

Turquoise Management Model - Teal Organizations

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Abstract

The article is devoted to new concepts and management methods. In this paper, the management of the turquoise management model has been analysed. Modern management methods in companies promote self-organization, trust, strong teams and a departure from the directive management method. Therefore, this article examines the management of the turquoise management model. Management colors were discussed according to Frederic Laloux, creator of the turquoise management model. The next part of the article analyzes new ways of communication between people and ways of organizing enterprises. What's more, the role of self-discipline in the implementation of turquoise in the organization was emphasized and the basic differences in organizational structure were compared to traditional structures. Turquoise Management Model can be the future of management. It is not easy to implement it to organisation that already exists, but it is possible.

Keywords: Colourful Management Models, Teal Organizations, Turquoise Management Style, Self-Management

*“Could we invent a more powerful, more soulful,
more meaningful way to work together,
if only we change our belief system?”
Frederic Laloux*

Introduction

The new organizational model is a result of a new way of cooperation. The approach to the world has changed over the centuries and both moral and cognitive and mental abilities among employees and managers have changed (Sus and Organa, 2019). This resulted in new cooperation and, what follows, a new organizational model. Next to the perception of the business ecosystem and there was a change in coexistence with a natural environment and shift from brown to the green economy (Sulich, 2018). The democratic attitude and shared vision and strategy are visible in each economic sector worldwide – among them it is possible to indicate both a new style or type of management (Sulich, 2019).

Currently, traditional management methods are becoming inadequate for the conditions in which enterprises operate. What is more, traditionally managed companies usually talk about the so-called “carrot and stick” method, i.e. a remuneration system based on bonuses and commissions (Stańczyk-Hugiet and Niemczyk, 2012). Striving for development and what to do to increase our goals and success, acting consciously and not blindly has become a priority. Then a new management model has been developed. It is a so-called turquoise organization.

The turquoise color applied refers to the nomenclature used in the integral theory of the American sociologist Ken Wilber (Wilber, 1999). He is associated with the theory of satisfying needs (Pietrzyk, 2016). There is no hierarchy of power in this type of management style. What is more, the place where the commands are issued takes independent decisions. This is done according to the following rule: everyone can take any decision if he takes responsibility for it and nobody reports a firm veto

(Eichelberger, 2017). As wrote Ziębiecki “A turquoise organization is a broad concept of creating an organization based on self-management in which, thanks to values, trust, cooperation, partnership, and the creation of self-fulfillment opportunities, we succeed in achieving effects that were not achieved with the traditional, hierarchical management model” (Ziębiecki, 2017).

Turquoise is the name that describes the Seventh Level of Consciousness, the so-called free unit. If a man has reached this level of consciousness, he means that (Dębowski,2016):

- His worldview is open, tolerant and expects the world, including the company, partnership, and work-life balance.
- He wants to work to develop himself and pursue his passions. He wants to be flexible, overcome different challenges, exchange with other tasks.
- Money does not count for him, but self-fulfillment, honesty, authenticity.

In a turquoise organization, a well-developed system of motivating employees is the result of partnership and cooperation. Let's take a closer look at him.

Stages of Development of Colourful Organisations

Laloux used the theories of such thinkers as Robert Egan and Ken Wilber to study companies and use colors to designate different types of organizations (Web-1). In his book titled "To Work Differently", Frederic Laloux describes the development of an organization from the point of view of the development of human consciousness (Fig. 1). Management colors range from red, amber, orange, green to turquoise.

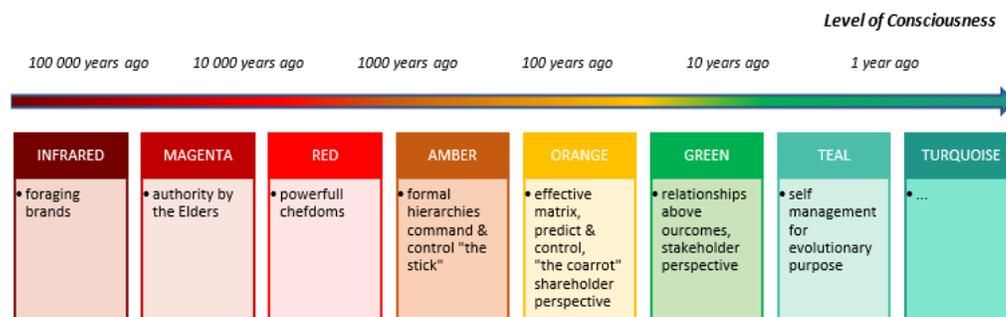


Fig. 1: Frederic Laloux and the colors of the organization (Based on: Web-6)

The characteristics of each of these management models are presented below (more in: Laloux. F., 2014):

- Red color - this style dominated in Antiquity. Currently, it is an anachronistic style and it is rejected by most managers. this style is characterized by forcing obedience. Punishment and fear are the foundation of this style.
- Amber color - the basic features of this style of management are the hierarchy and subordination and compliance of employees with precisely described procedures. The form of motivation in such a management culture is the so-called the "carrot and stich" model.
- Orange color - this style is characterized by a hierarchical structure that remains open to promotions and all other autonomous forms of organization. In addition, the management of the organization makes sure that all goals are effectively implemented by the lower levels of the organization.

- Green color - this style focuses on maintaining harmony and a sense of community within the organization. What's more, the hierarchy in the company is preserved, although many decisions are made at lower levels.
- Turquoise (Teal Organizations) - the most modern management style. It is a holistic concept of perceiving a man with all his needs. What matters here are not only professional needs, but also private needs. What's more, the work must on the one hand provide for life and be a stay to be proud of, on the other. Frederic Laloux characterizes this style as follows: "When we act in deep honesty and respond positively to the vocation we feel in us, the universe does everything to help us."

It should be emphasized that the last hierarchical style is green. The four management styles are governed by democratic decision-making rules, and the leading values are equality, freedom and justice. Turquoise organizations are destroying the current model of the world and reversing the order of things (Web-8).

Now is also the time to start promoting values, ideas and business models from a different level of consciousness on a wider scale. Turquoise is a term describing the 7th level of consciousness, a so called 'Free Individual'. If someone achieves that level, it means that their worldview is open, tolerant and expects partnership and work-life balance from the world and/or the company he works for. What is important, therefore, is personal fulfillment, honesty and authenticity. This approach guarantees high flexibility of action and a fast rate of change that leads to efficiency (Web-9).

This awakening, in turn, creates a new, fuller vision of the world. It begins to take the place of our lasting over five hundred years of preoccupation with the problems of survival and making life more comfortable. Although this technological approach was an important step in the development of civilization, it is only a spiritual awakening to coincidence that opens us to understanding the real purpose of human life on this planet and the true nature of the universe (Redfield, 2009).

The basis for the functioning of the turquoise organization is the belief that employees are willingly involved in various tasks, and the roles they assign themselves are connected to their individual skills. They choose work in a given organization because they feel good in it. Turquoise organization does not have a job stand but functions. The change of function takes place as a result of the evolution of the ability or is a result of the will to try something new. When we look at management it this kind of organisation we need to be aware of the difference between self-management and self-organization.

Self-management is associated with issuing orders by the manager and controlling their performance. In turquoise organizations we are dealing with team-making decisions on the division of tasks, not with team-issuing commands, so it is rather "self-organization" than "self-management" (Blikle, 2016).

Taking the above into consideration, the key differences between colours have been shown in Figure 2.

Guiding methaphor	Key breakthroughs	examples
RED		
Wolf pack	Division of labor Command authority	Street gangs Tribal militias
AMBER		
Army	Formal roles Stable, replicable process	Military Catholic Church government
ORANGE		
Machine	Innovation Accountability	Multinational companies Investment banks
GREEN		
Family	Empovement Stakeholder model	Businesses known as idealistic practices
TEAL		
Living organism	Self-management Evolutionary purpose	A few pioneering organisations

Figure 2: Key differences between colours (Based on: Web-7)

Organisation without a boss

In the traditional approach of the enterprise, the main responsibility for the functioning of the organization lies with the manager/leader, that is characterized by several attributes as creativity, responsibility, charisma, openness, ability to cope with difficult situations, and a kind of stubbornness in pursuing goals. Nowadays a leader (or CEO) should have also emotional intelligence as it can ensure effectiveness (Azouzi,2003).

Traditional management methodologies place a strong emphasis primarily on planning and controlling the implementation of the plan. Modern approach focus on the relationships between team members, dynamic planning, continuous value delivery to the client, actual measurement of work progress and value elements produced. Good communication requires a strong emphasis on personal elements and understanding of organizational roles (Kopczyński, 2014). In the literature there are different classifications of managerial roles. Szczepanik (2009) distinguished the most commonly accepted managerial roles: firefighter (extinguishing fires and doing everything at once), democrat (supporter of collective decision-making), bureaucrat (caring for rules, regulations and order), autocrat (independently deciding and manager) and an advocate of participation and delegation.

The best way to manage modern society is through developing a “systems thinking” capability, as organizations operate in a zone between stability and predictability on the one hand, and chaos and unpredictability on the other (Van der Merwe., 2007). Additionally in modern organization each person must have the skills to work as a team member, solve problems and make decisions, be creative and, above all, communicate effectively with others (Gillen, 2002).

As regards project management, it was stated that teamwork is one of the basic design characteristics. It protects the project from being identified only with one person. It causes that in one place and for one purpose different personalities, ideas, goals, skills, and sometimes nationalities meet. The project team must be selected so that it can deal with different types of situations and tasks. The project team must be effective in its operations (Haffer, 2009). Often, however, teamwork forces the eager manager through insistence and pressure, which do not take into account the realities that come into play (Morgan, 2001). However, this is not a good approach. It is a dislike for teamwork. The role of the manager / leader is therefore undermined.

At a time when team work is necessary, many managers forget about the importance of time spent alone with each of their employees (Buckingham, 2001), hence there is a need to change not only the style of management but also thinking.

The concept of turquoise organization (teal organizations) is based on the assumption that the effectiveness of activities is possible without a formal hierarchy, without a formal incentive system, thus self-regulation and self-management (Powichrowska, 2018). The basis for self-management is

the independence of employees, their autonomy. So where is the gap for such enterprises? Mainly in companies focused on dynamic development, operating in risk conditions, those in which flexibility and commitment are key success factors (Ziębicki 2017). However, there are many doubts, like (Powichrowska, 2018):

- Are people prepared for functioning in self-governing organizations?
- Are they characterized by self-discipline?
- Are modern managers prepared to act as leaders?

In traditional organizations, leaders are at the head of the teams (very large teams are divided into smaller ones - also with the leaders at the forefront). Leaders of smaller teams form a higher-level task team. Of course, such a hierarchy can have many levels. In the case of turquoise, there is no hierarchy or order. Connections occur between the units actually cooperating with each other, and the graphic presentation of such a structure may look almost chaotically (Fig. 3). One of the differences between such a structure is, above all, variability in time, because in the case of a classic structure - changes occur sporadically, and in the case of a turquoise organization – dynamically (Blikle, 2016).

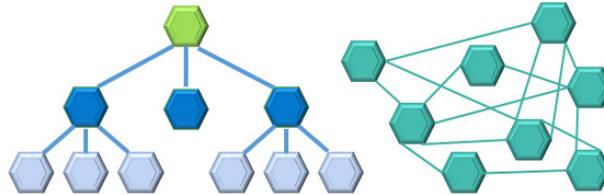


Figure 3: Traditional (left) and turquoise (right) structure (Blikle, 2016, pp. 43)

Self-management can appear as an easy process, but it is not. It requires a set of interlocking structures and practices. The decision rights and power flow to any individual who has the expertise, interest, or willingness to step in to oversee a situation. The replacement of traditional hierarchy requires specific training. People should truly be themselves, and for some it is necessary to learn how to do it at work (Laloux, 2015).

Ryan and Edward L. Deci and Julius Kuhl (2017) and the team have drawn attention to the difference between self-regulation and self-control. Self-control was defined by them as a negative, authoritarian type of action control, based on coercion and pressure, with a repressive nature. Self-regulation, on the other hand, means democratic control. Traditional management concepts have focused on self-control processes related to coercion and commitment to take a specific action. Self-regulation refers to an activity that is consistent with internal standards (a system of values, preferences, needs), where one of the driving forces for the operation of individuals is the interest or value and importance of the goal (Ryan, 2017).

The turquoise organization achieves its effects thanks to: values, trust, cooperation, partnership, and the creation of opportunities for self-realization. The most important rules for creating turquoise organizations are (Blikle, 2016):

- implementation of important goals contributing to the change of the environment for the better;
- basing the organization on trust, responsibility and partnership;
- cooperation instead of competition,
- motivating through self-realization, identifying with the goals of the organization and participation;
- self-management based on autonomous teams instead of traditional prescriptive-control management;
- network process structures, instead of hierarchical systems.

Creation of a turquoise organization and self-management carries many risks, such as chaos, bureaucracy, fuzzy responsibility, instability, lack of a coherent vision of development, multiple roles and fragmentation of work or inadequacy of remuneration for the value of work.

But the most important advantages are: flexibility, reliability, commitment and motivation, sense of community, creativity, quick decisions, development of individual competences, efficient communication, process approach, results orientation (Ziębicki, 2017).

Teal Management in Poland

Turquoise organizations (teal organizations) can also be found in Poland (more can be found in Web-3). The first of them are companies from the IT industry, packaging manufacturers, kindergartens, producers of mineral waters, and internet portals dealing with booking doctor visits and others. It is easy to notice that each of the listed companies operates in a different industry. Therefore, whether the company is turquoise is not determined by the industries but by need. As entrepreneurs point out, employees engage in believing in company missions and the deeper meaning of their own work. It is due to the fact that the employees no longer feel like a part of a large machine but become the operator of this machine (Web-3).

A positive phenomenon is also the fact that entrepreneurs see the need for change, which results not only from the needs of the market but also from the needs of employees who need to be appreciated. The trust that such an employee should get is connected with power. Nevertheless, building such trust continues. It is necessary to be open and ready to admit an error. However, when the parties trust each other - teamwork is not only more efficient, but time and money are also saved (Web-4).

Turquoise organizations are still new in Poland. Not every company will be able to call itself turquoise, and those who will attempt to change the way of management needs a change in mentality. It will be surprising for employees that there is no bonus in the teal organization. There is, however, unlimited access to information. Everyone is responsible for raising their own competences and bearing the consequences of their own deeds. An obstacle in introducing turquoise into an organization may be a basic document such as a contract of employment which stipulates strictly a position according to the law, not a function and defines the scope of duties (Web-5).

Conclusions

By meeting the foregoing, the following conclusions shall be presented:

- There is no one good management style. What's more, you cannot say that one style of management is better than the other. Each style of management is well adapted to certain contexts and can deal with certain complexities.
- In order to change something and develop it is necessary to build a new model that will make the currently inactive model become obsolete.
- It is necessary to break the old management paradigm and adjust to modern needs.

Teal management is a challenge for the economies of the future. The idea is to remove aberrations in various types of organizations. It is obvious that turquoise structures cannot be implemented in every organization, but it is worth considering changing the rules when other measures to achieve success fail.

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