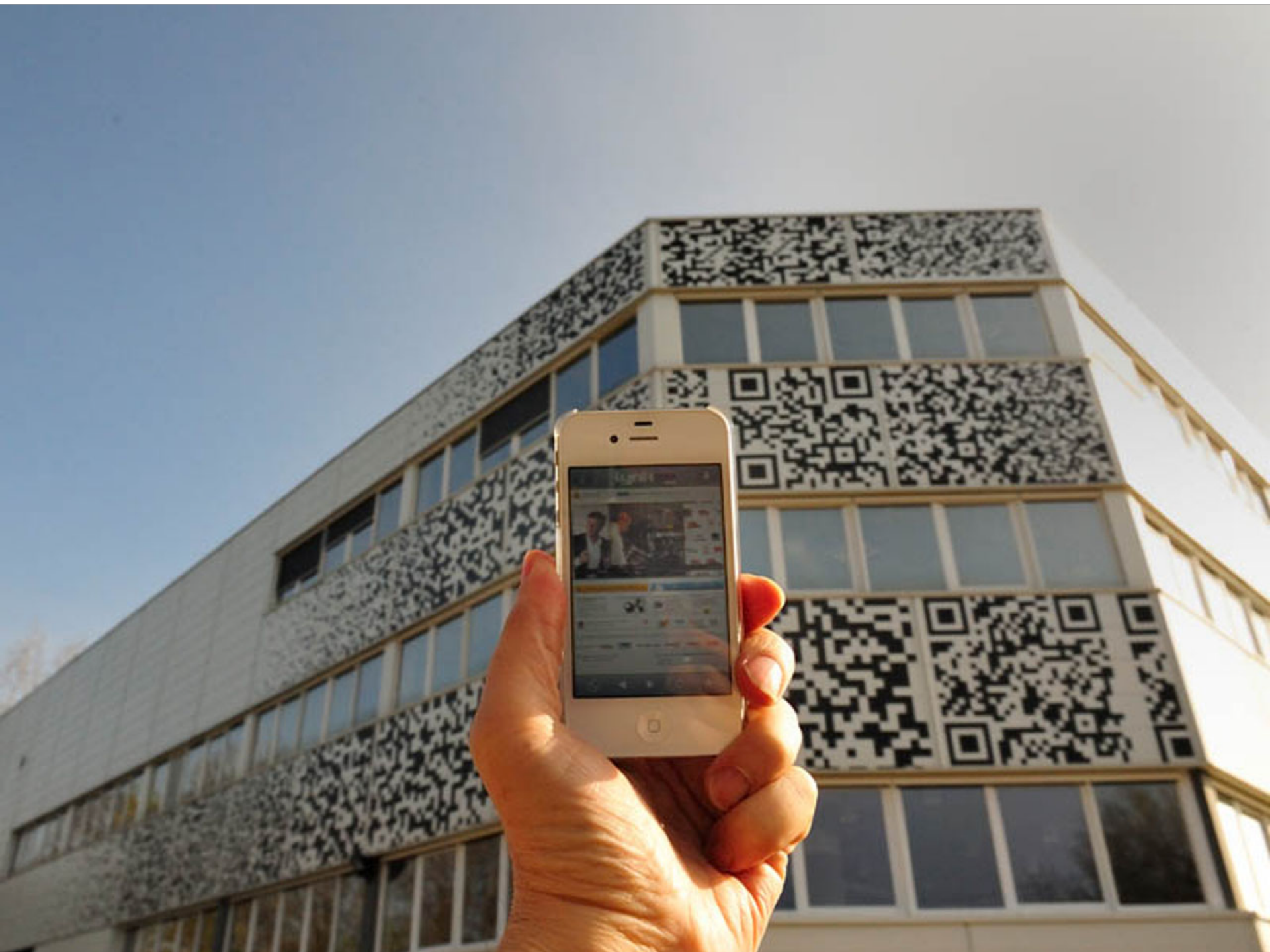
University

Sector
Fumadores

ROMA



accenture

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Orange Organizations

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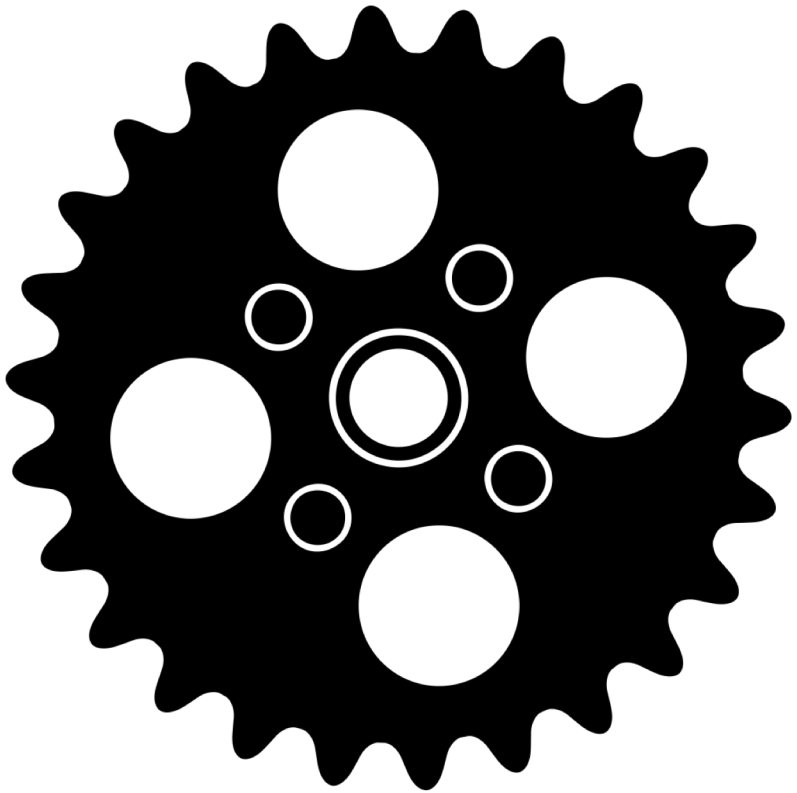
Orange Organizations



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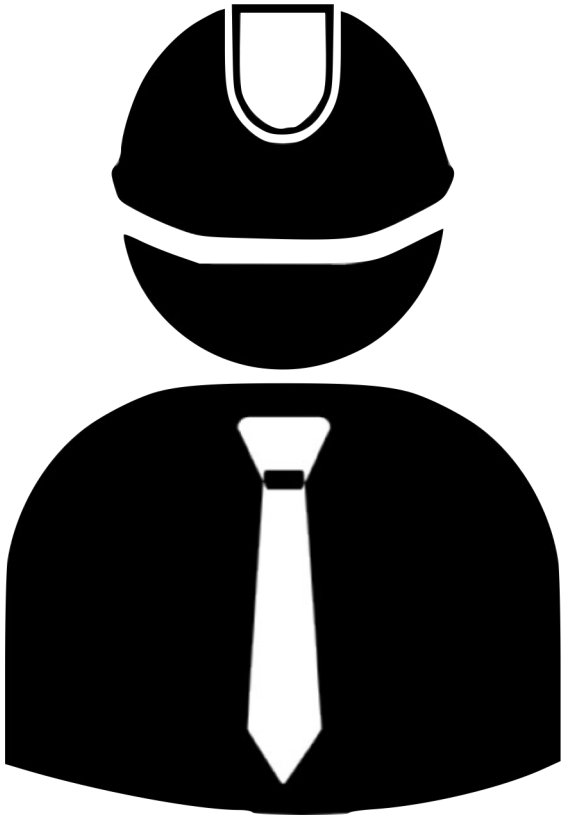
Orange Organizations



01/08/2006

CIDEL
A
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agiles
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agiles
2011

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Green Organizations

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Green Organizations

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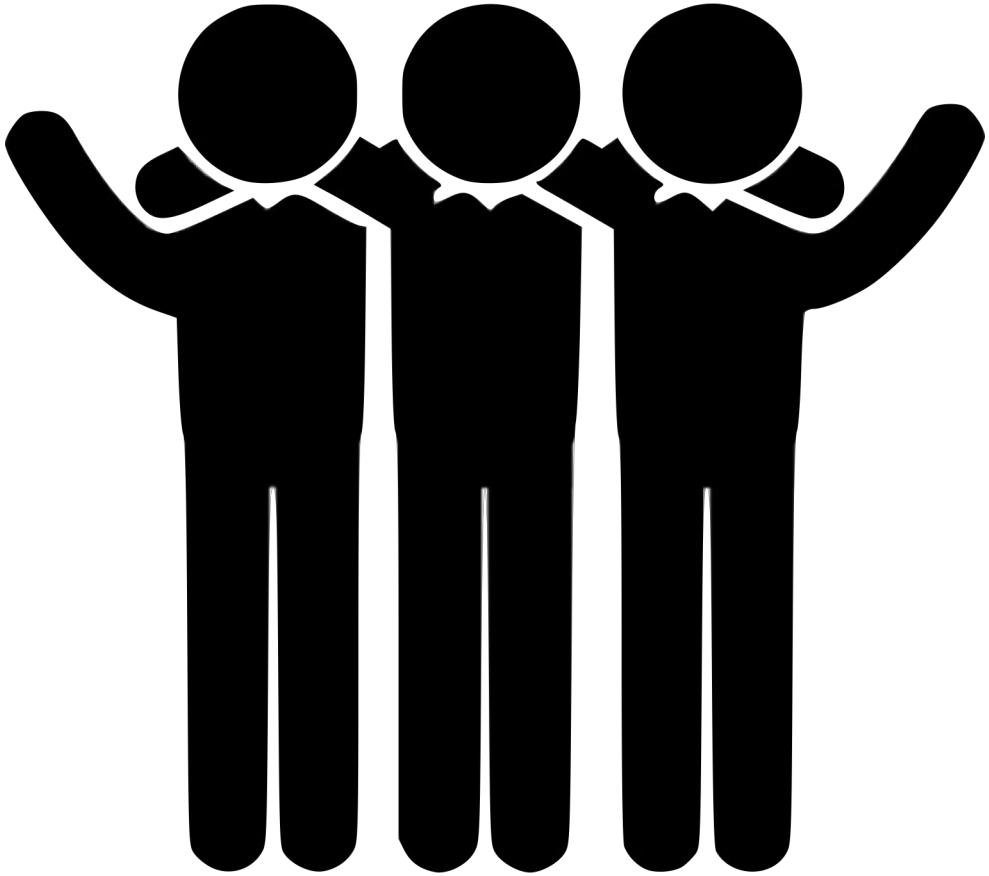
Green Organizations

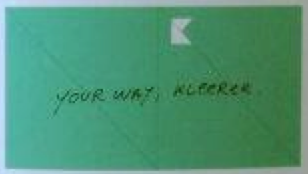


KLEER

Client: Kleer
Studio: Giorgicho Estudio
Designer: Martín Giorgicho, Vanesa Benutto,
Ezequiel Carranco, Santiago Cueto
Buenos Aires, Argentina

To truly understand the project's characteristics, those in the studio underwent a complete implementation process with an agile methodology and, with the client, carried out all the workshops, meetings and dynamic proposals. Despite the fact the project consisted of a business service related to the streamlining of production systems, a fun filled and very human universe was discovered full of role playing games and colored paper. The development of the proposal did not consist so much in thinking up something "new" as in reusing existing elements by reorganizing them and giving them new significance: the colors, materiality, and words that would later form the brand had already been in the client's world. The task was to find them, interpret them and give them the right shape. The entire design of the brand was developed, including the name, slogans, logos, illustrations and print applications.

Para entender realmente las características del proyecto, en el estudio atravesaron el proceso completo de implantación de una metodología ágil y, con el cliente, realizaron todos los workshops, encuentros y dinámicas propuestos. A pesar de que el proyecto consistía en un servicio empresarial, relacionado con la optimización de sistemas de producción, se encontraron con un universo muy lúdico y humano, lleno de juegos de rol y papeles de colores. El desarrollo de la propuesta no consistió tanto en pensar algo "nuevo" como en recuperar los elementos existentes, reorganizarlos y resignarlos. Los colores, los materializables y los palabras que luego formarían la marca ya estaban en el mundo del cliente. La tarea fue encontrarlos, recortarlos y darles la forma adecuada. Desarrollaron el diseño integral de la marca, incluidos el nombre, los lemas, los isotipos, las ilustraciones y las aplicaciones gráficas.



ÁGILES 2013
klear

AGILE
ROCKS!

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Teal Organizations

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Teal Organizations

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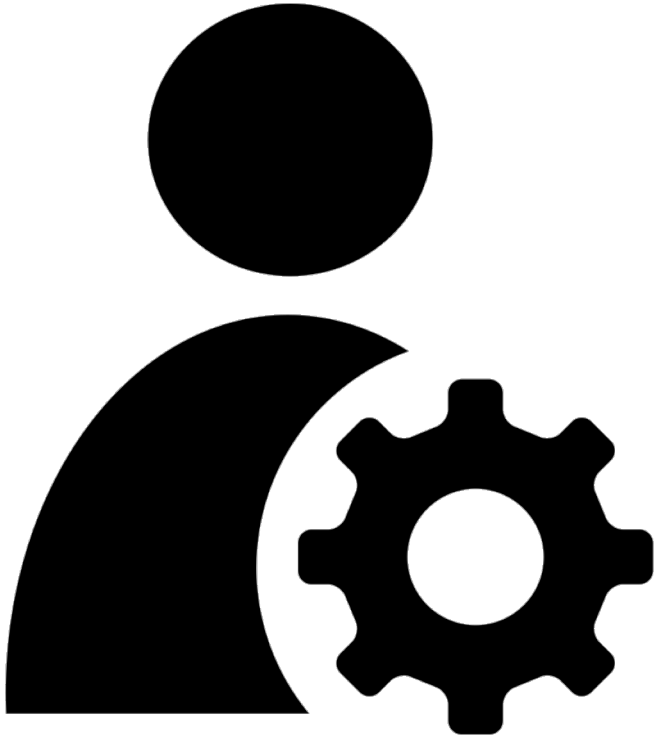
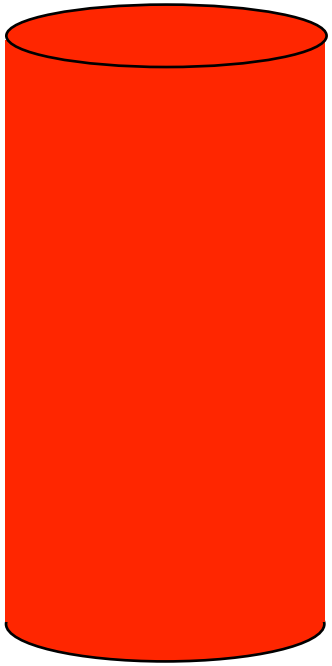
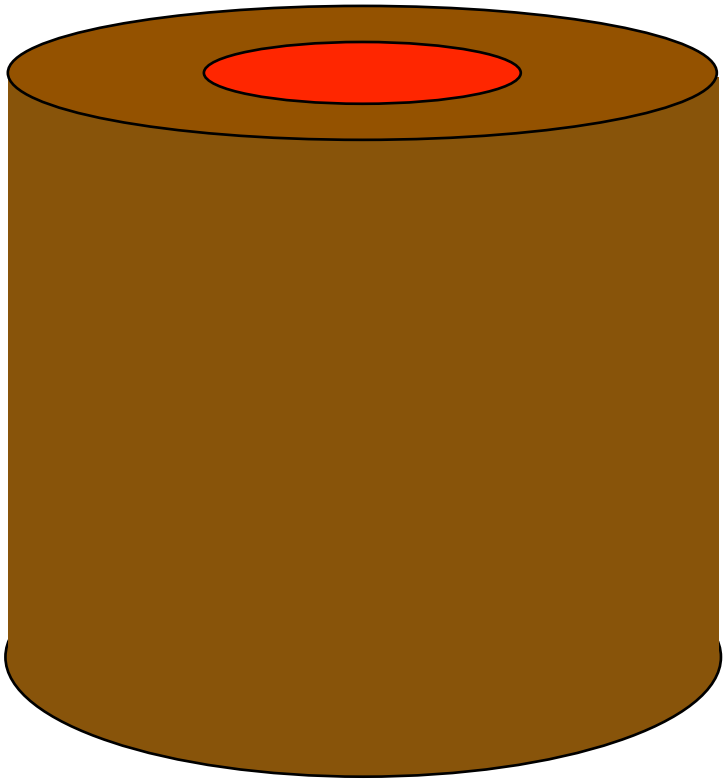
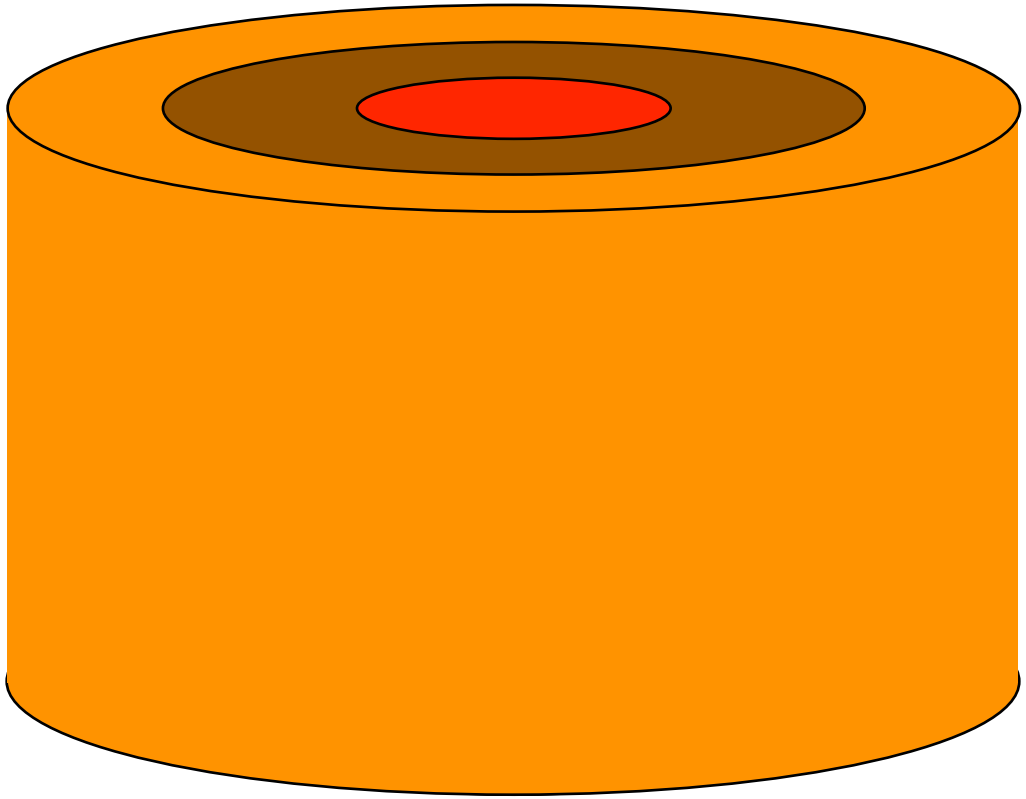
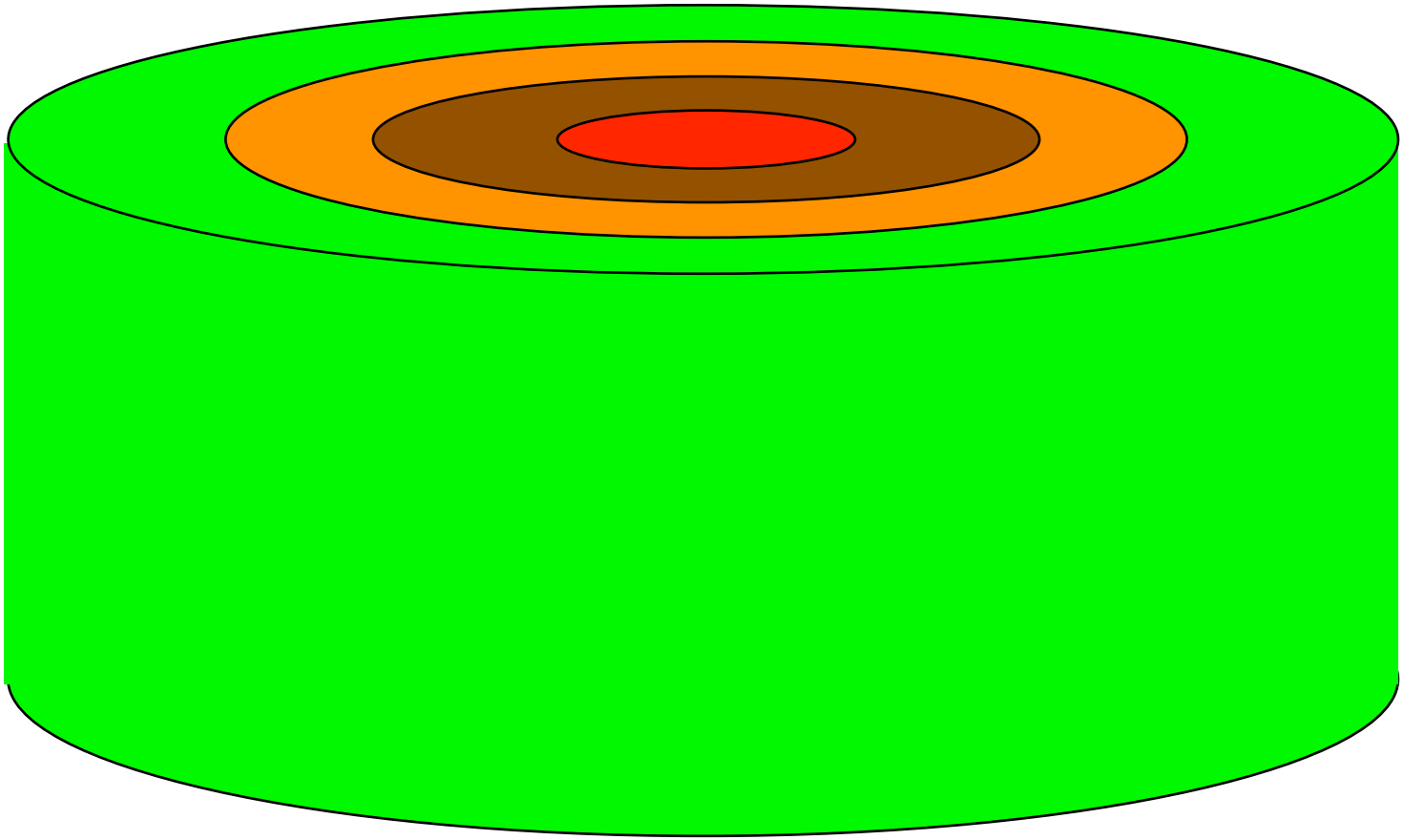
Teal Organizations











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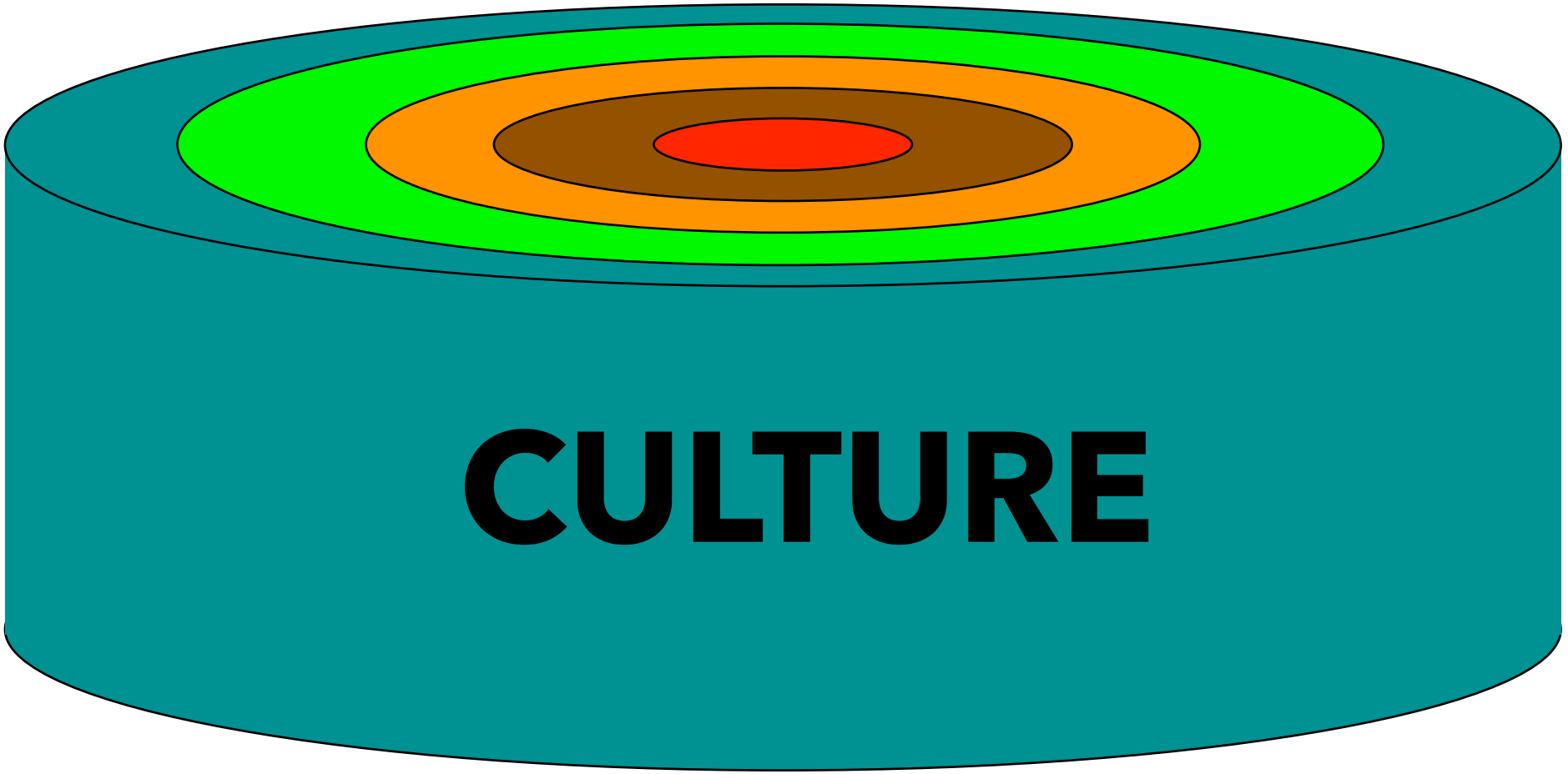

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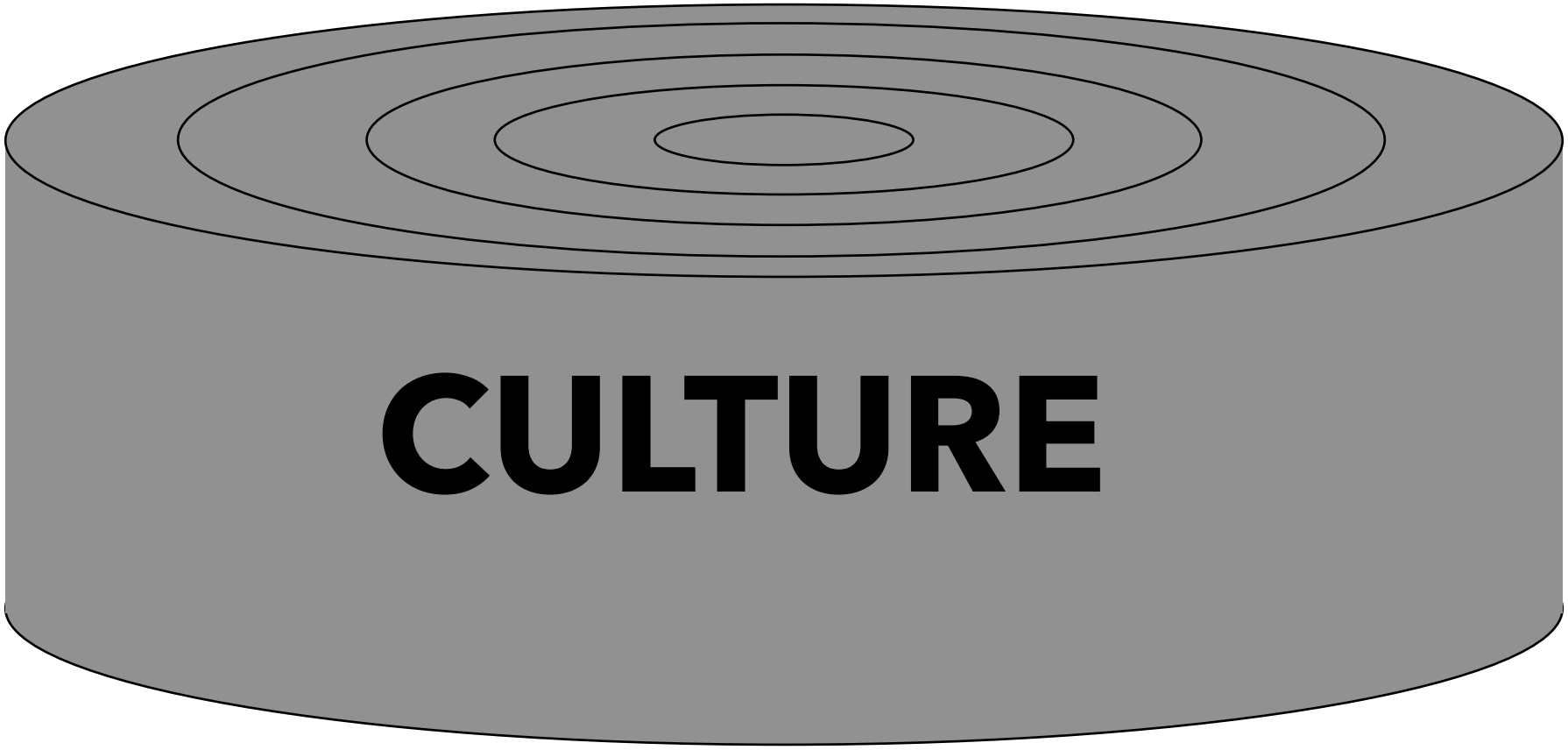
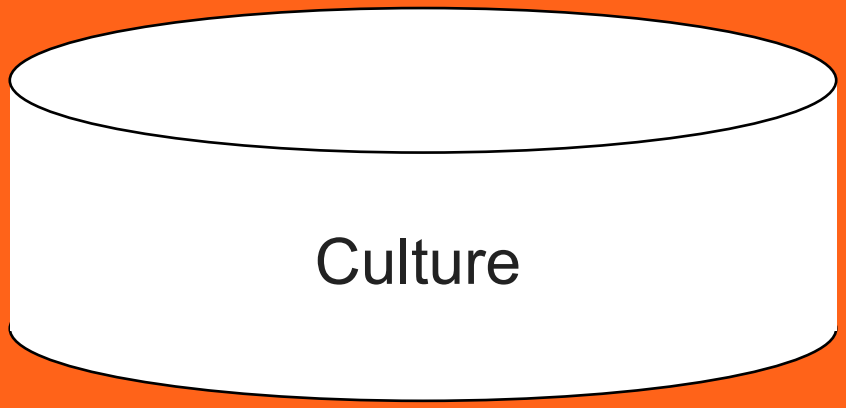
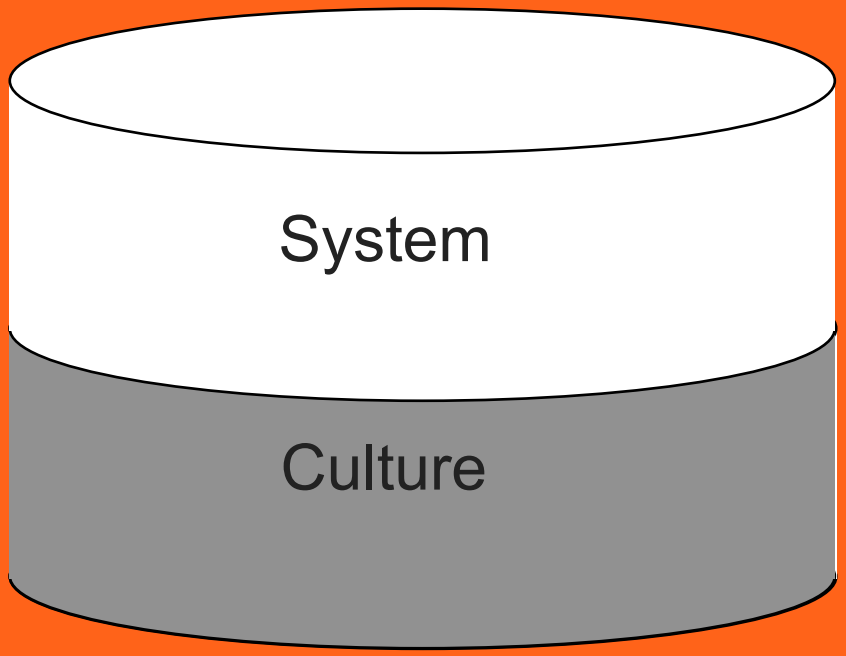
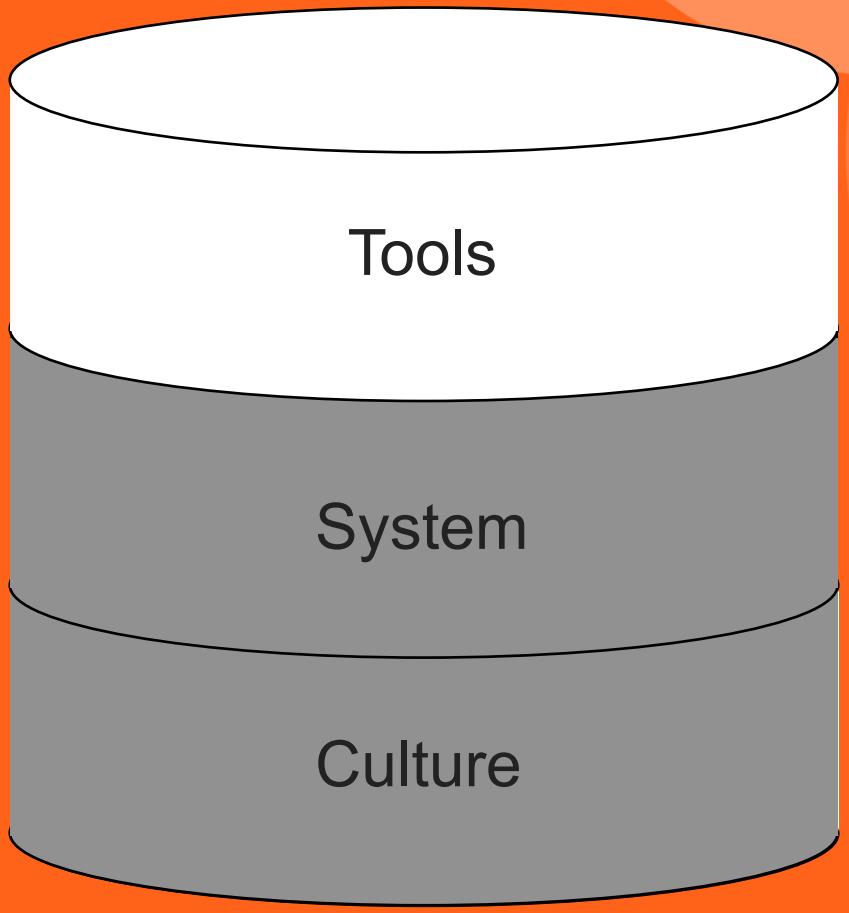
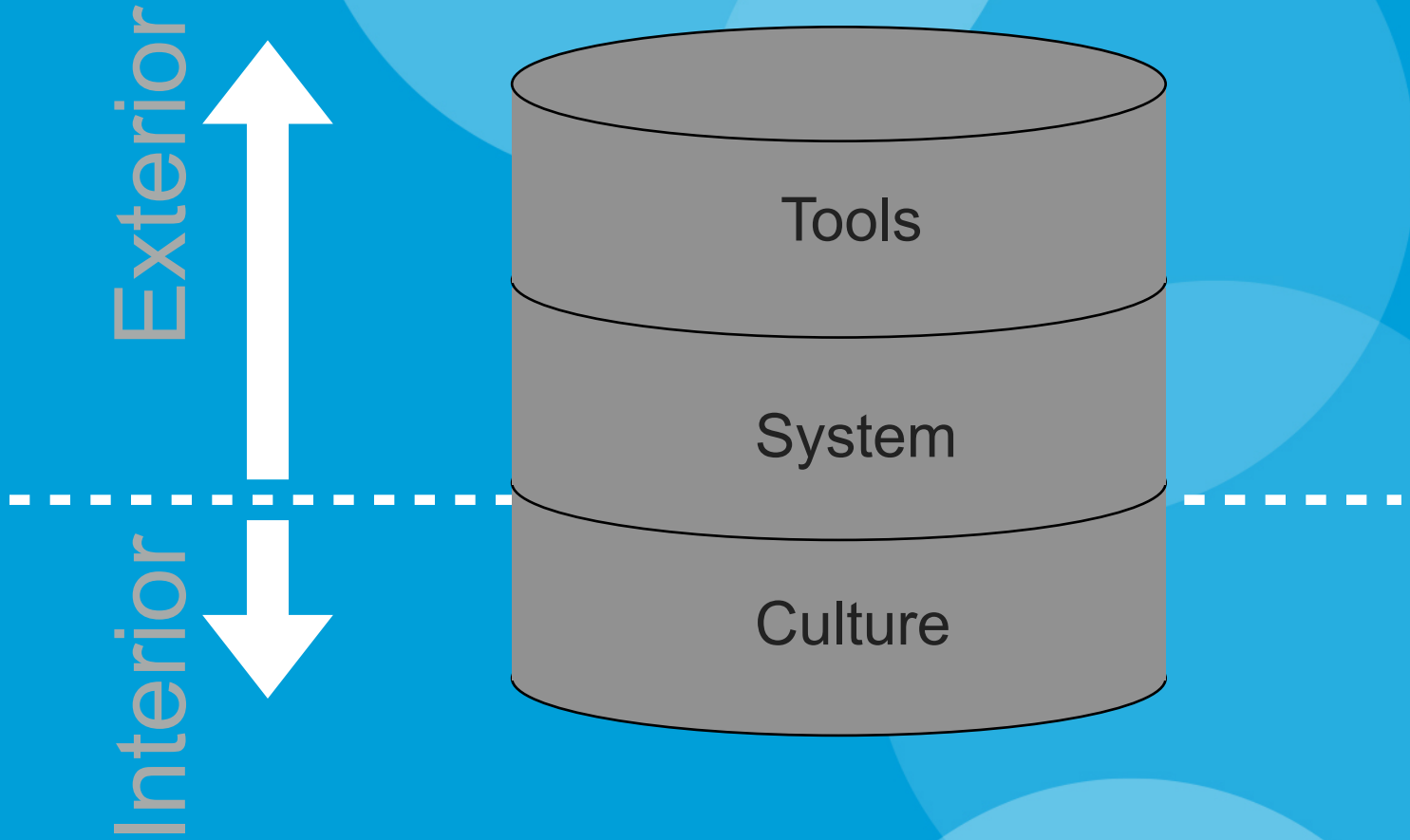


but… it’s not only about culture. it’s about the level of consciousness.


Culture


System
Culture


Tools
System
Culture


Exterior
Interior
Tools
System
Culture

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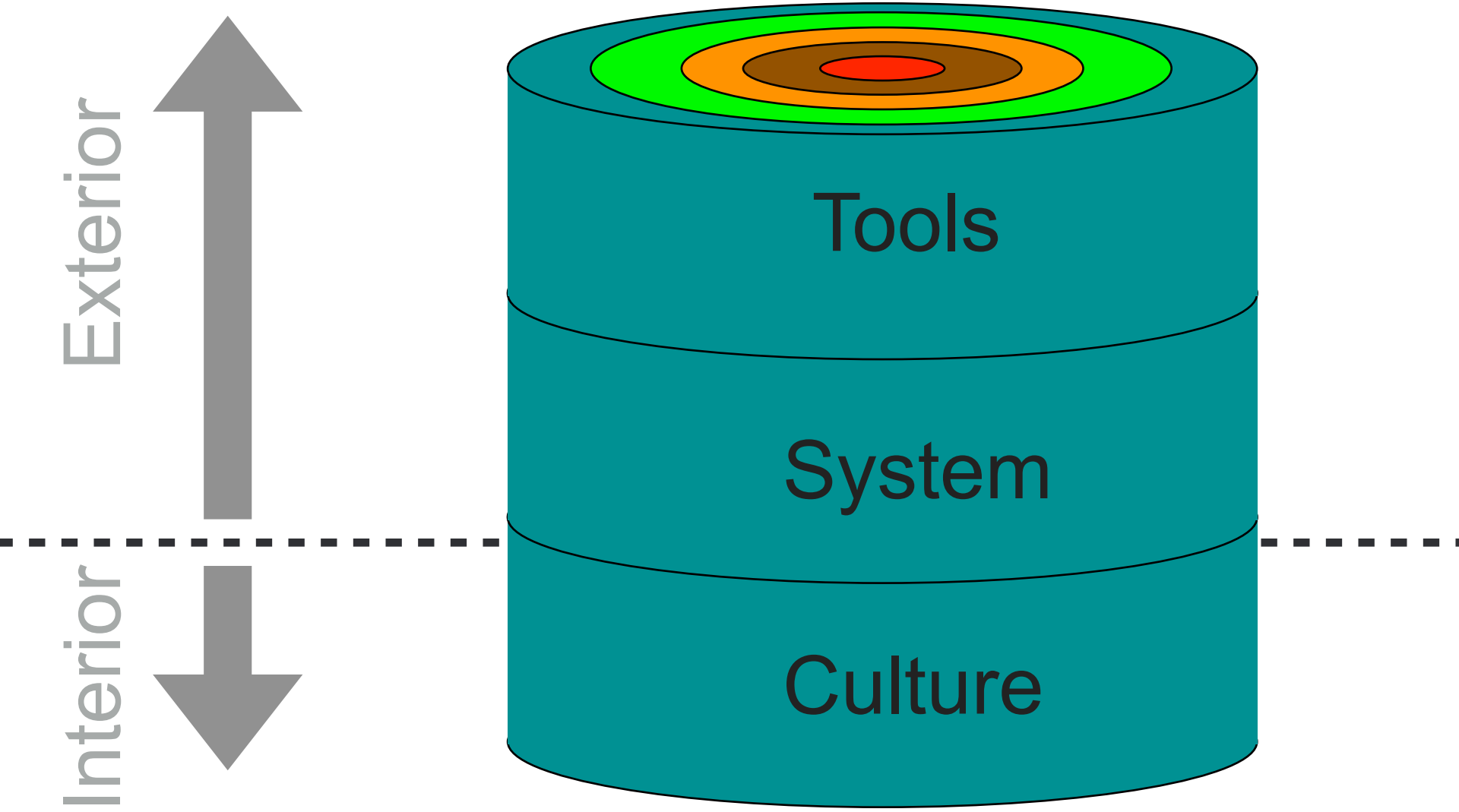

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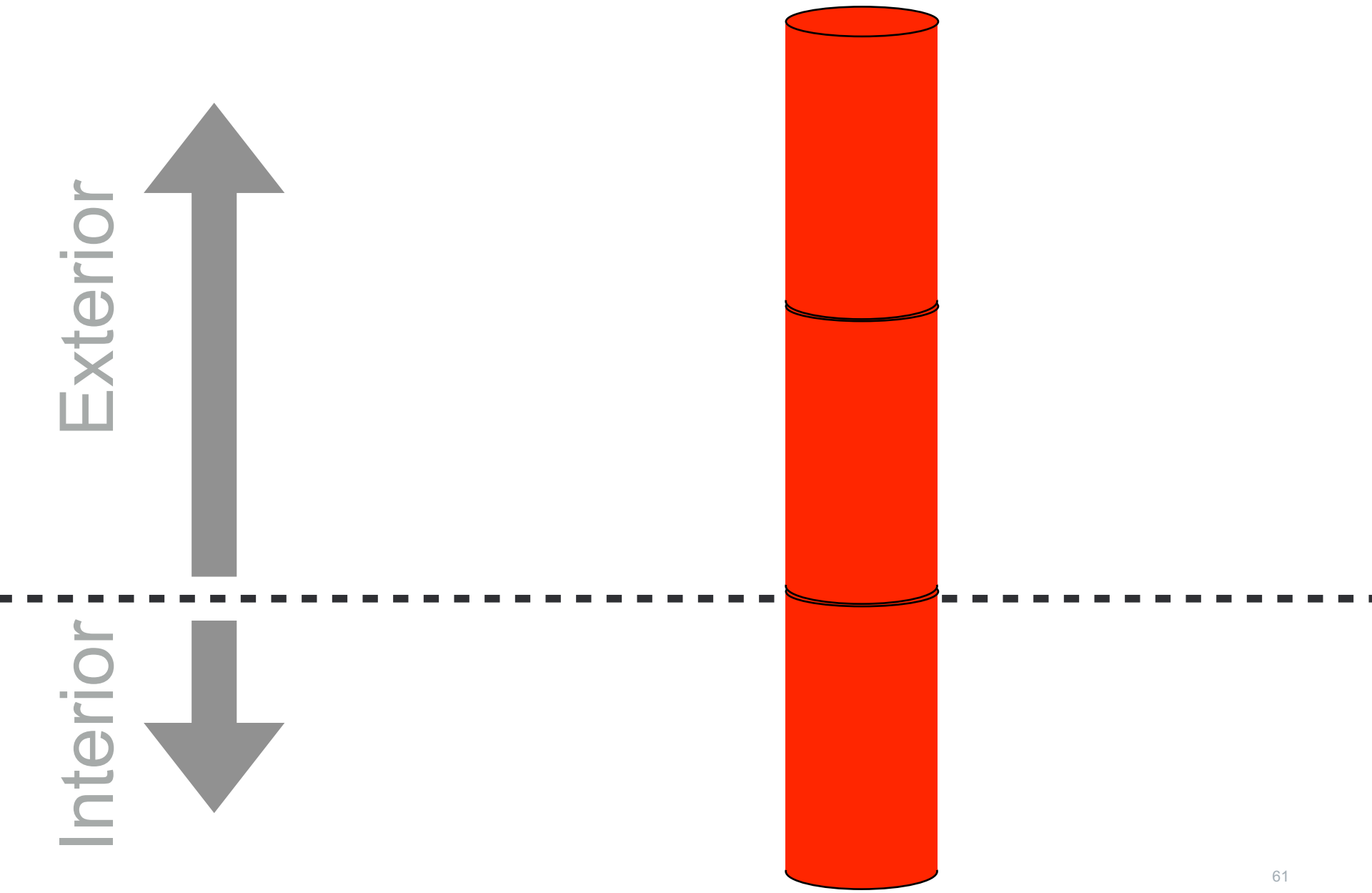

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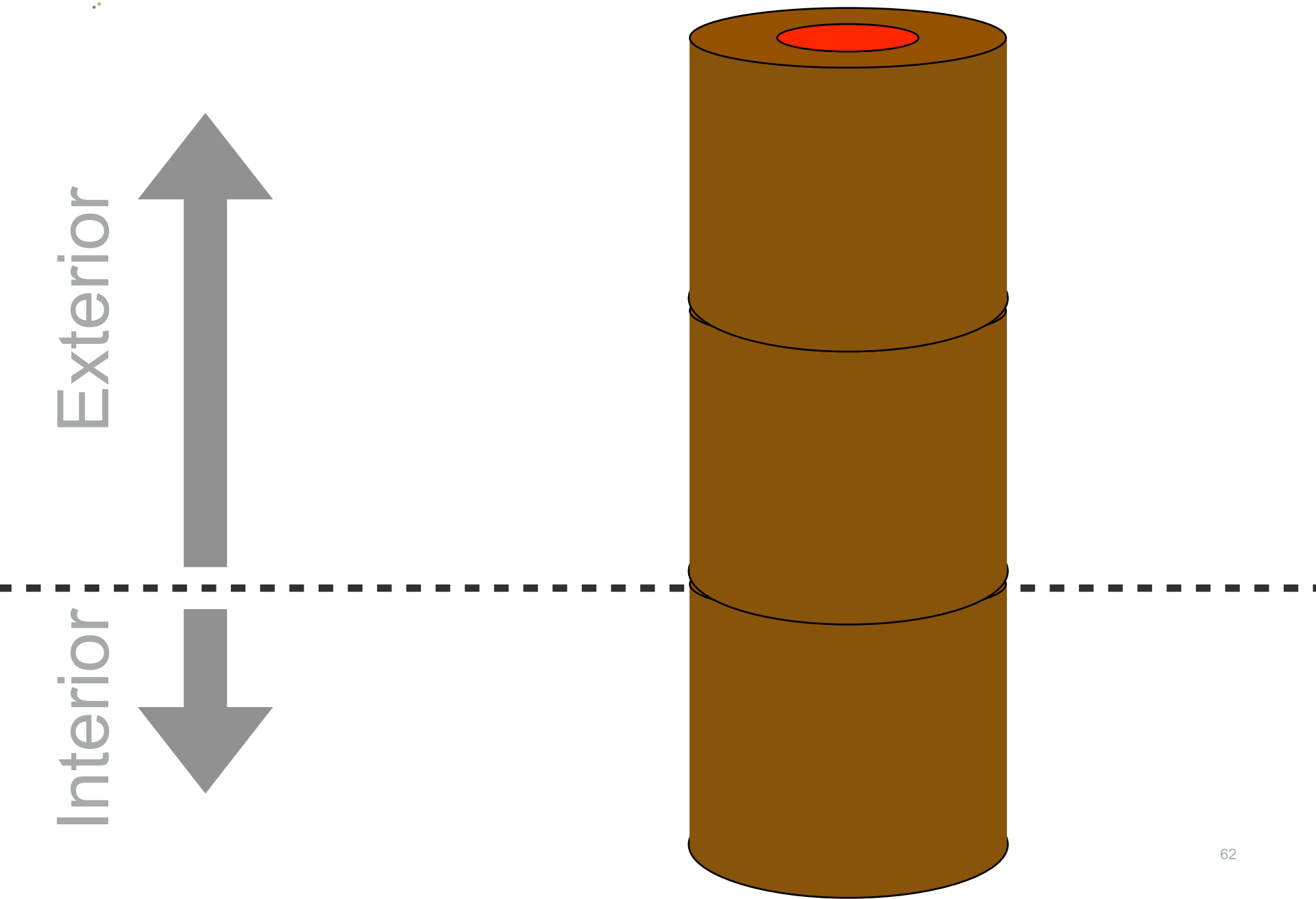

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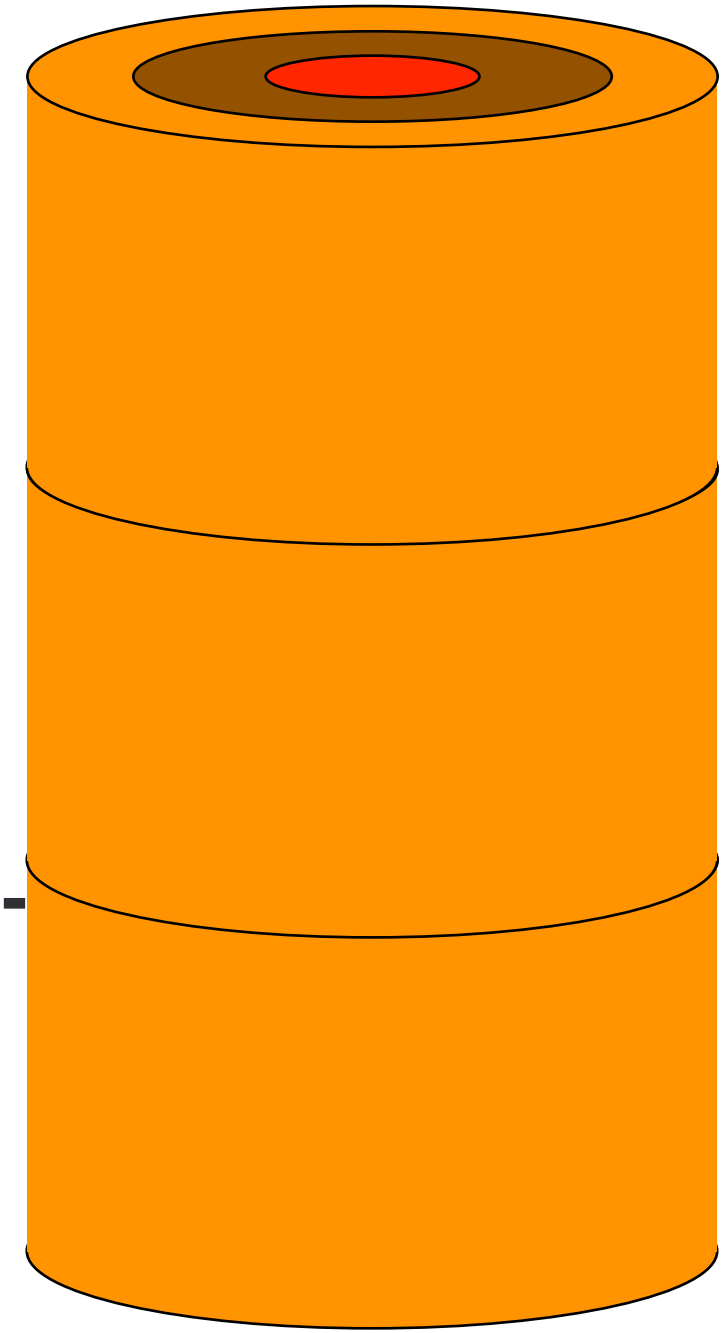
Exterior

Interior



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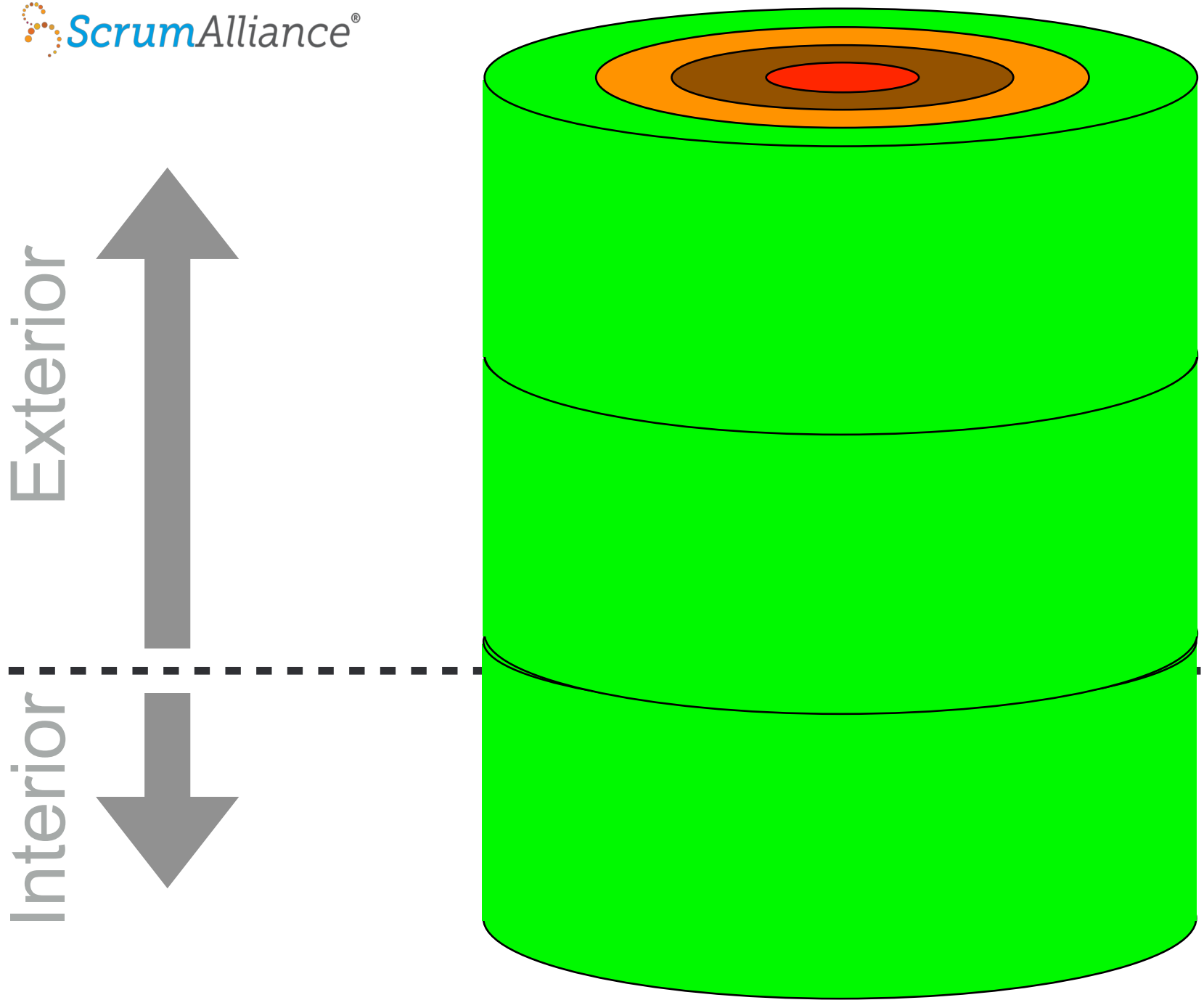

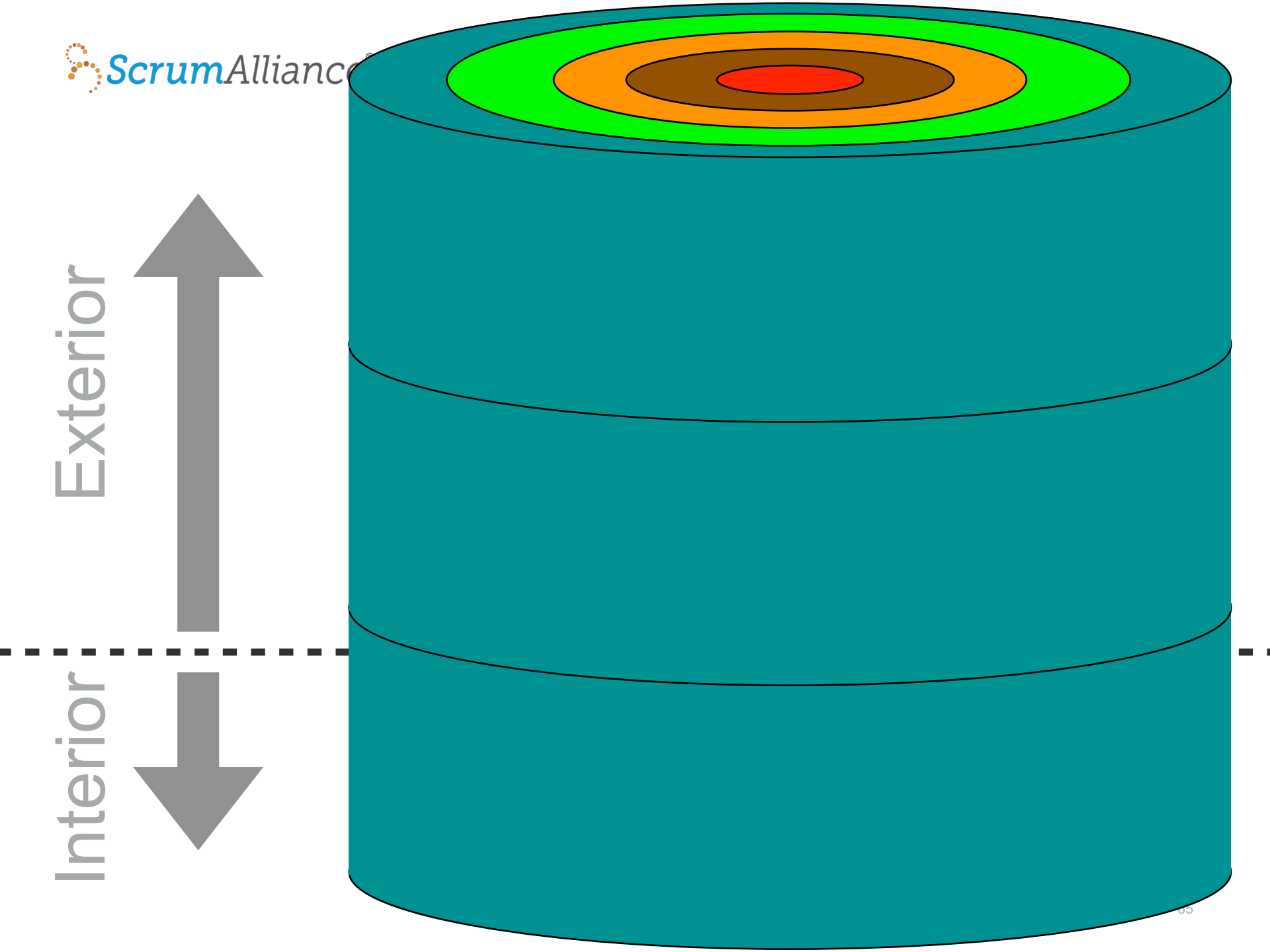
ScrumAlliance
Exterior
Interior

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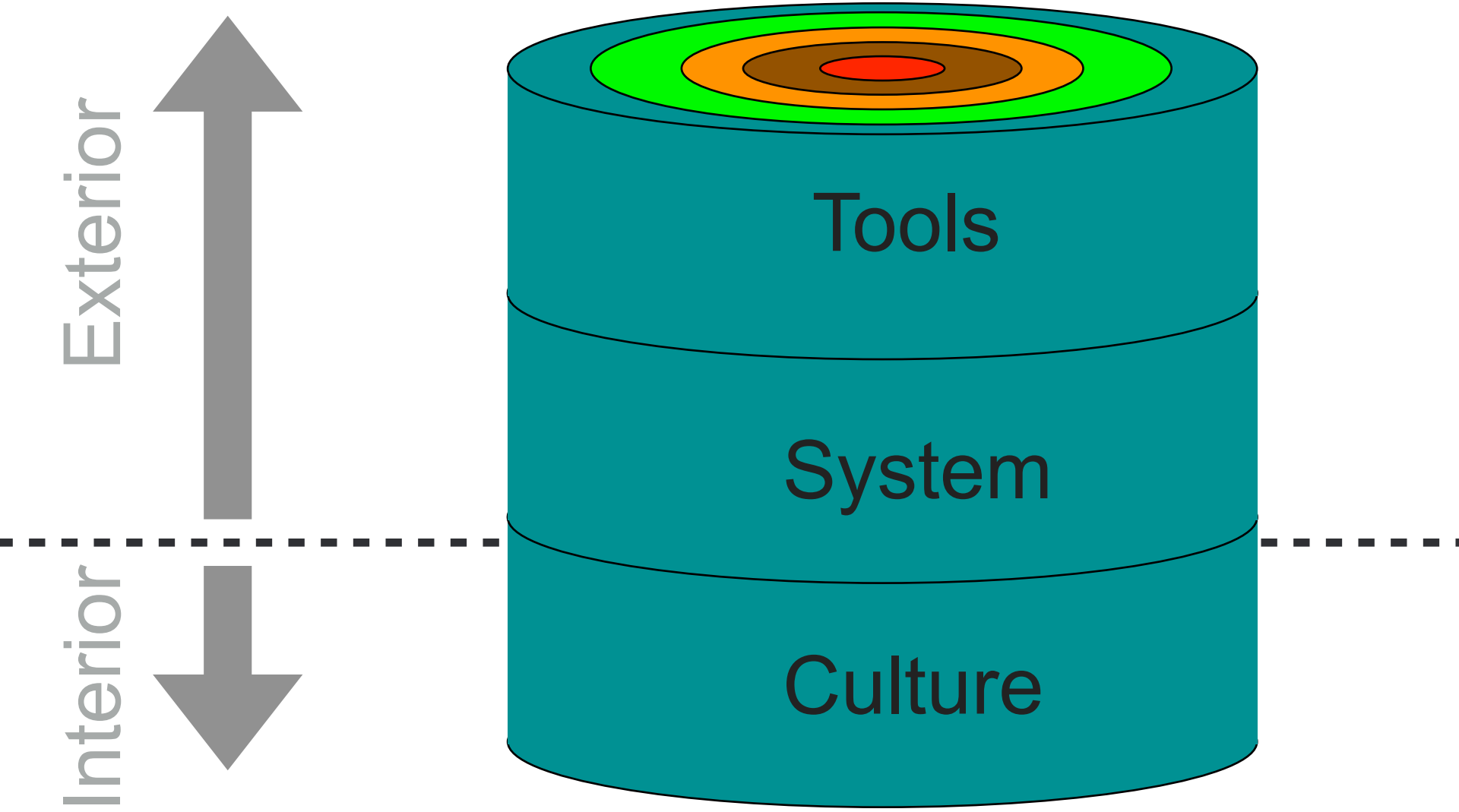

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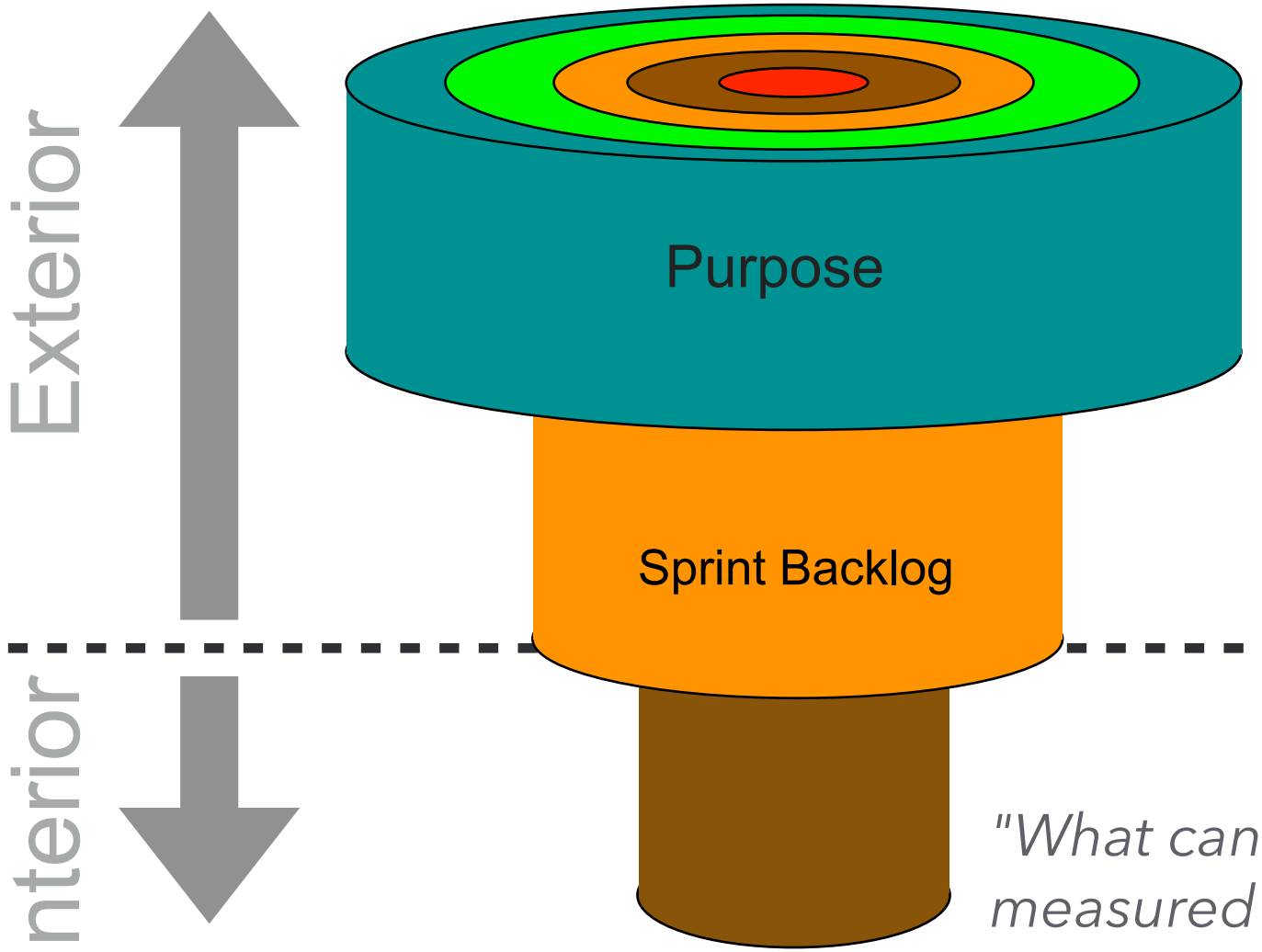

"What can't be measured can't be controlled"

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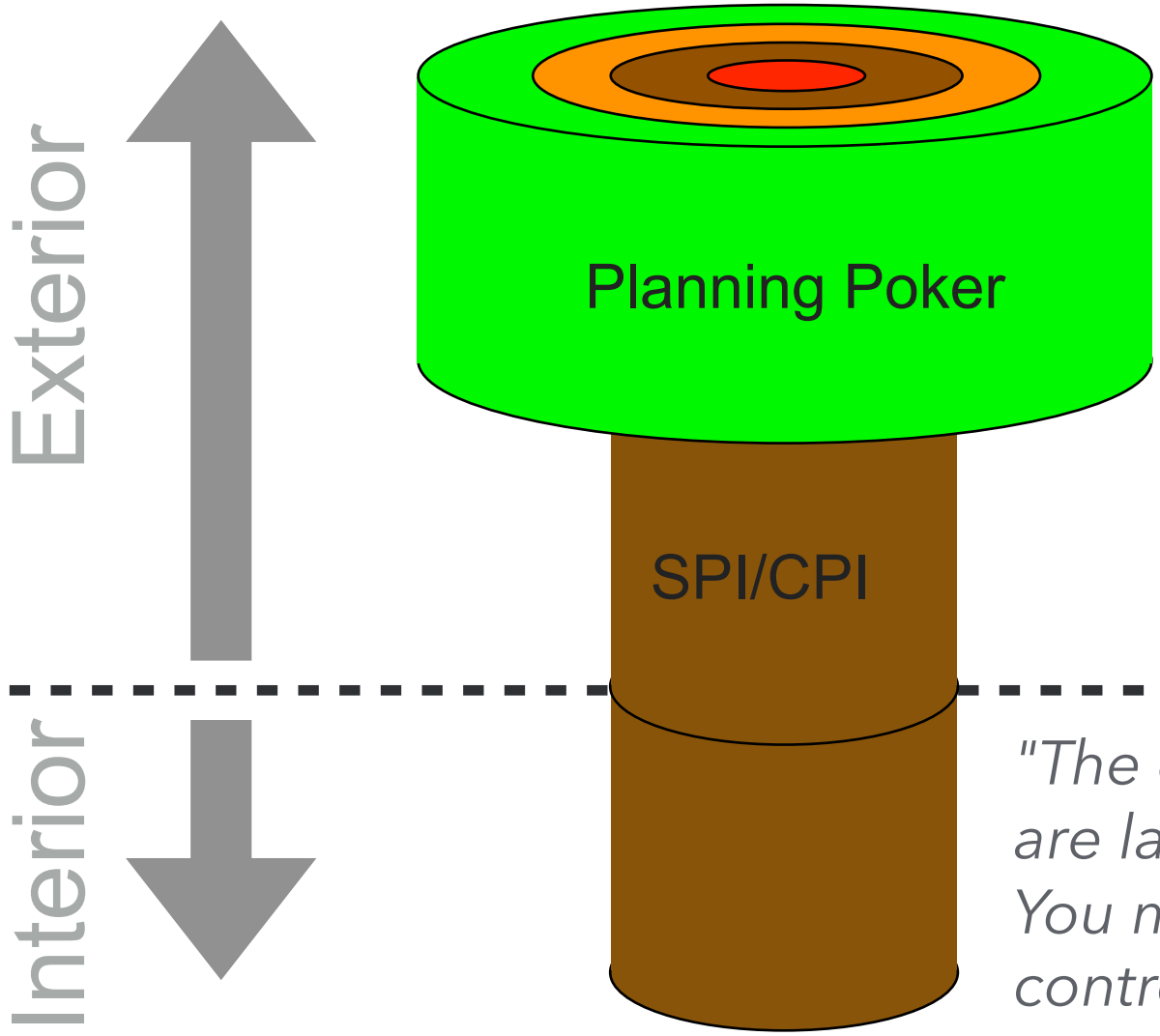

"The employees are lazy. You must control them"

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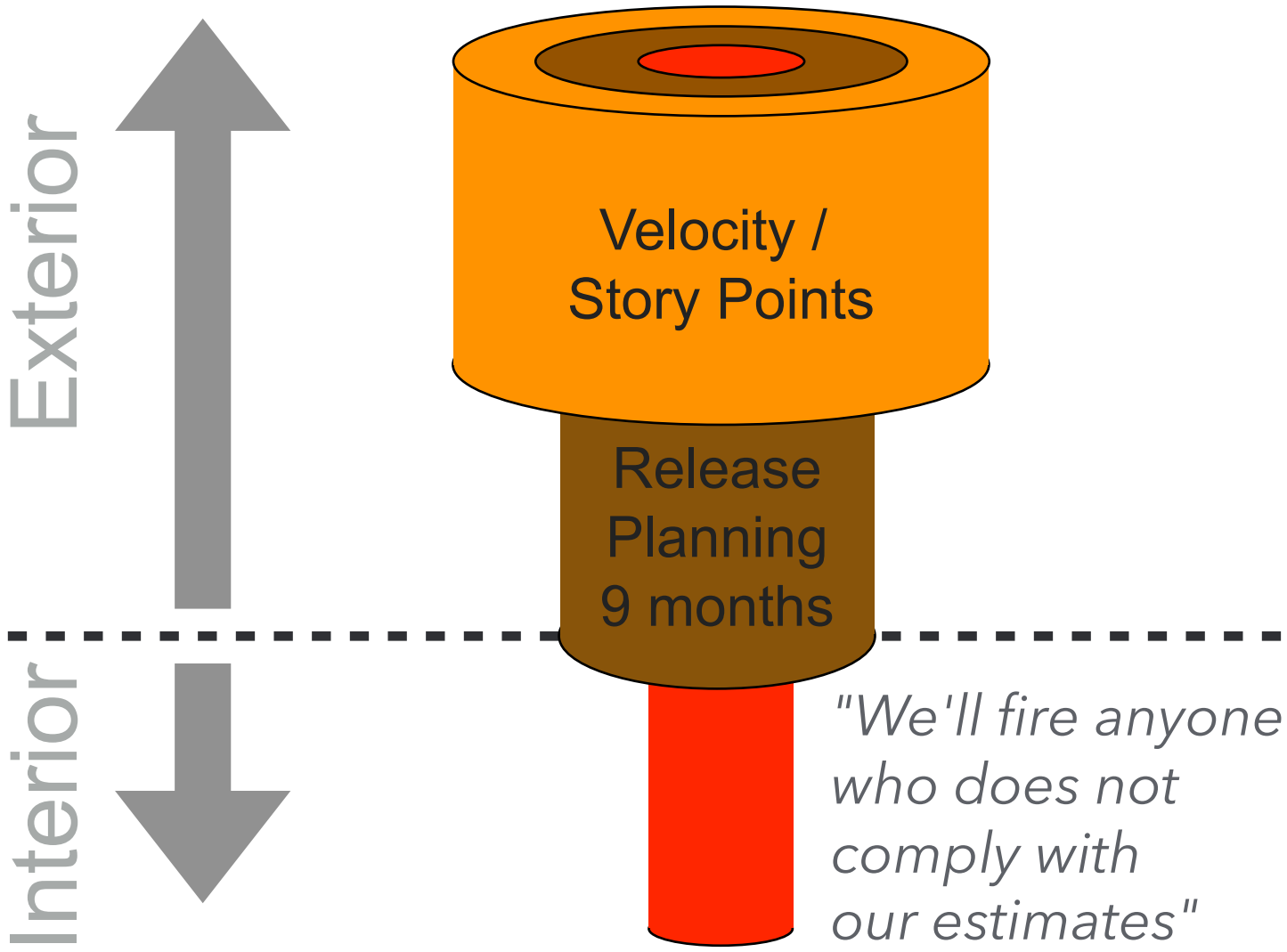

"We'll fire anyone who does not comply with our estimates"

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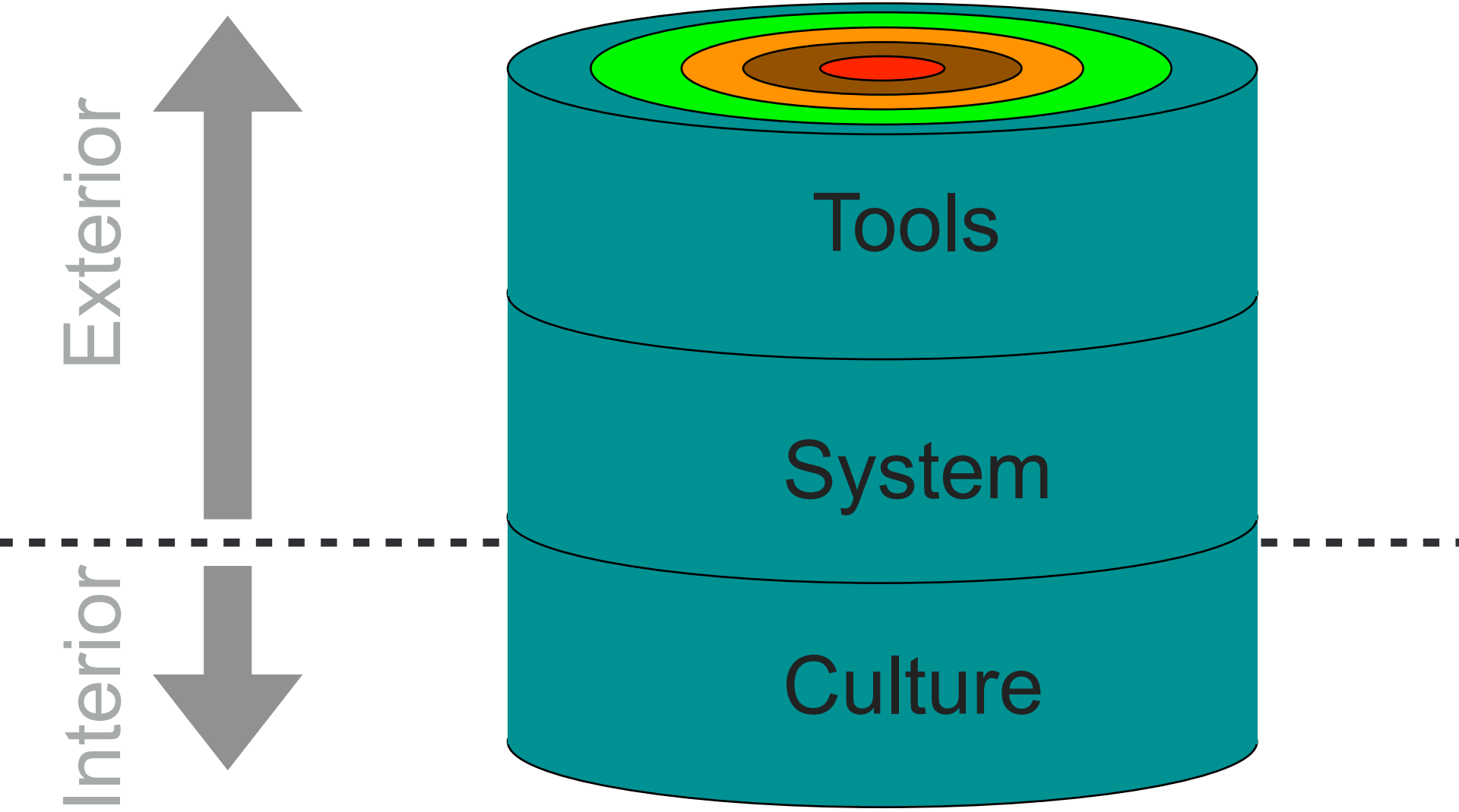

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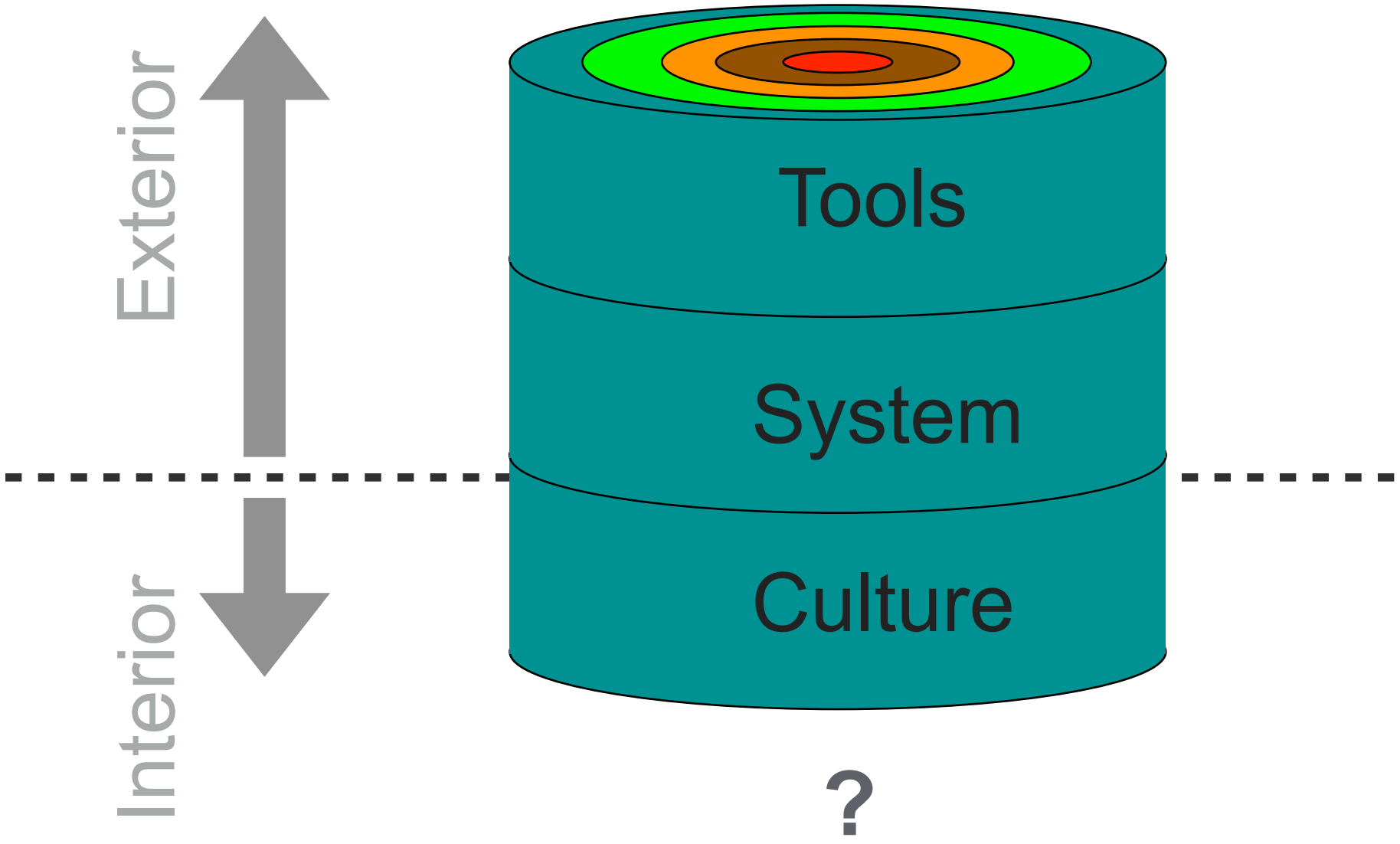

“An organization can not exceed the collective effectiveness of its leaders” – Mastering Leadership, Anderson & Adams

“There are six primary mechanisms that determine how organizations perceive, think, feel, and behave; Based on the level of consciousness, or unconsciousness, of their leaders” – Organisational Culture and Leadership, Edgar H. Schein

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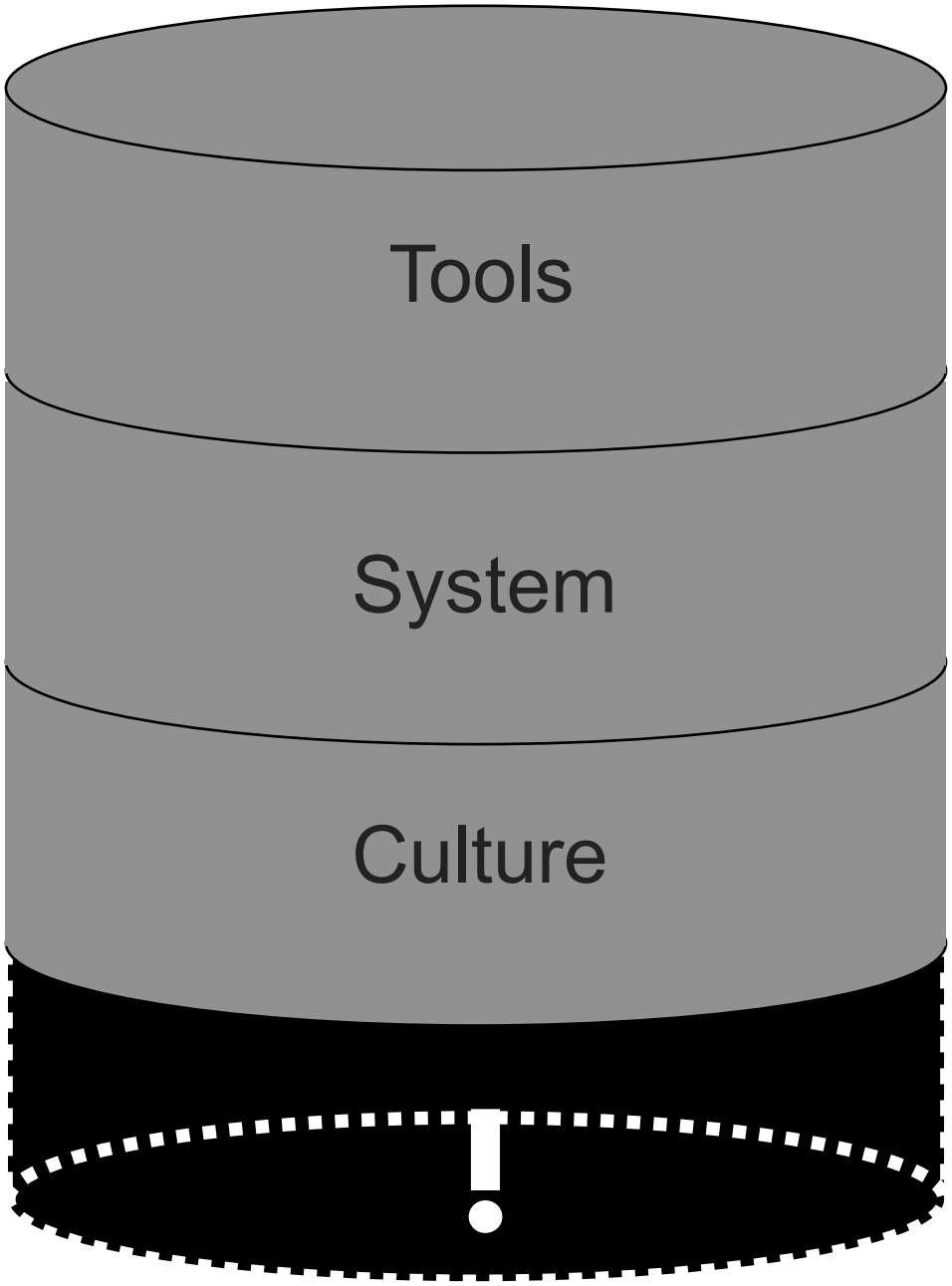
all of them has the word ‘leader’

- Those things that leaders pay attention to, measure and control periodically
- The way leaders react to critical incidents and organizational crises
- The way leaders allocate resources
- The role model, the teaching and the coaching that are able to offer the leaders of the organization
- The way leaders reward and recognize
- The way leaders recruit, select, promote and fire people

This can be a quote, testimonial, or other factual statement

“The culture of an organization is determined by the worst behaviors that leaders are willing to tolerate”
– Gruenter and Whitaker


Tools
System
Culture
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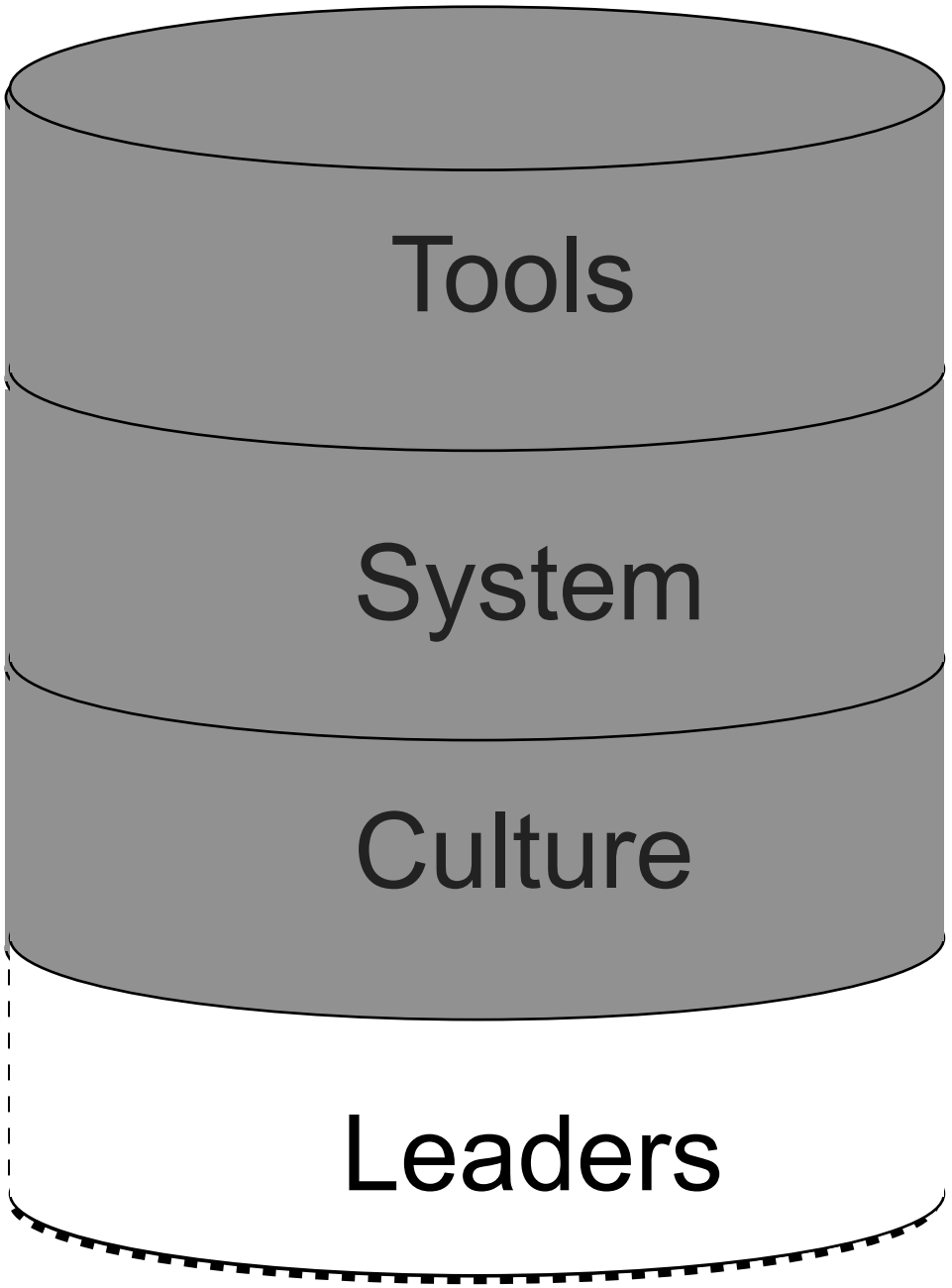
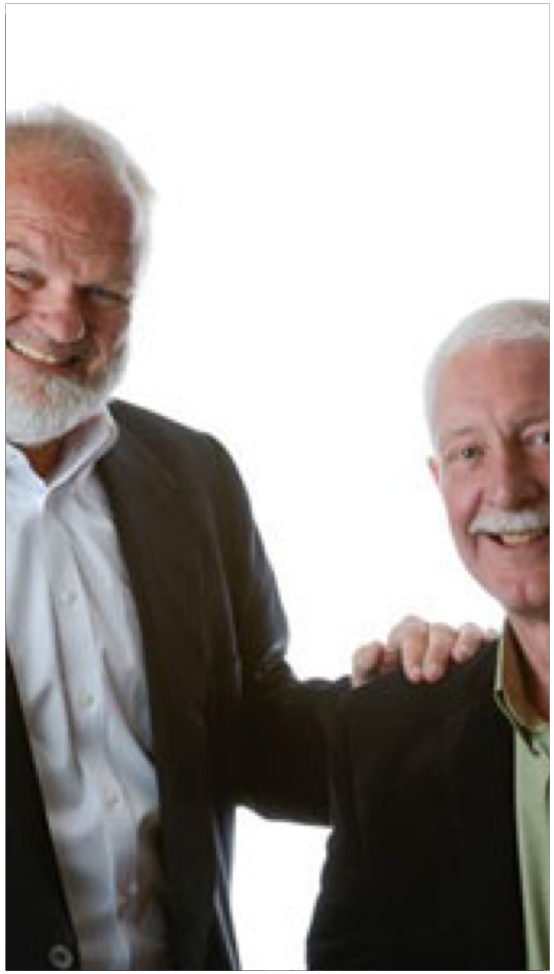

Tools
System
Culture
Leaders

Anderson y Adams



Universal Model of Leadership (UML)

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Robert Kegan

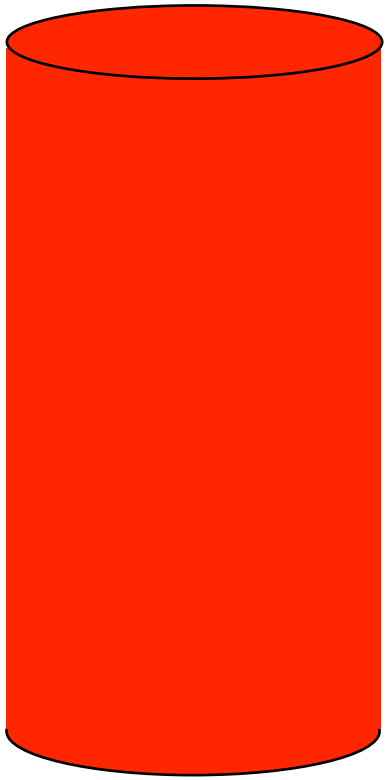
Universal Model of Leadership (UML)

Dr. Clare W. Graves

The Emergent Cyclical Levels of Existence Theory
(ECLET - 1952 a 1974)

KEVINGSTON

Egocentric Mind



An egocentric mind

“I am my needs”

An egocentric mind

“Something is bad only if I get caught”

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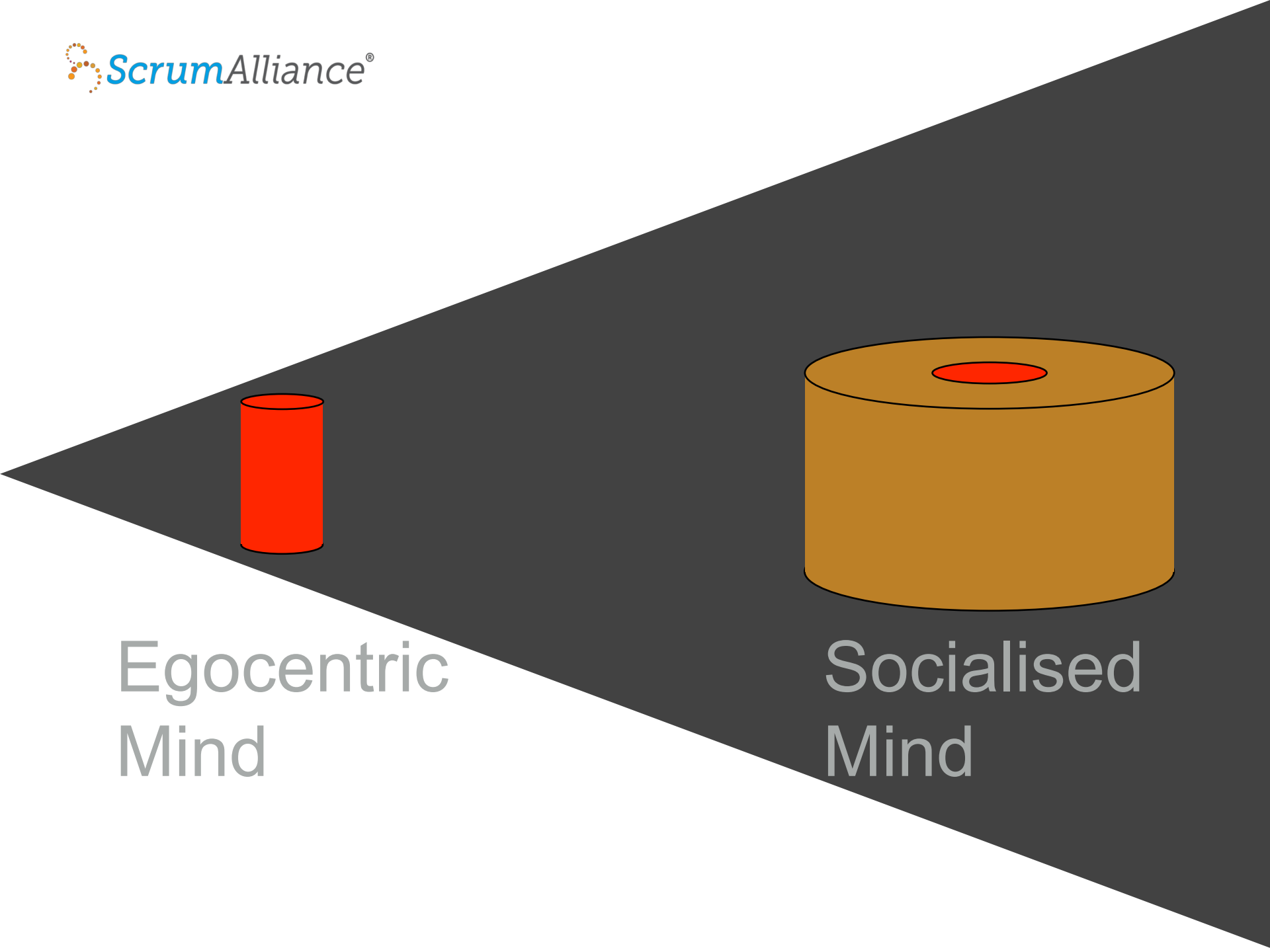

Egocentric Mind

Socialised Mind

A socialized mind

“~~I am my needs~~”

“I have needs”

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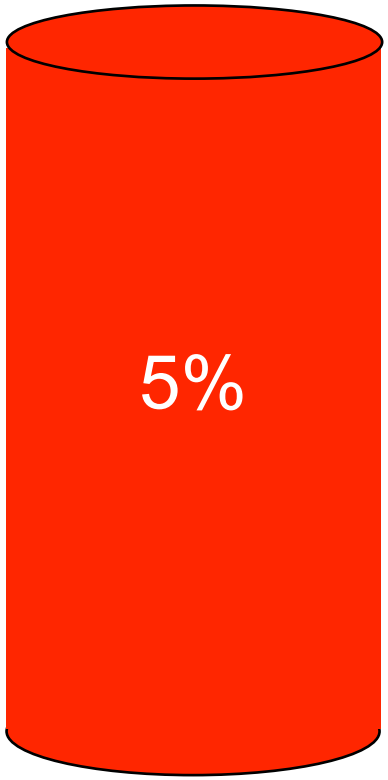
Egocentric Mind



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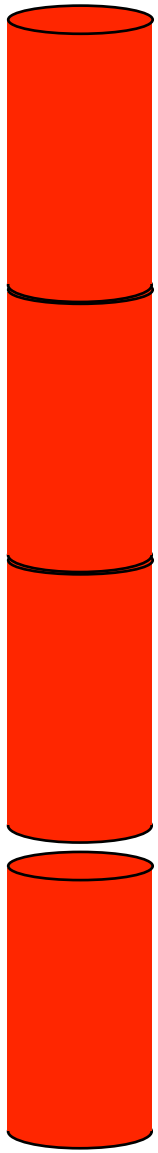
Egocentric Mind



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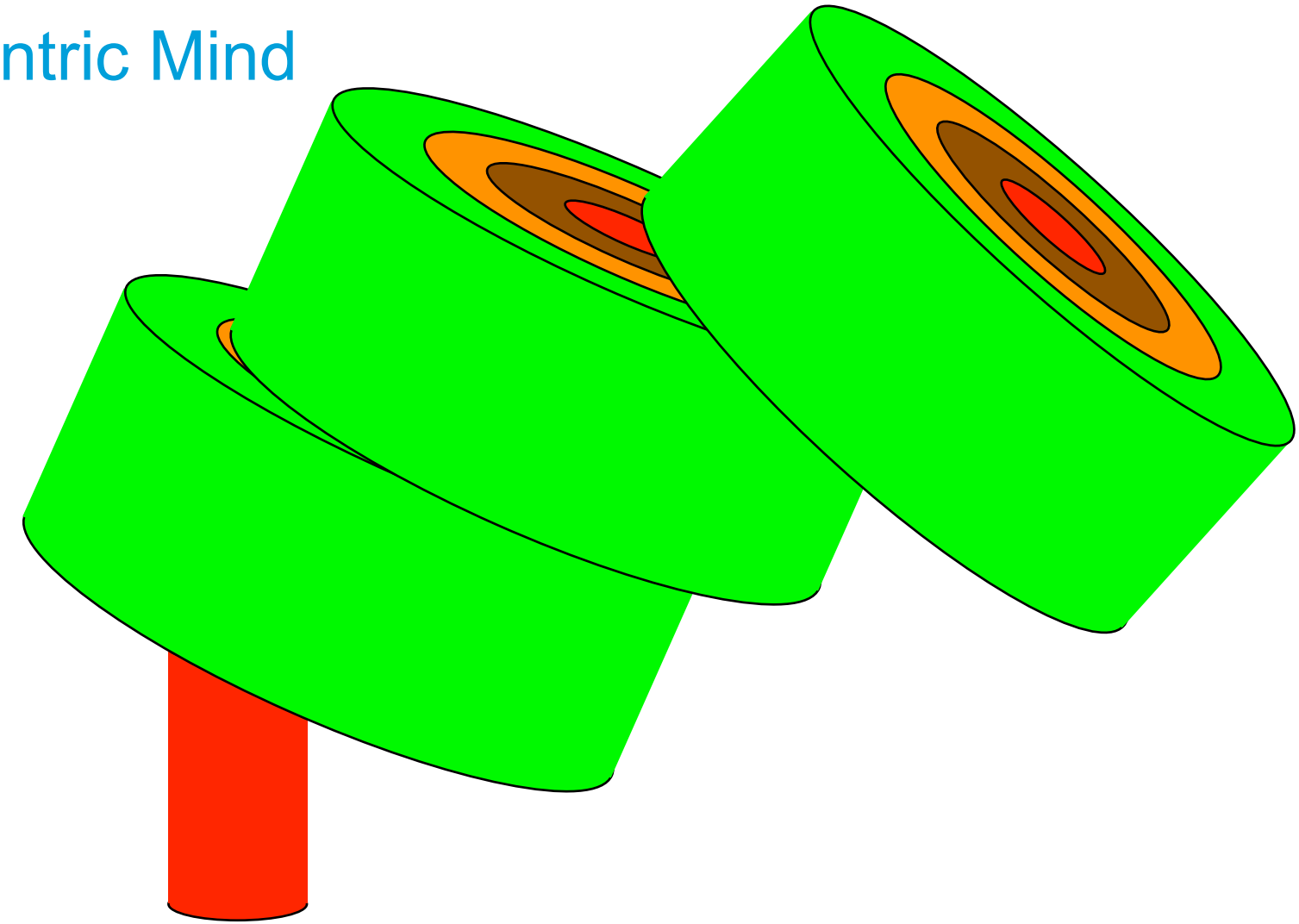
Egocentric Mind



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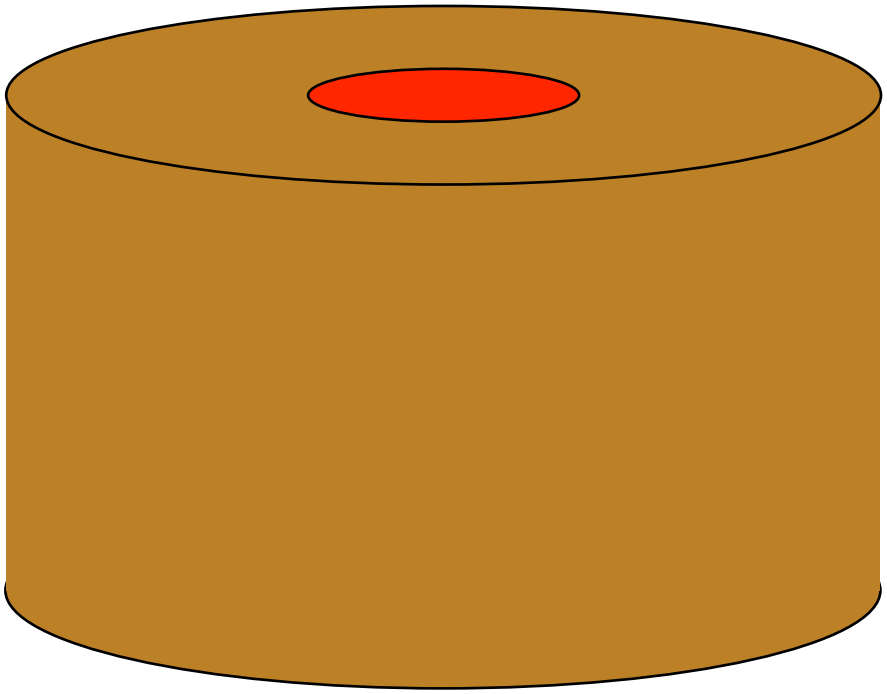
Reactive Leadership



A socialized mind

“I am my capabilities”

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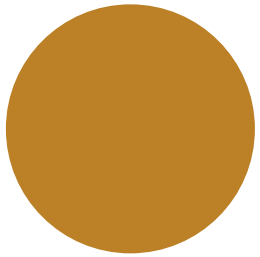
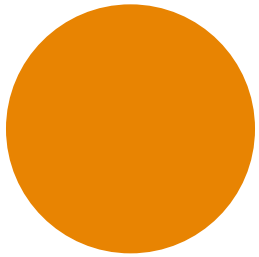
3 kinds



Intelligence



Results

Relationships

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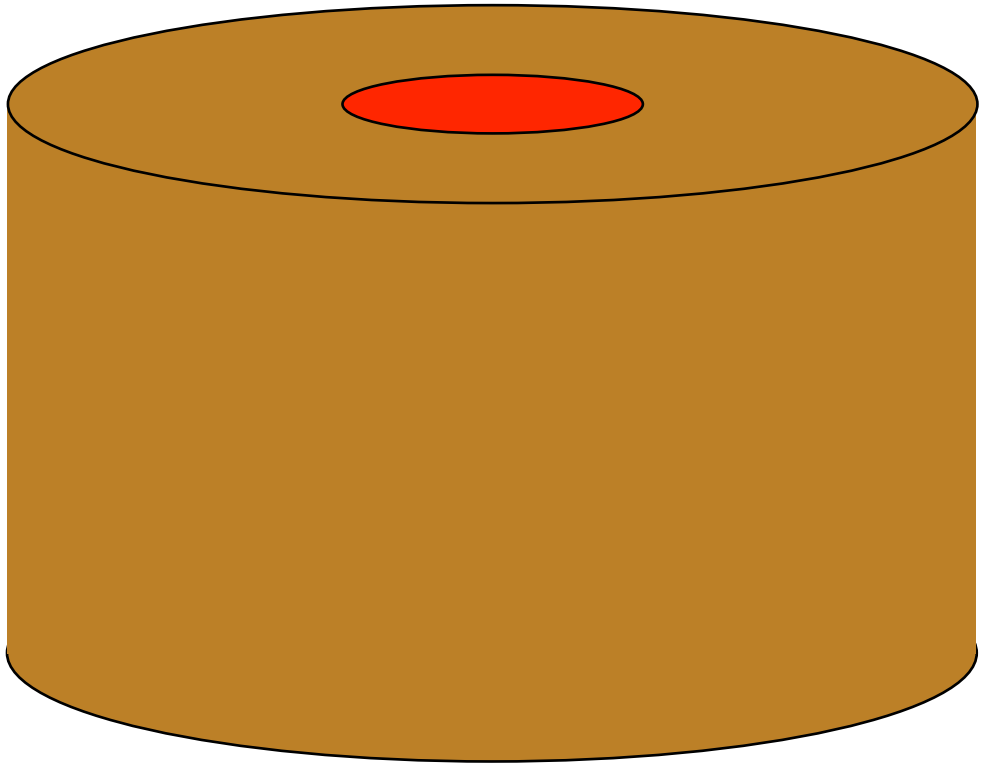
Type 1

“I am my intelligence”

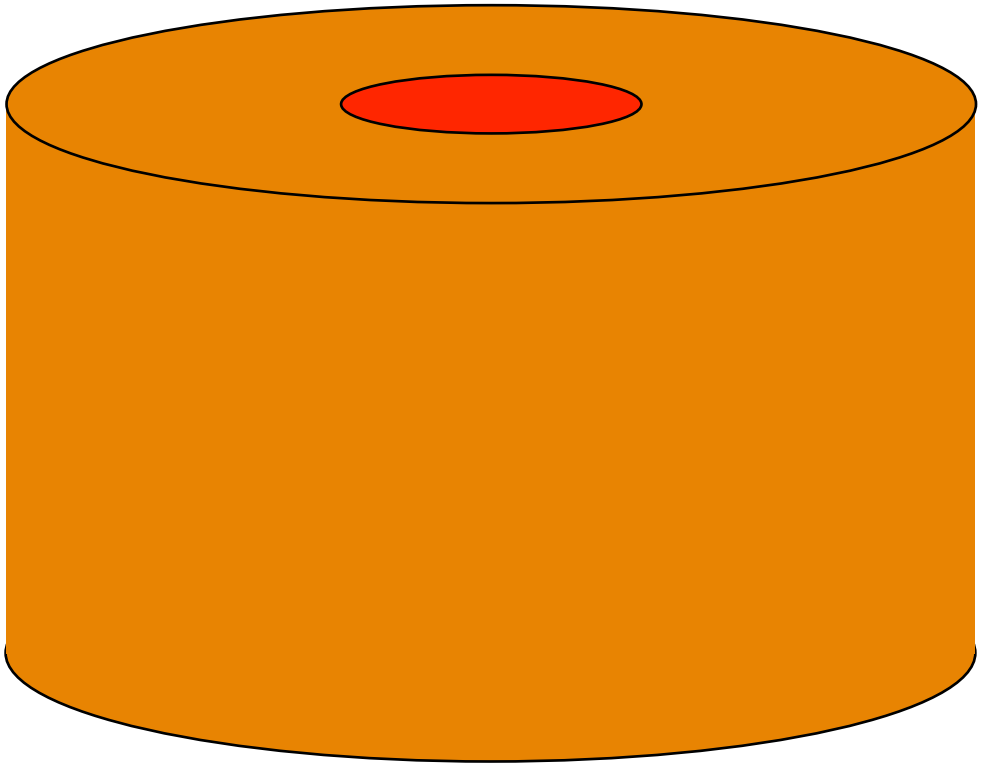


Protecting Leader

FEDERCITRUS
Federación Argentina del Citrus
COPEXEU

Type 2

“I AM MY ACHIEVEMENTS”



Controlling Leader

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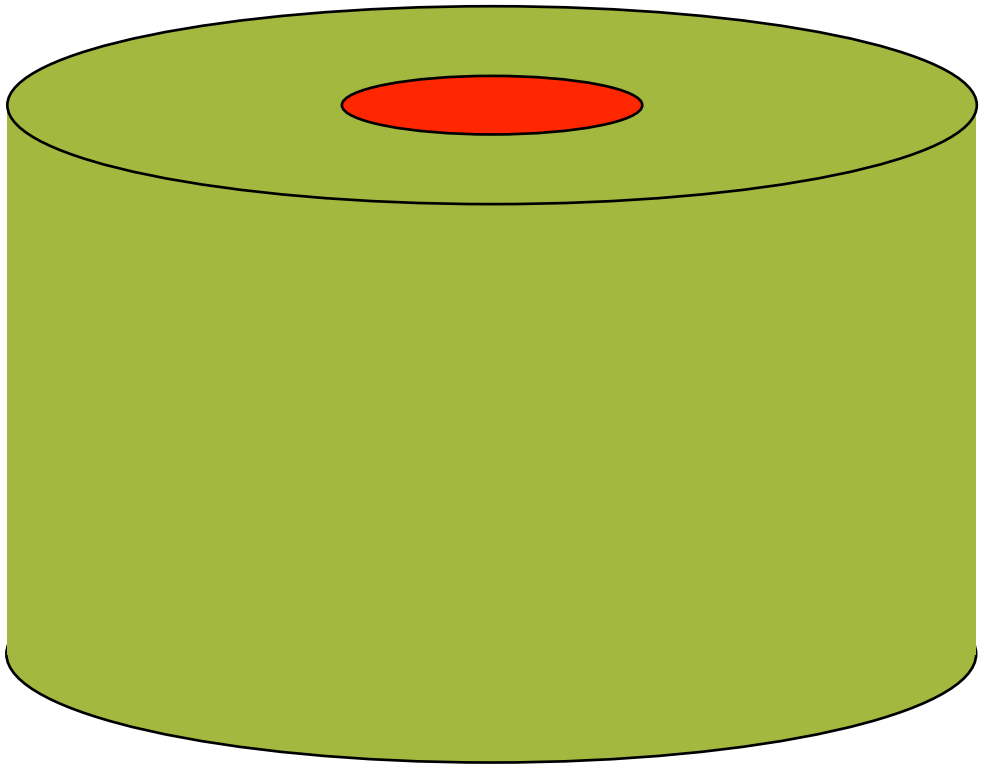
Type 2

“I AM MY RELATIONS”



Complying Leader

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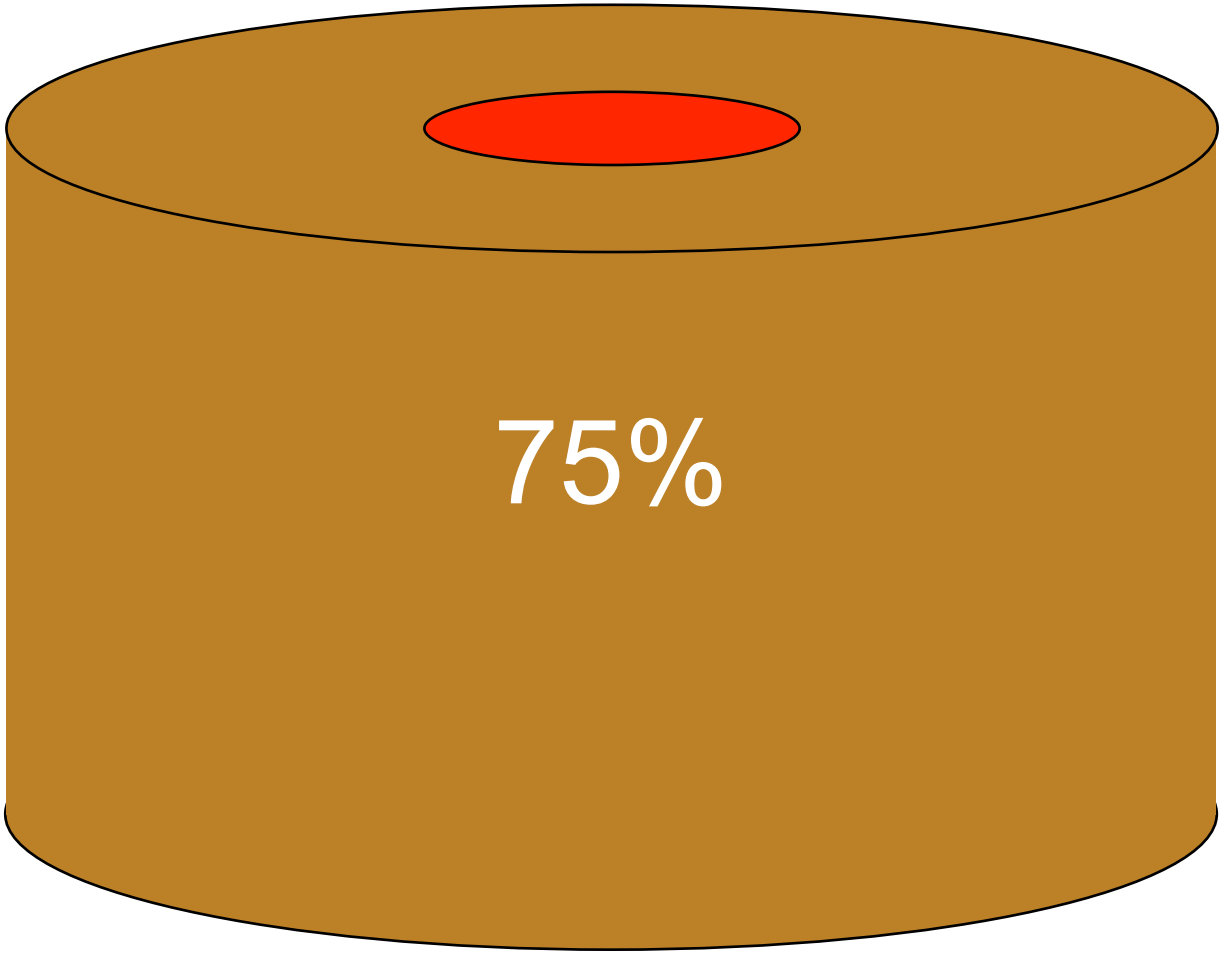
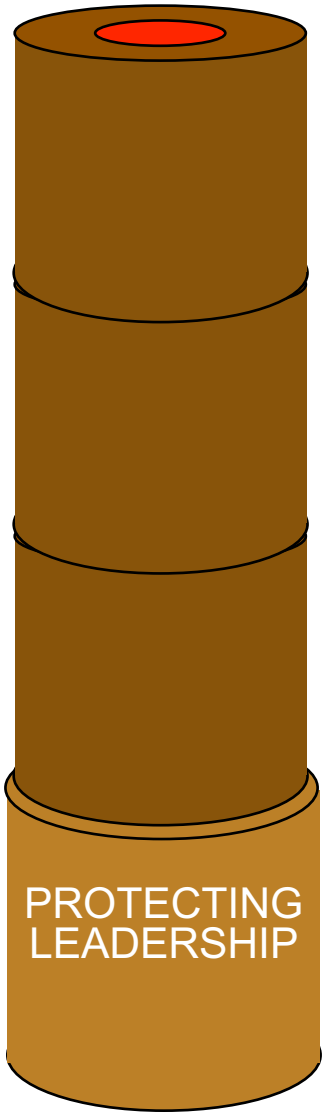
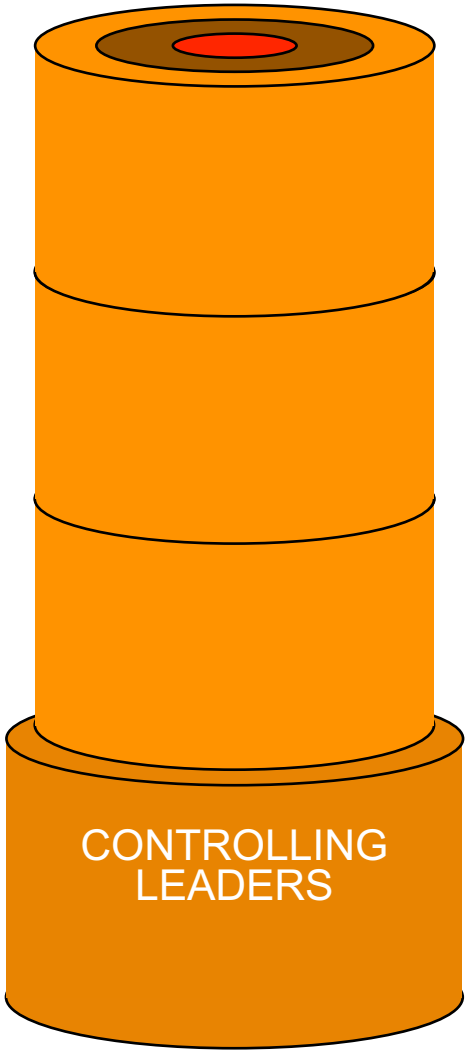
Reactive Leaders




PROTECTING
LEADERSHIP


CONTROLLING
LEADERS

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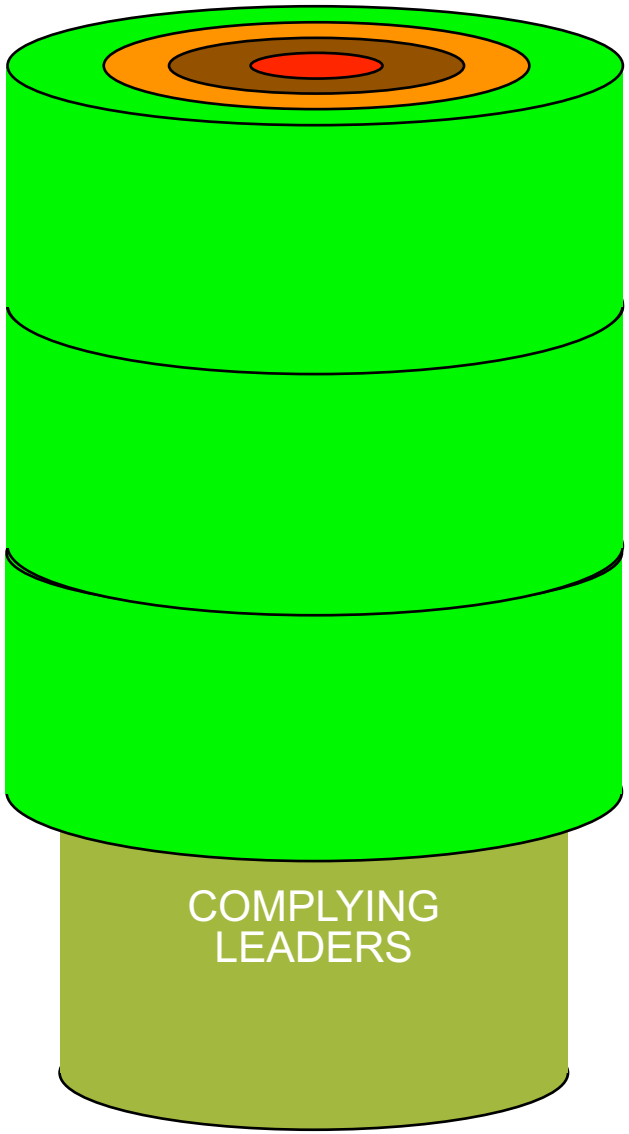

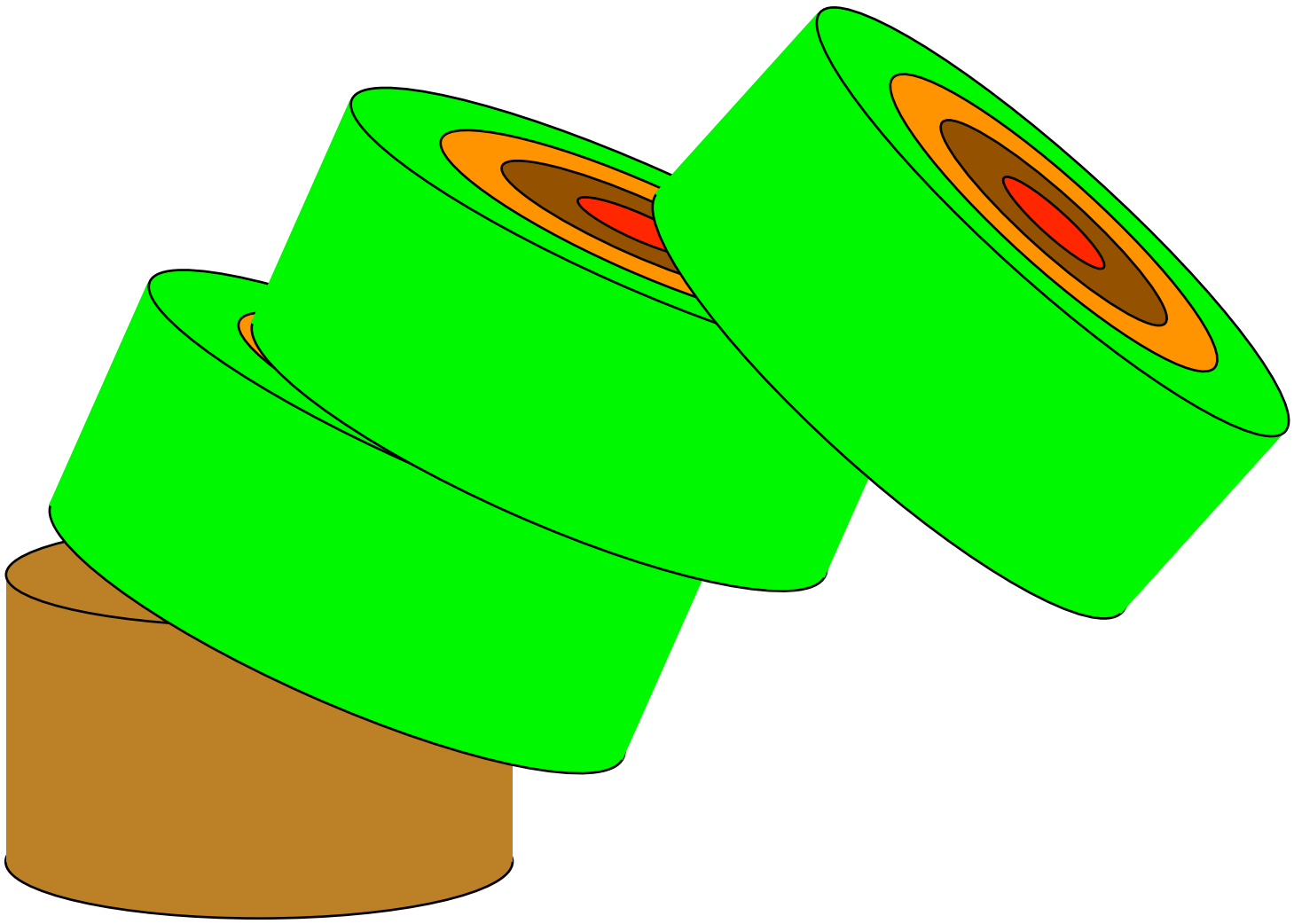

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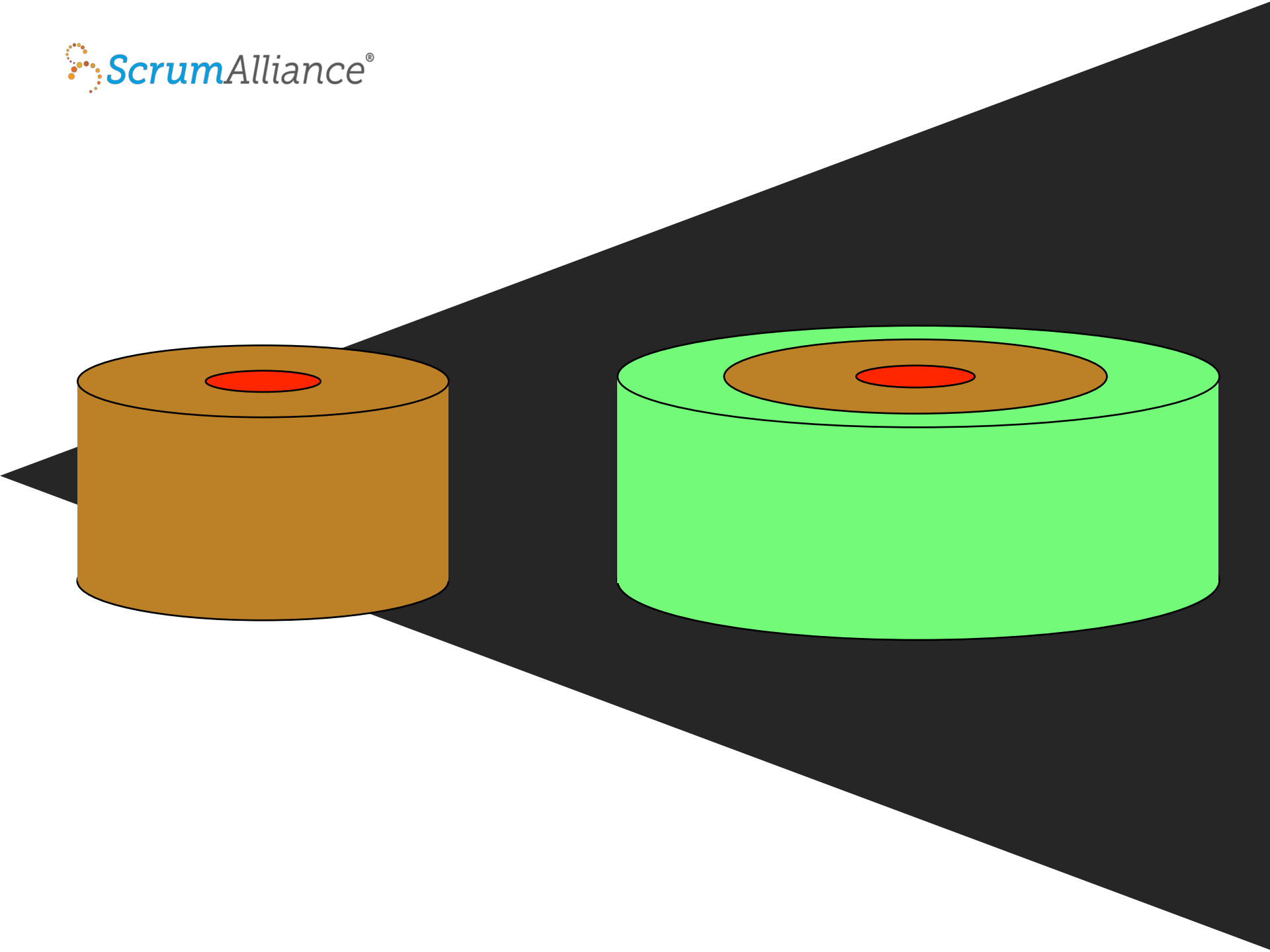

“~~I am my capabilities~~”

“I have capabilities”

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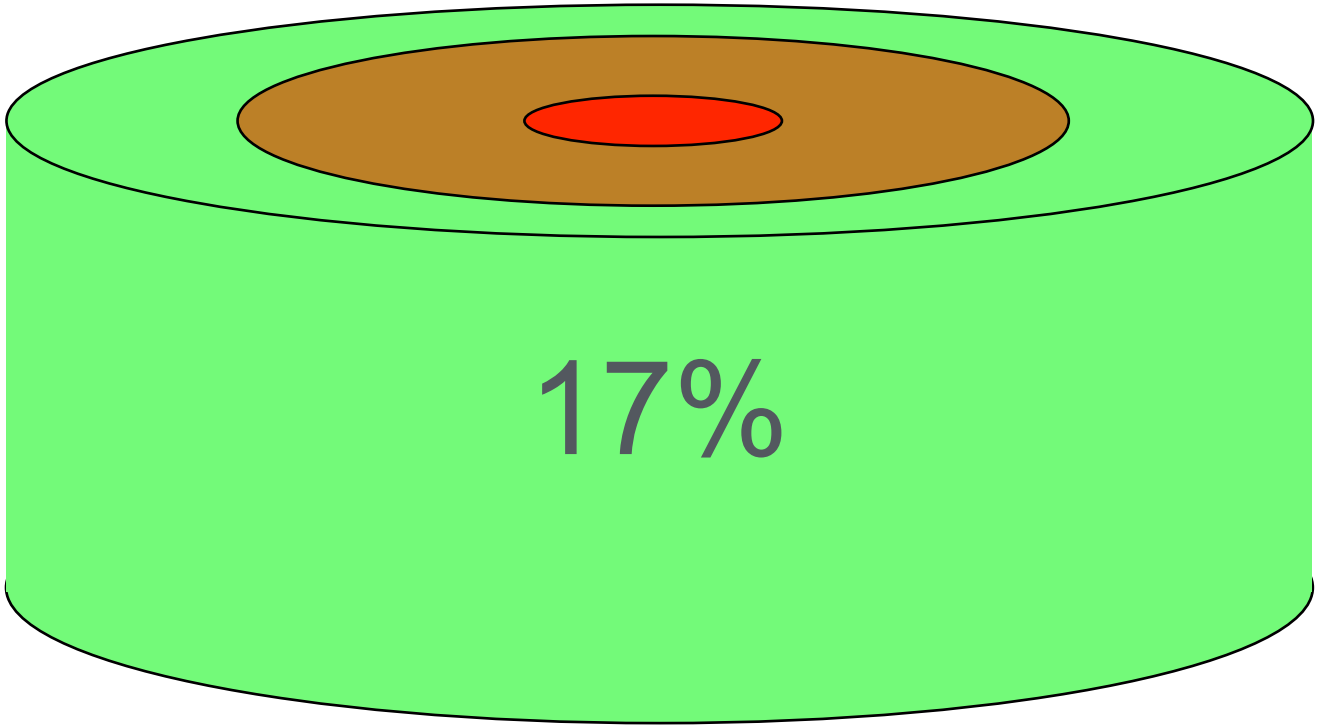
Creative Leadership



Creative leadership is the minimum level from which I will be able to lead authentic and sustainable agile organizations or evolutions

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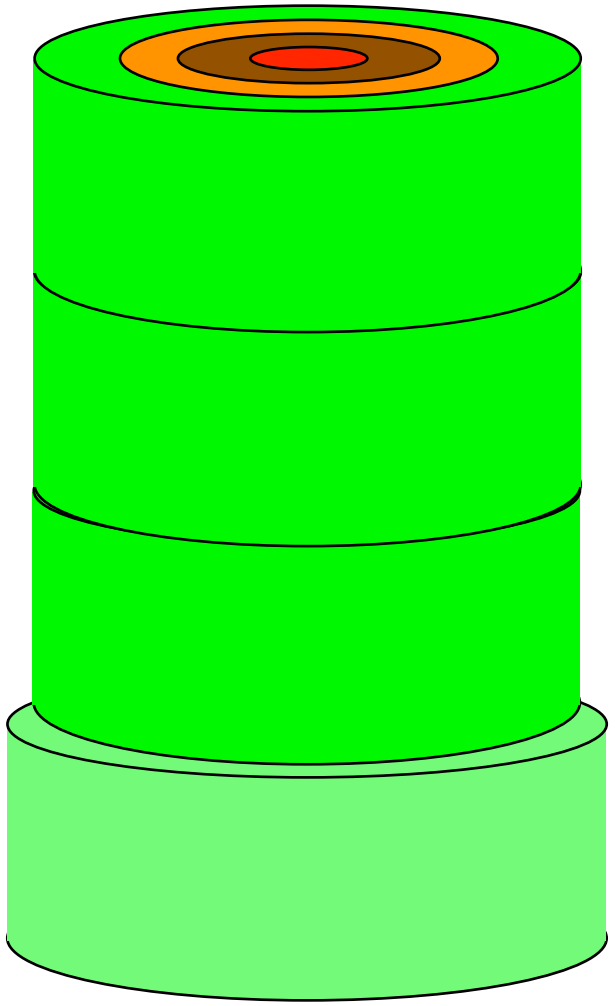
Creative Leadership



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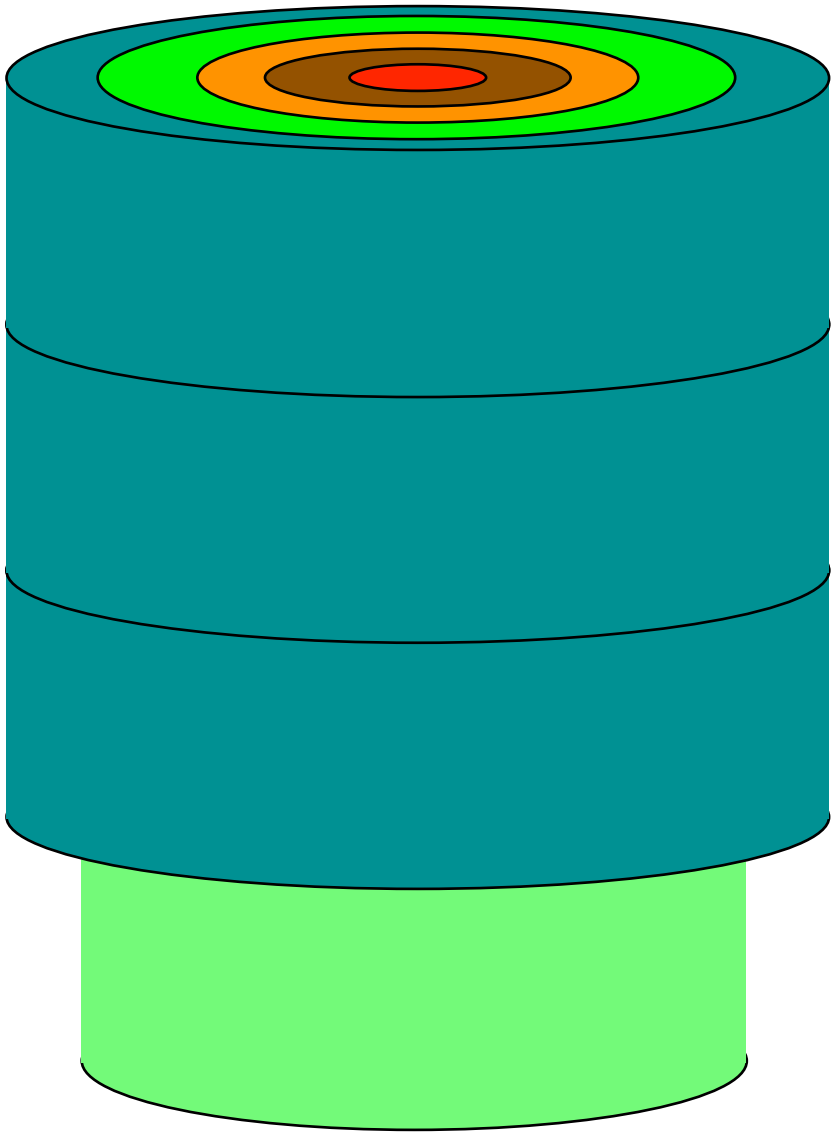
Creative Leadership



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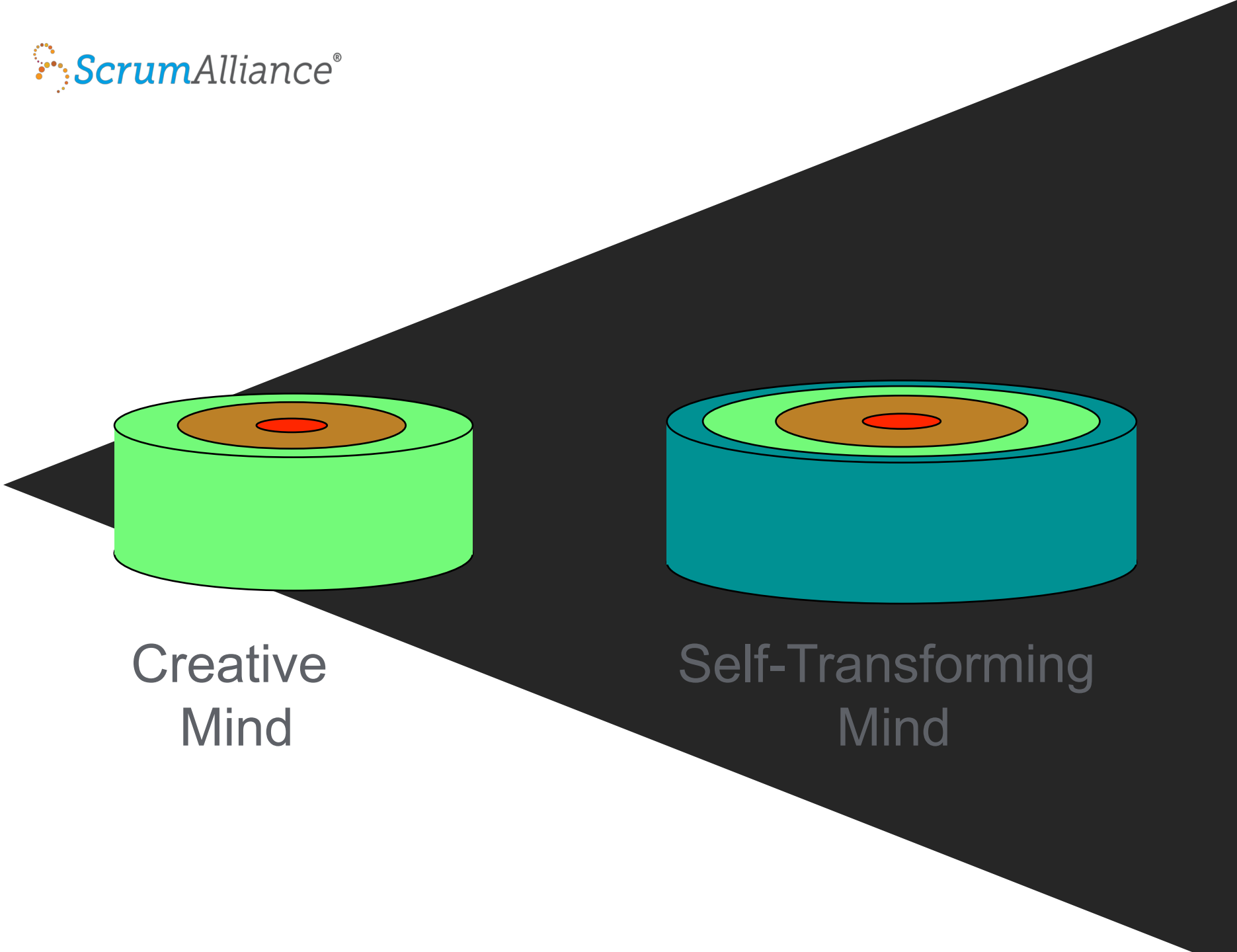

Creative Mind

Self-Transforming Mind

Self Transforming Mind

“I am many people. I know some of these people and others do not; Although there are others who do know them. To some of them we hug them and of others we would run away. All this is music. It's the music of our life if we just stop and listen”

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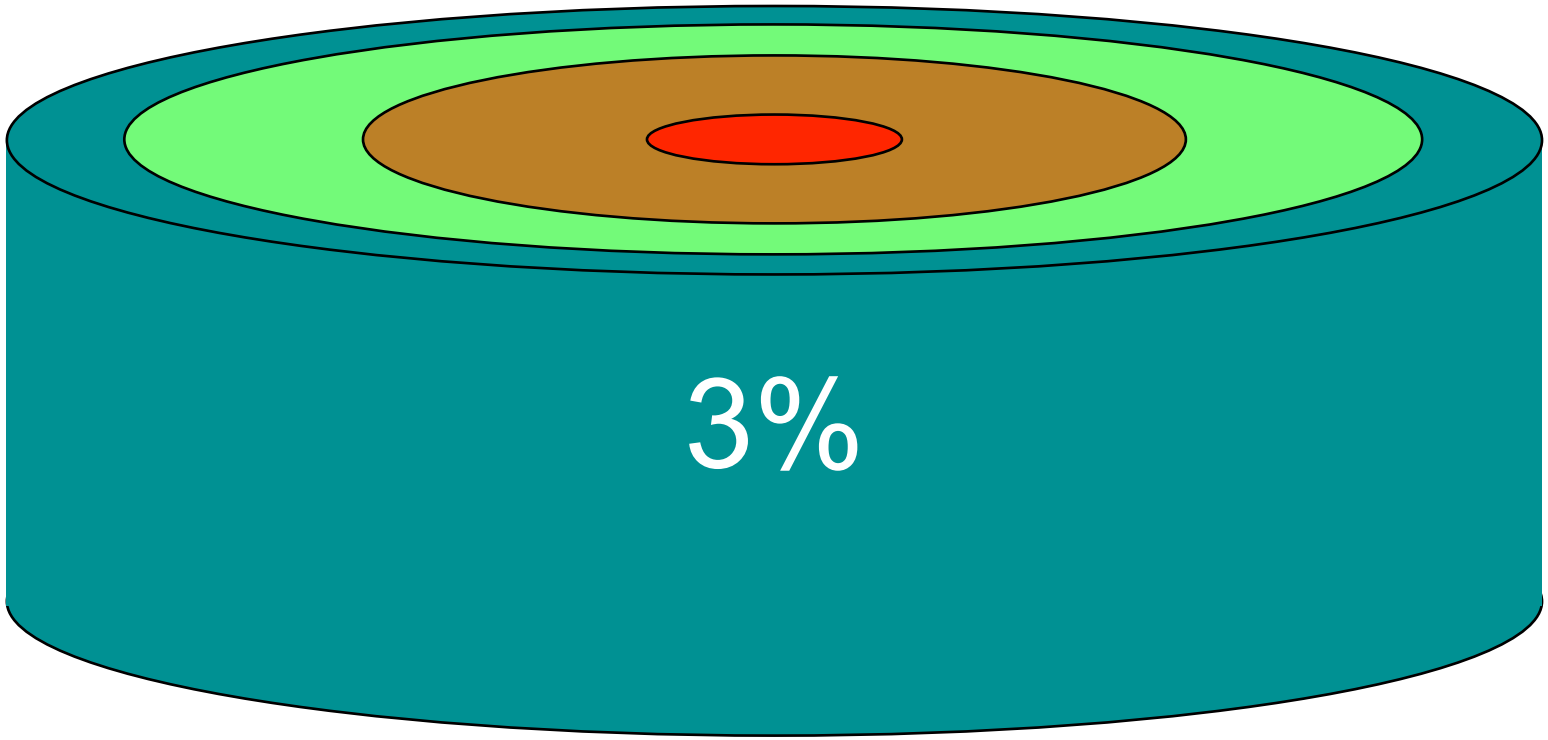
Integral Leadership



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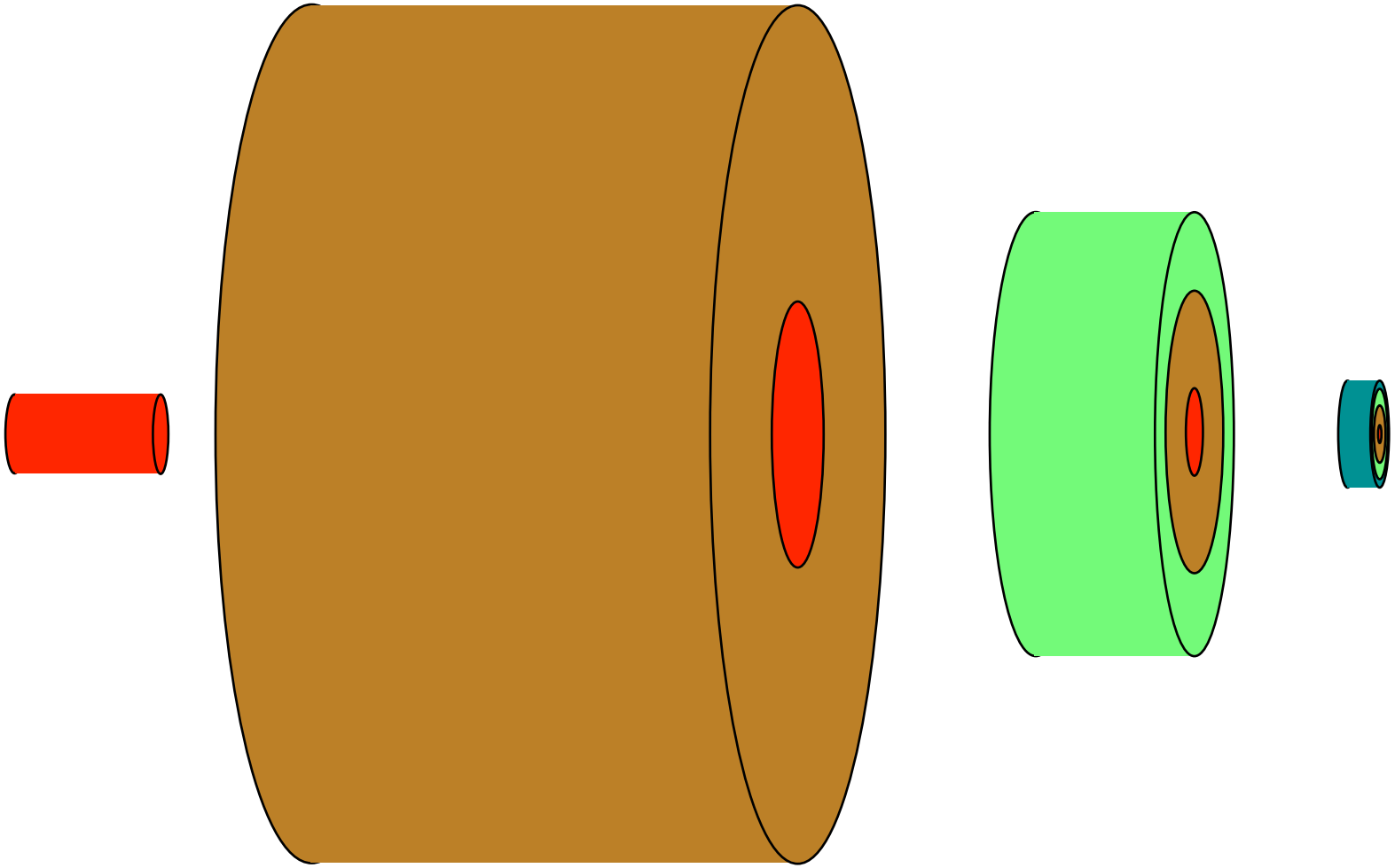

5% 75% 17% 3%

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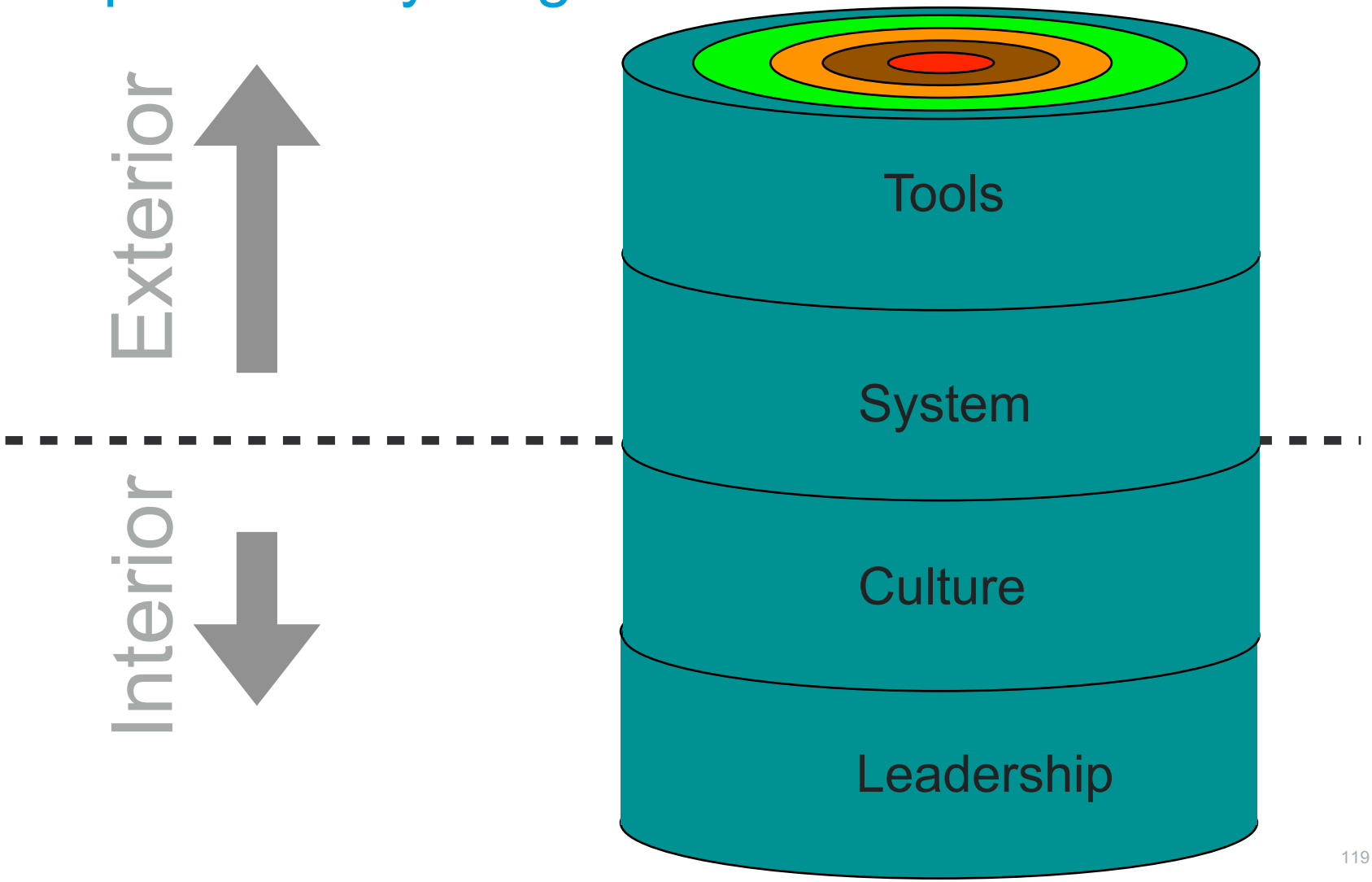
Expand Everything



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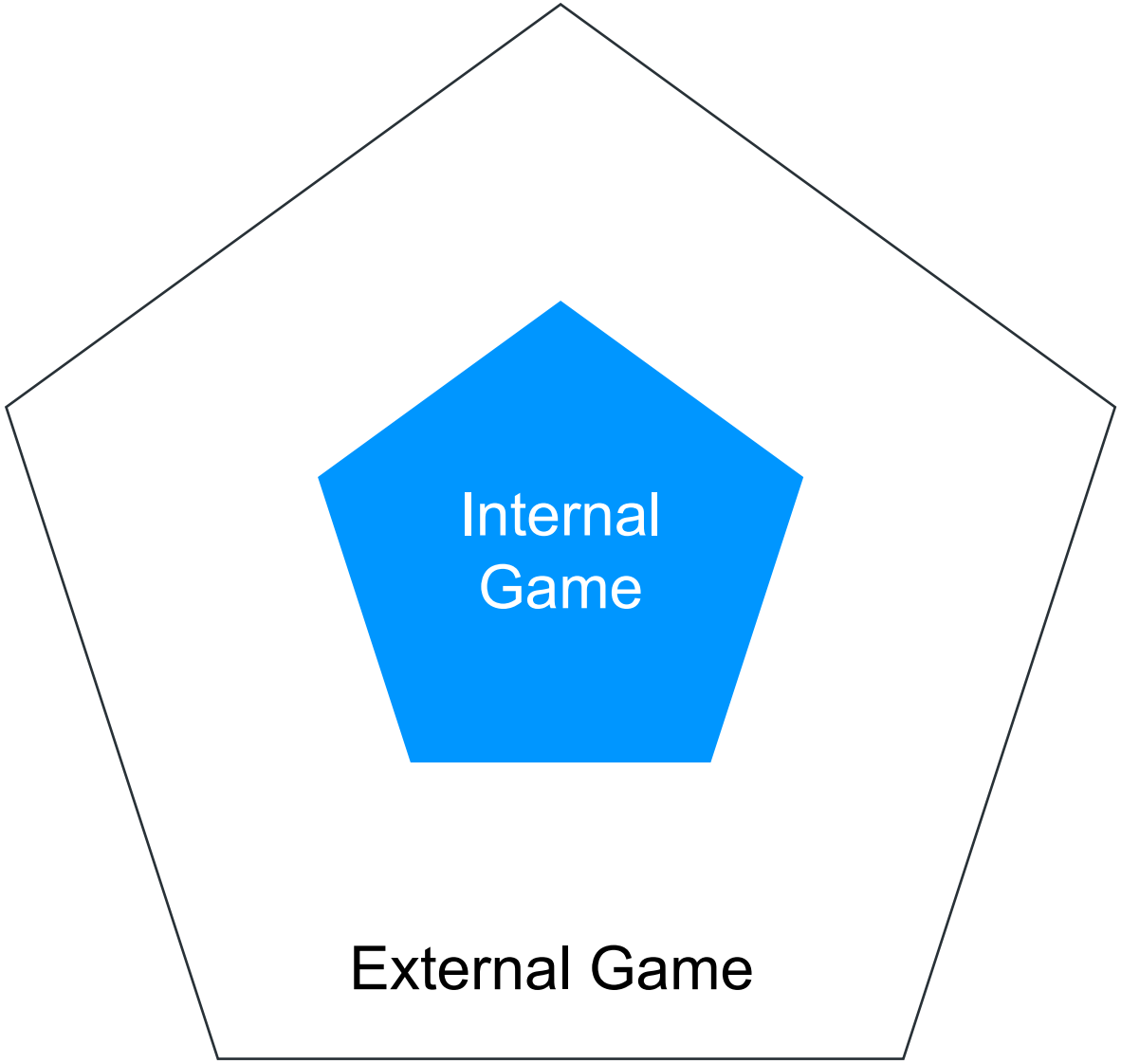
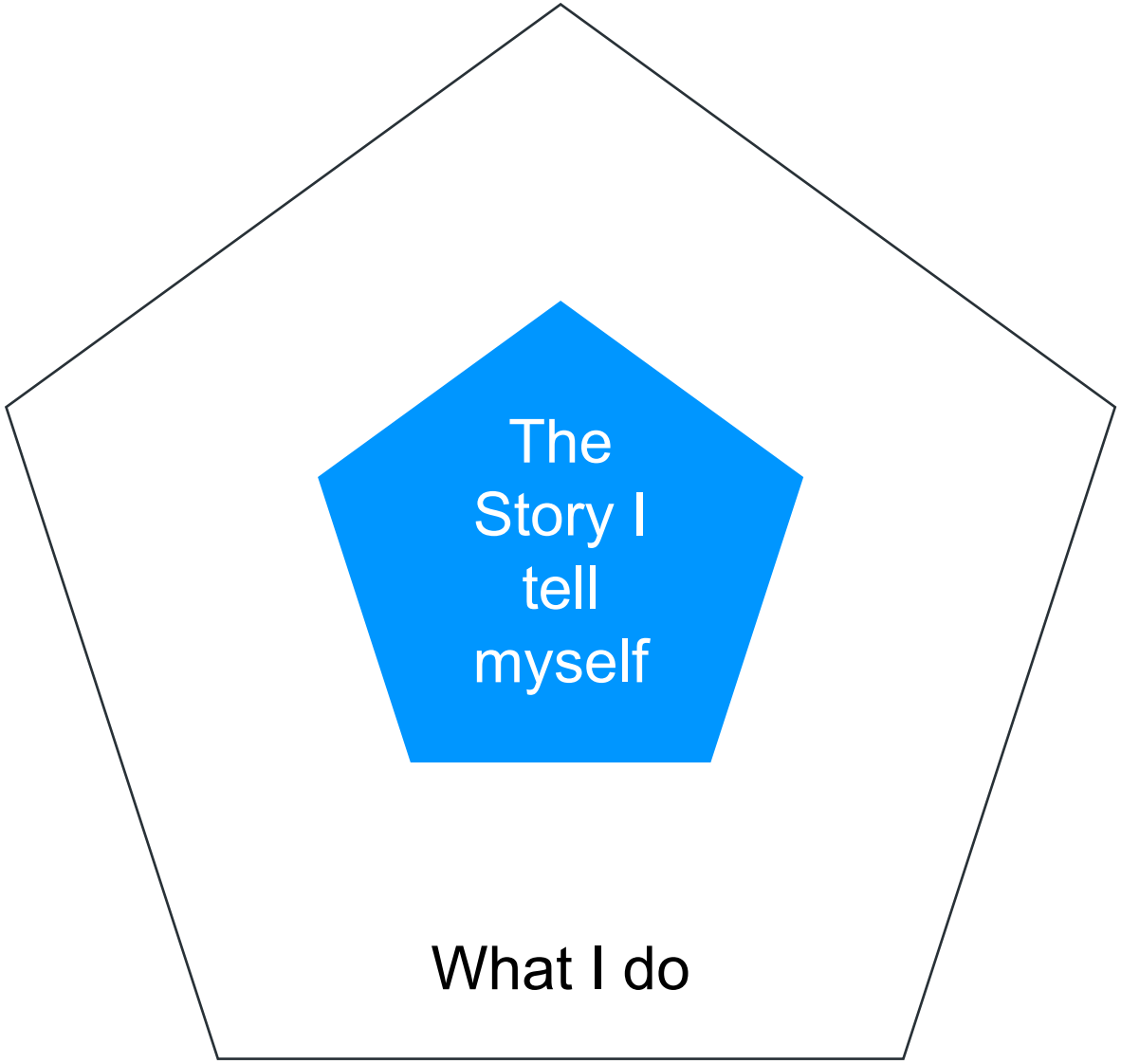
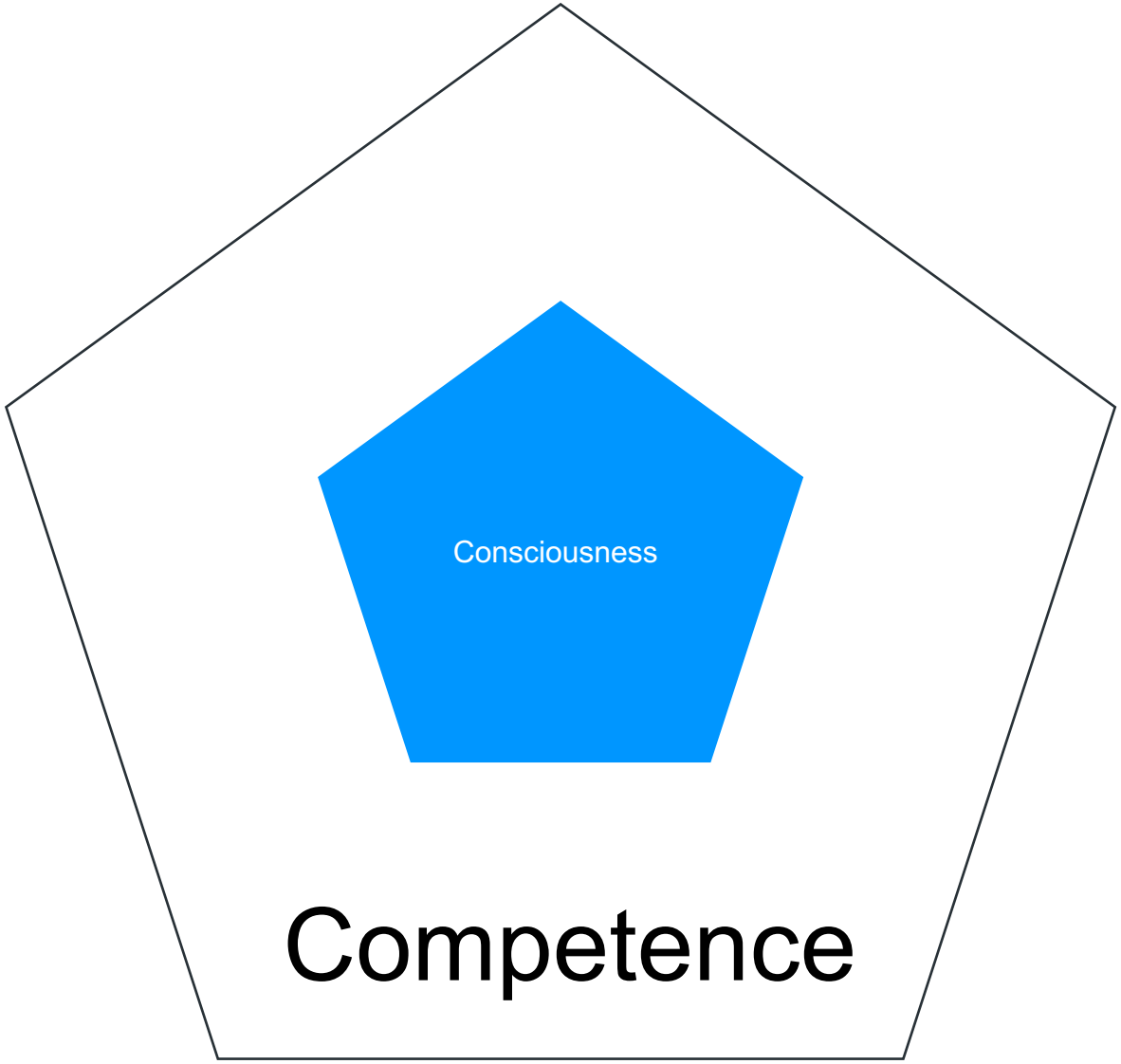
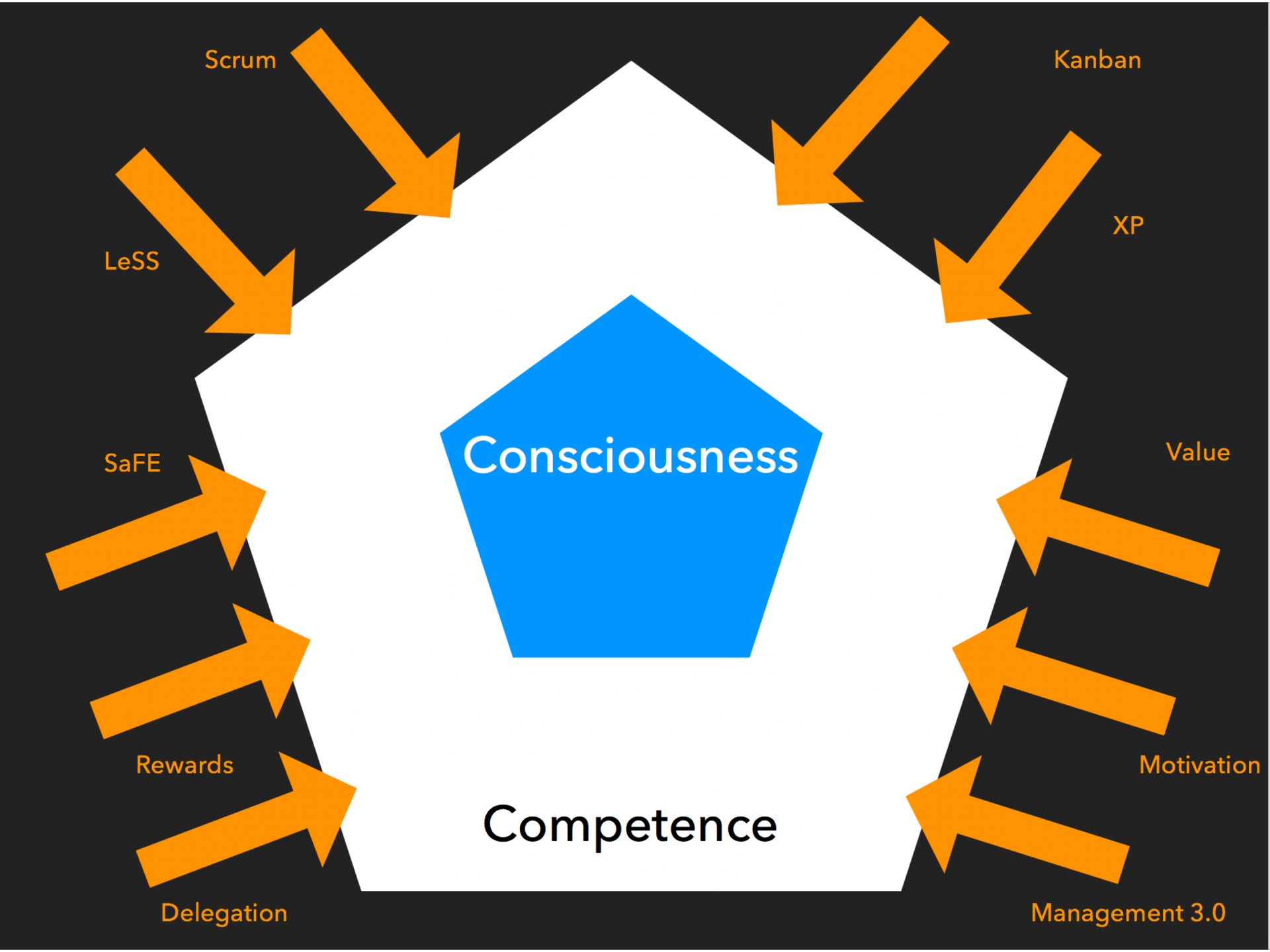
Timothy Gallway

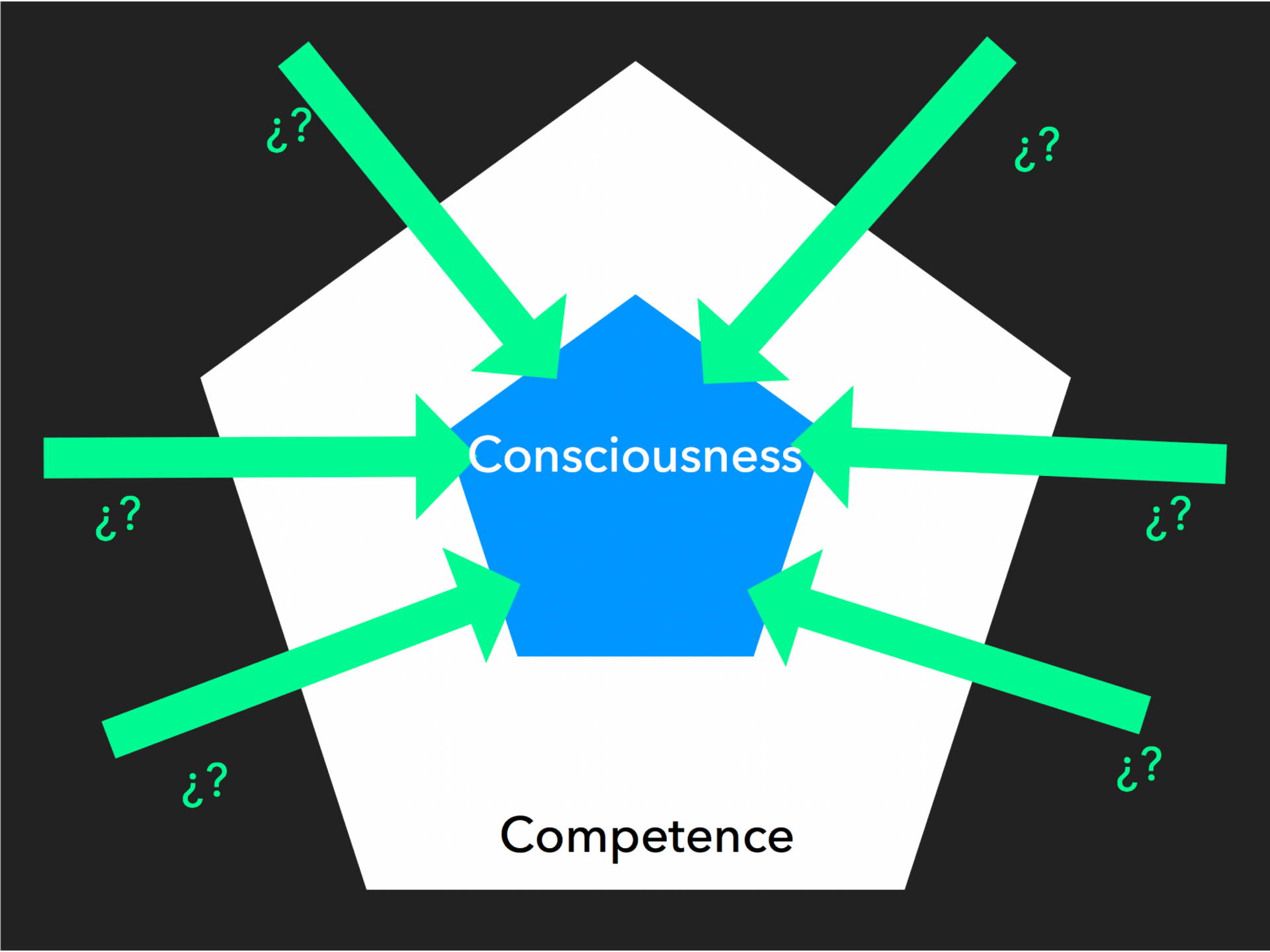
The Inner Game of Tennis


Internal
Game
External Game


The
Story I
tell
myself
What I do


Consciousness
Competence


Scrum
Kanban
LeSS
XP
Consciousness
SaFE
Value
Rewards
Motivation
Competence
Delegation
Management 3.0


¿?
¿?
Consciousness
¿?
¿?
¿?
¿?
Competence

Transition/Questions

If time allows, we will now take questions.

Thank You for Attending

Martin Alaimo | Jan 23rd, 2019

Let’s Connect

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- Kleer.la
- martin.alaimo@kleer.la
- Youtube.com/martinalaimo.

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- Organization Name: Kleer
- Course or Coaching Location: Virtual/Webinar
- URL: (Link to webinar) *or n/a if attended live session*
- Facilitator's Name: Martin Alaimo
- Facilitator's Email: malaimo@gmail.com

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