

Topic: Why decentralize?

Audience: T!LT Creative Team (8)

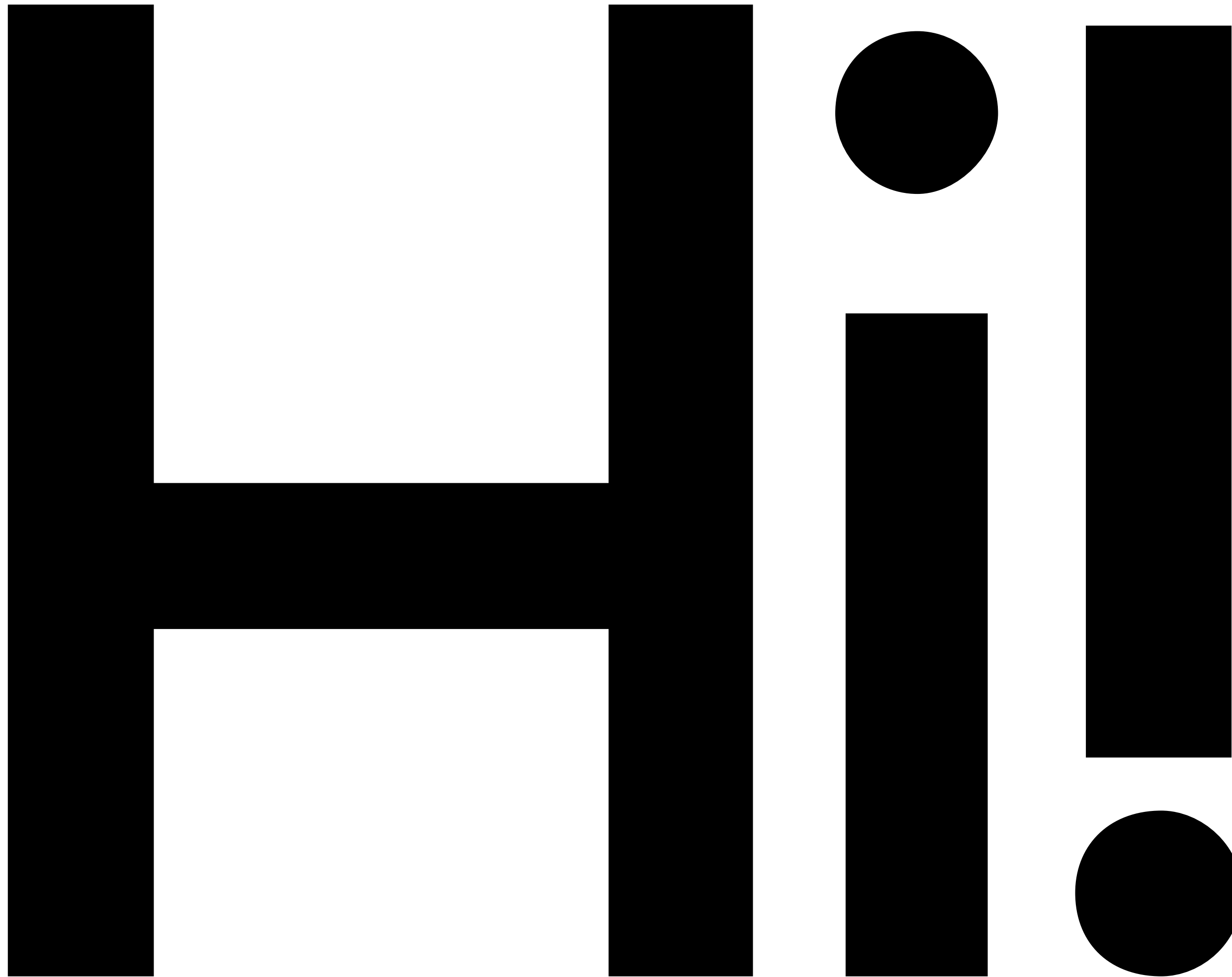
Format

Virtual: 4 – 1 hour sessions

In-person: 3–5 hours?

Org Charts Against Reality

Why it's time to rethink everything.



[Introductions and check in question.]

Here's what's going to happen. Probably.

- 1) What's happening?
- 2) Break
- 3) What's possible?
- 4) How does it work?
- 5) Break
- 6) Ready to crack some eggs?

Part 1

WHAT'S HAPPENING?

(Seriously, WTH is happening?)

Let's chat!



How is T!LT structured?

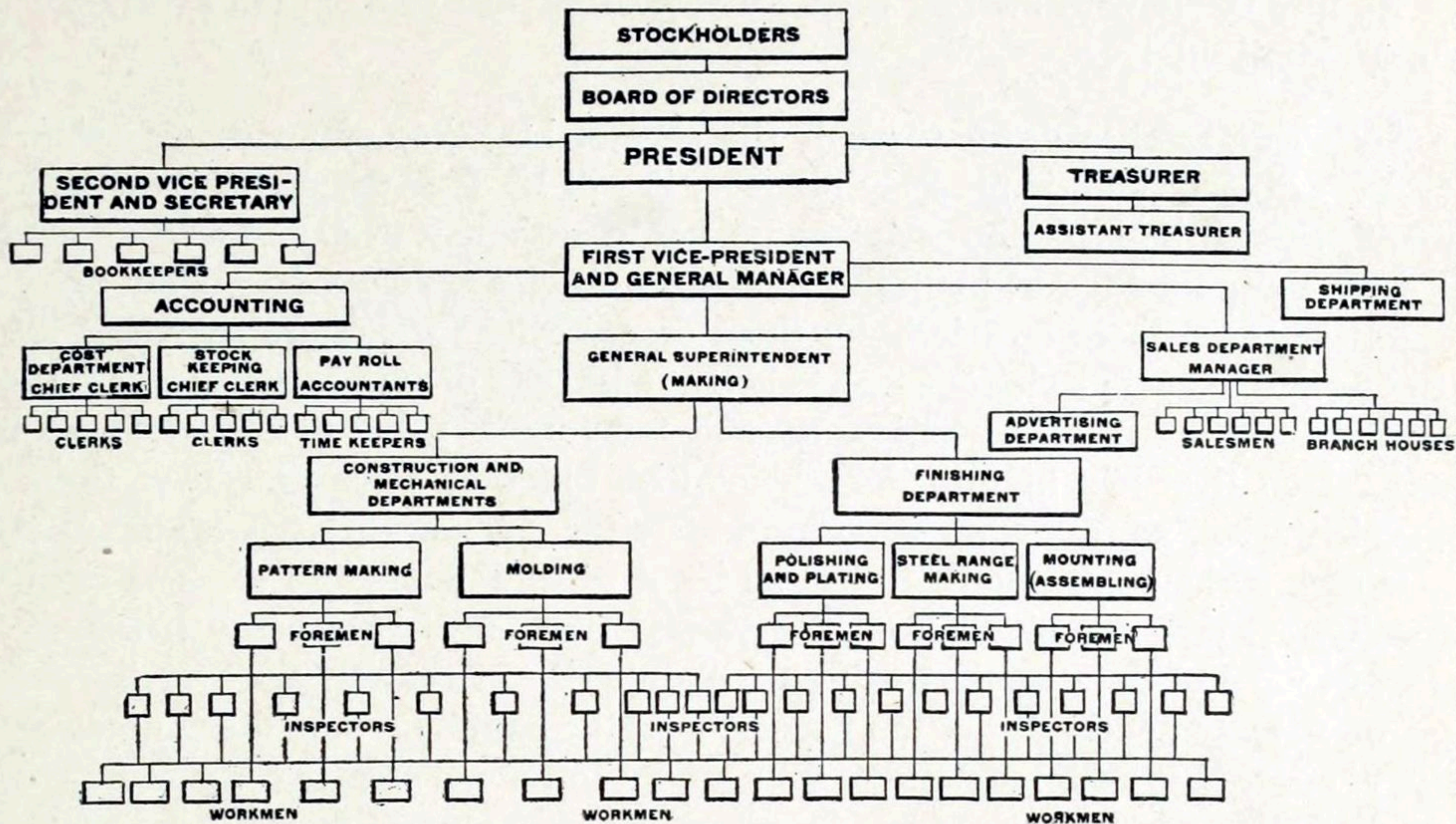
What works?

What doesn't?

What's lacking in the current structure?

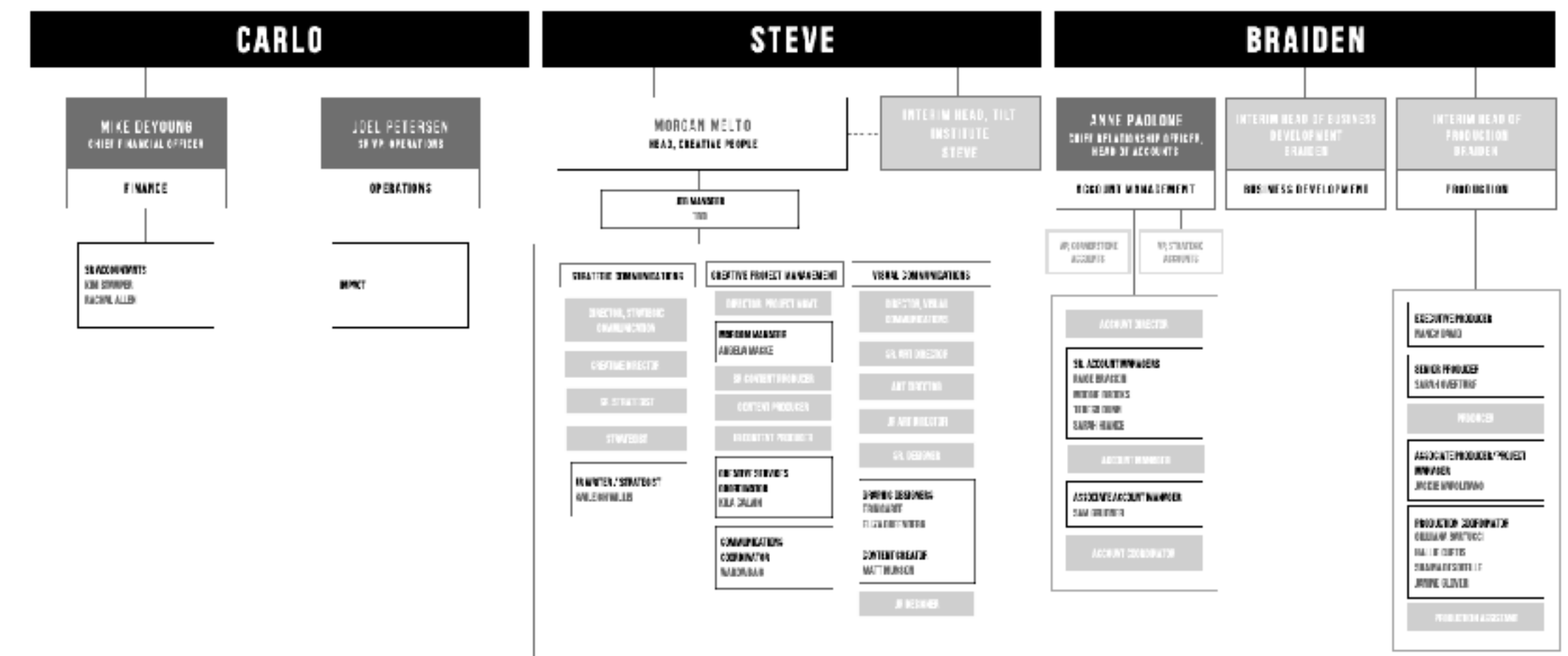
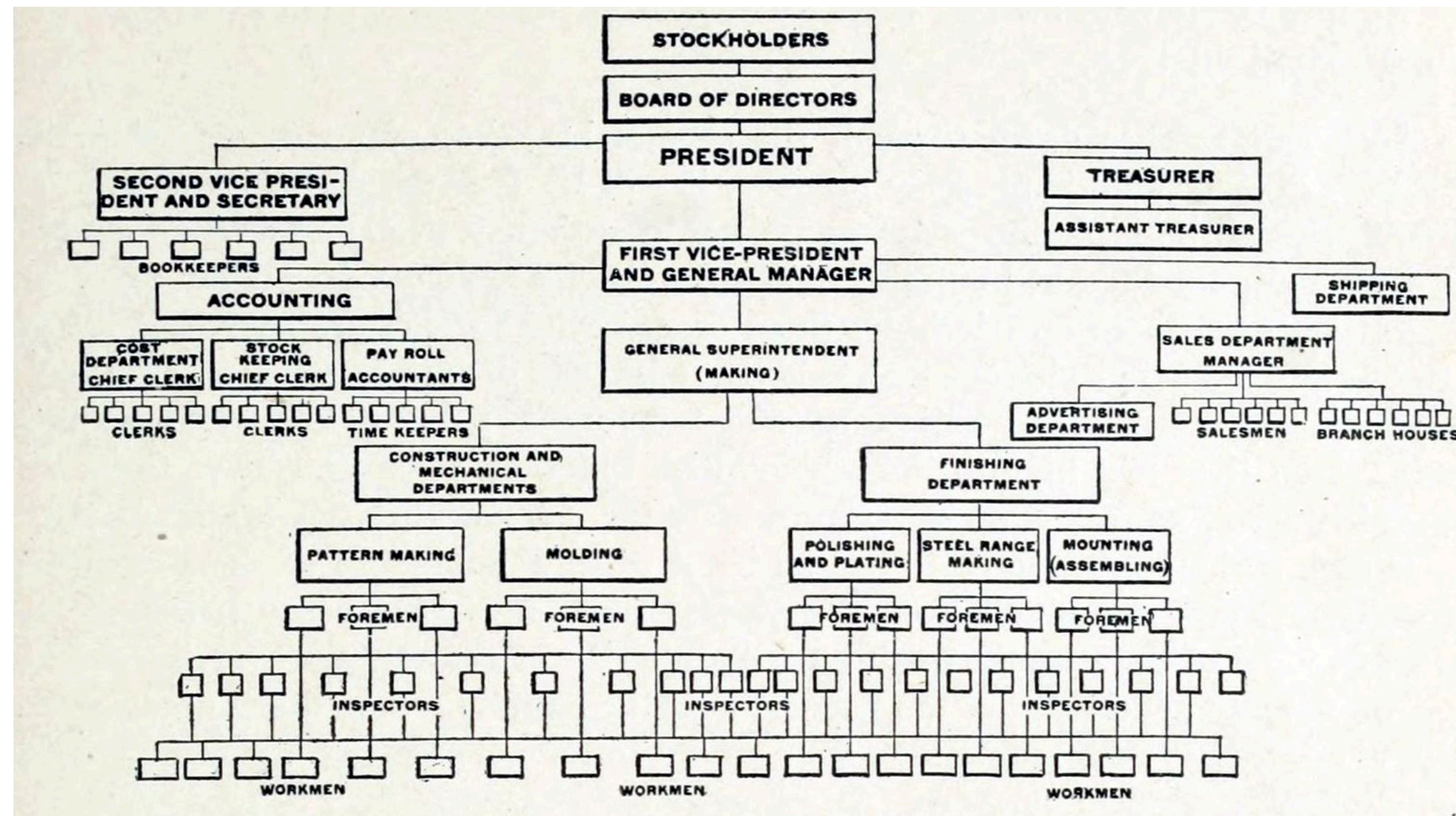
If we could be organized in any way in the world, what would it be?

How is our team structured differently than the org as a whole?



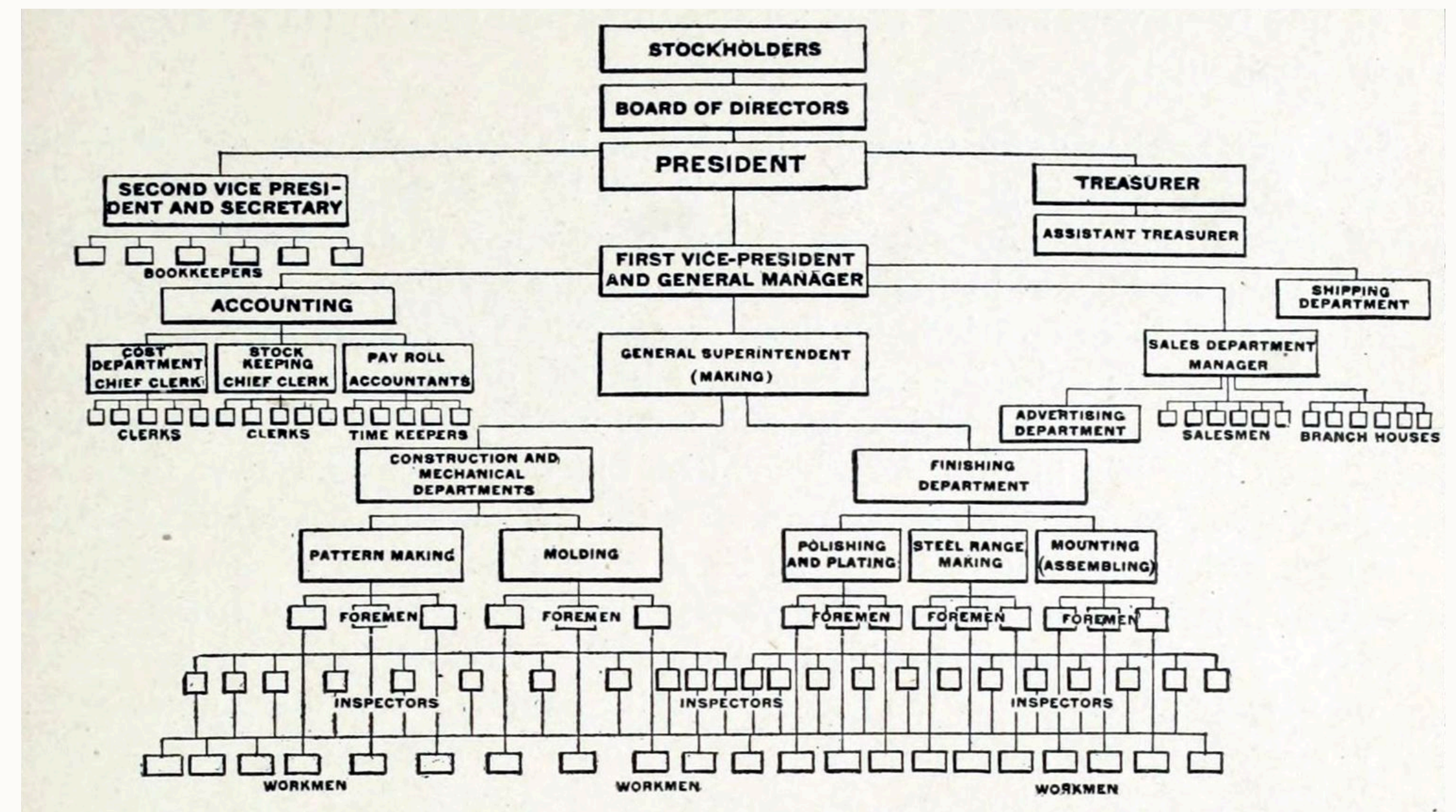






What does this Org chart assume?

This is not a trick question.



What's the reality?

This one isn't either.

We are all super smart (and good-looking)

Tomorrow is a mystery

5 years from now is a real mystery

Things change really fast

Every project is different

Clients will throw shit our way last minute

We are self-motivated to do good work

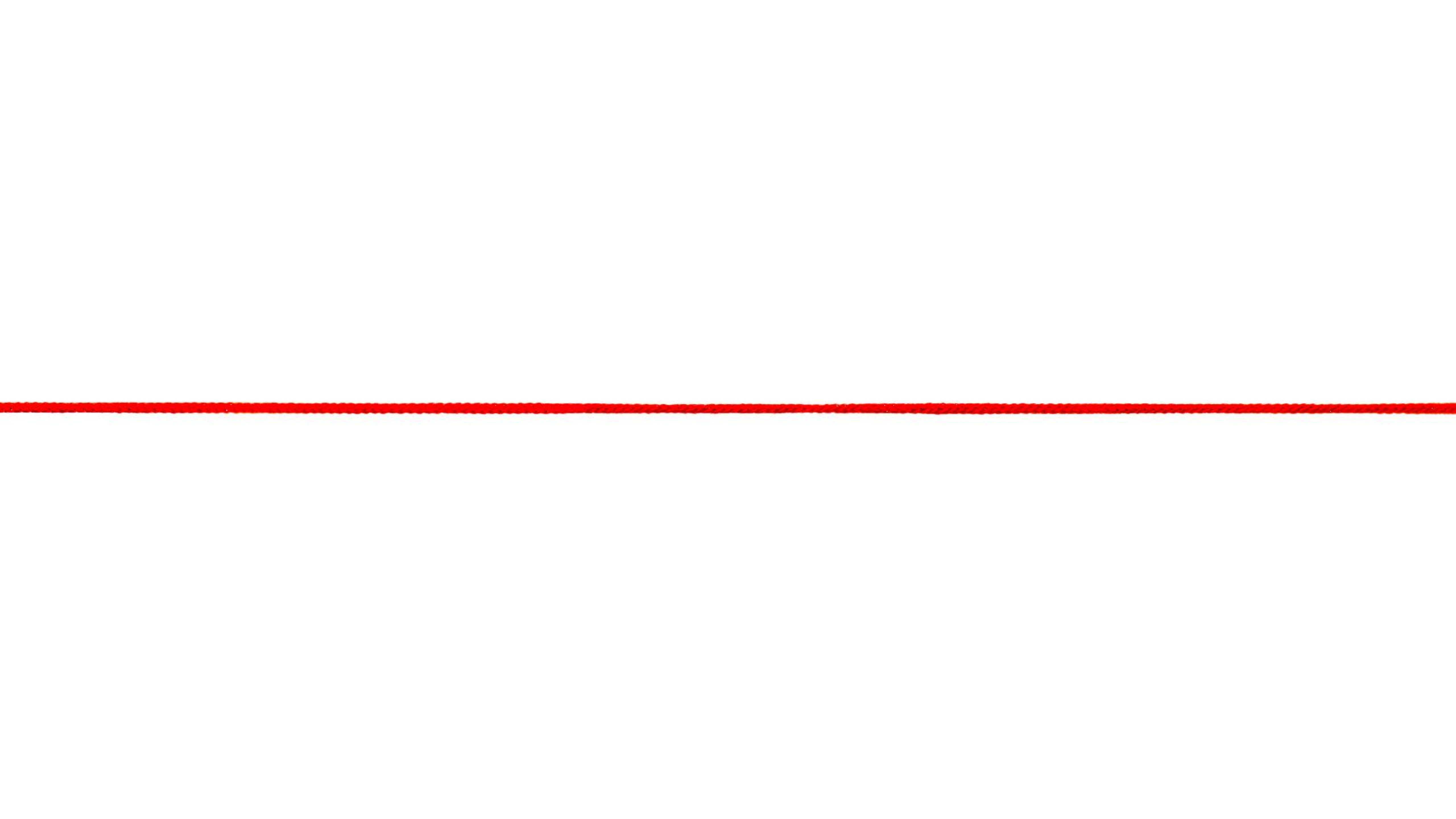
We need to react quickly to changes

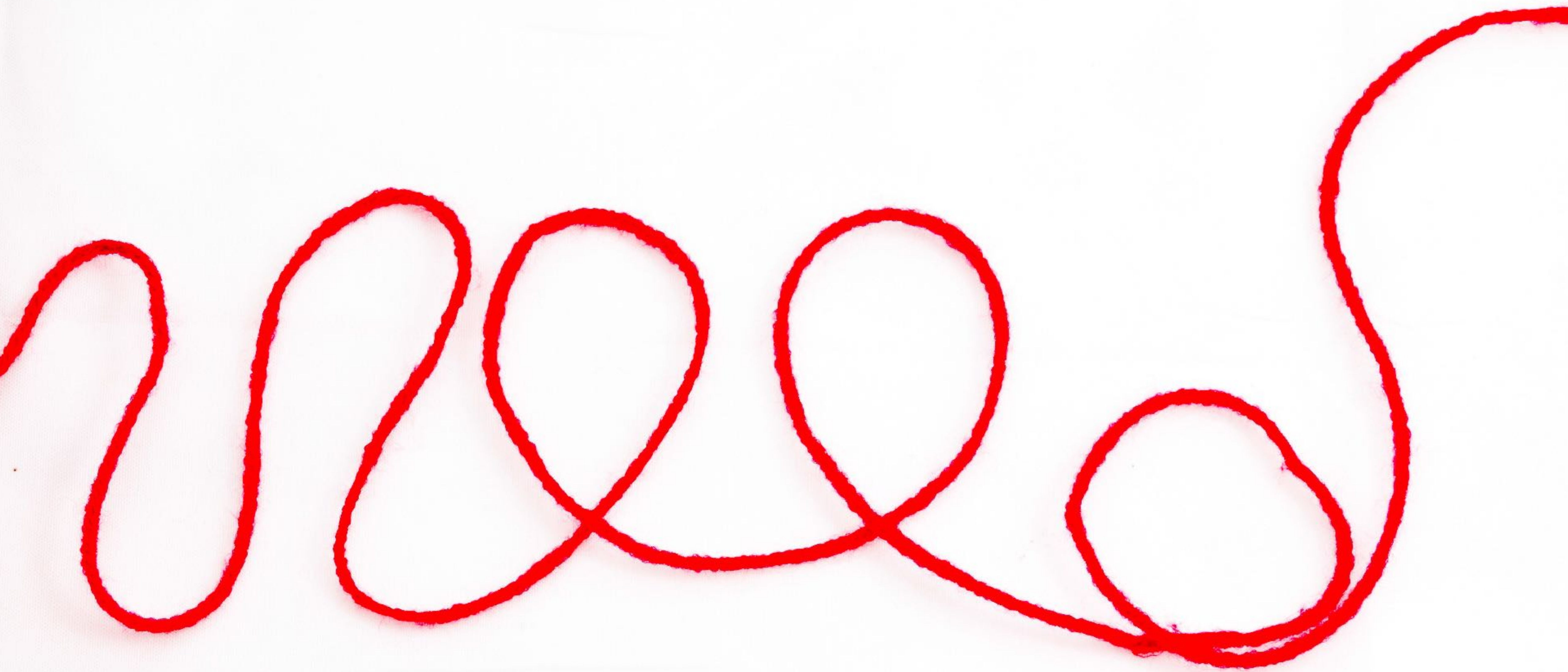
We are innovative

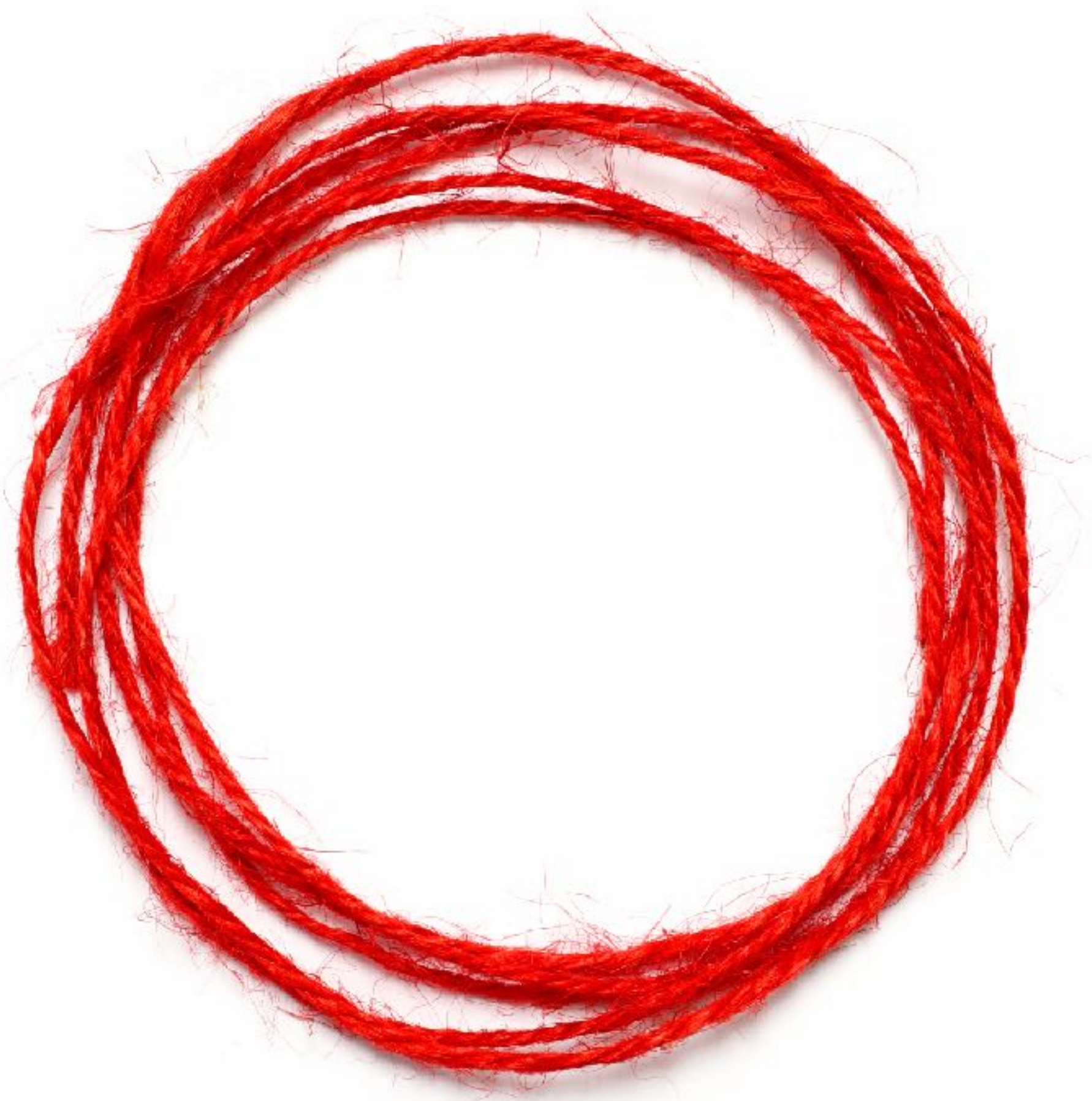
We are all Individuals (not easily replaceable)

People are complex

We can be trusted







NEWS

FLASH!

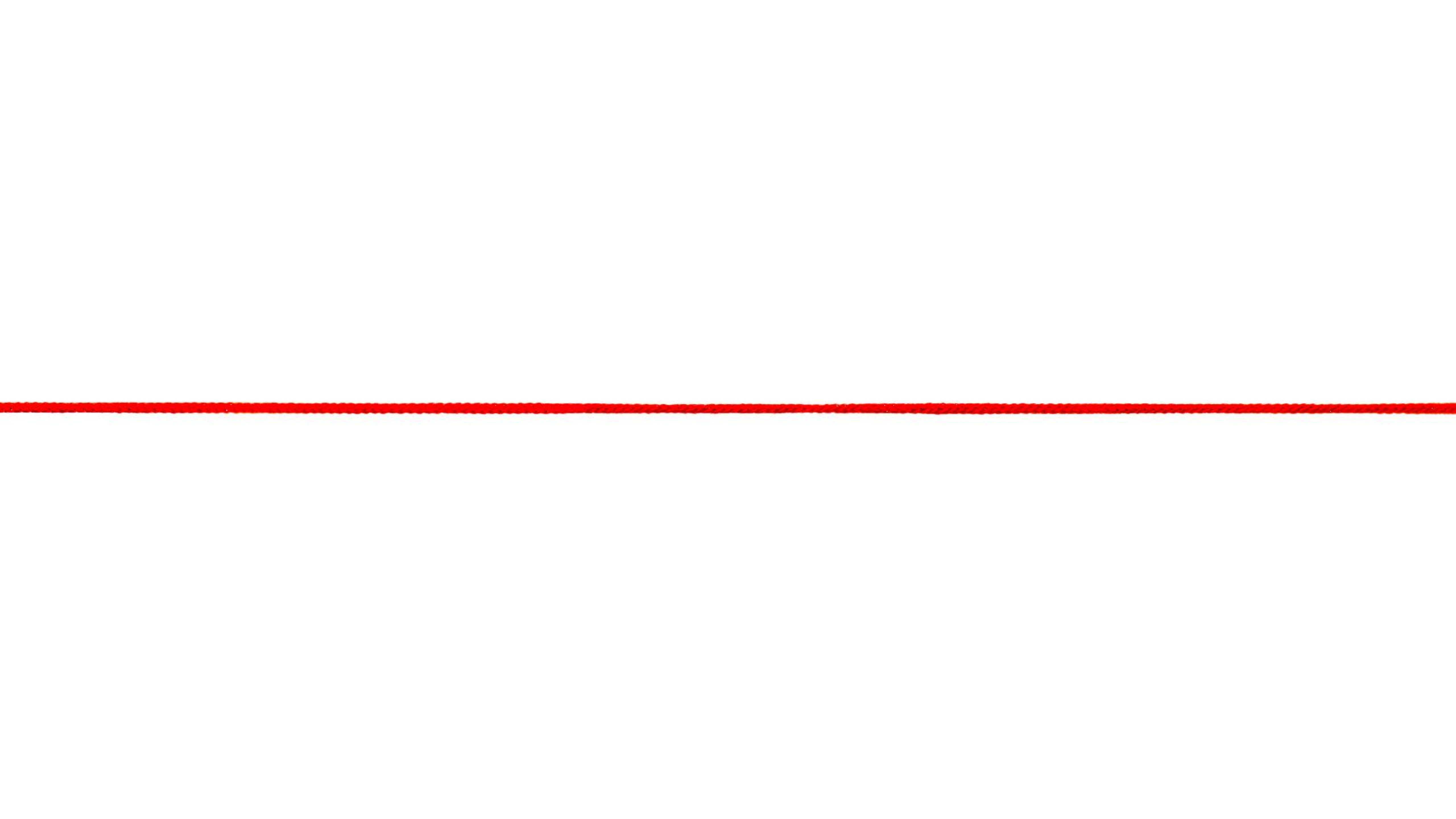
Organizations are made up of people....

...and people are complex.



Really, Really, Complex.

...and people are complex.

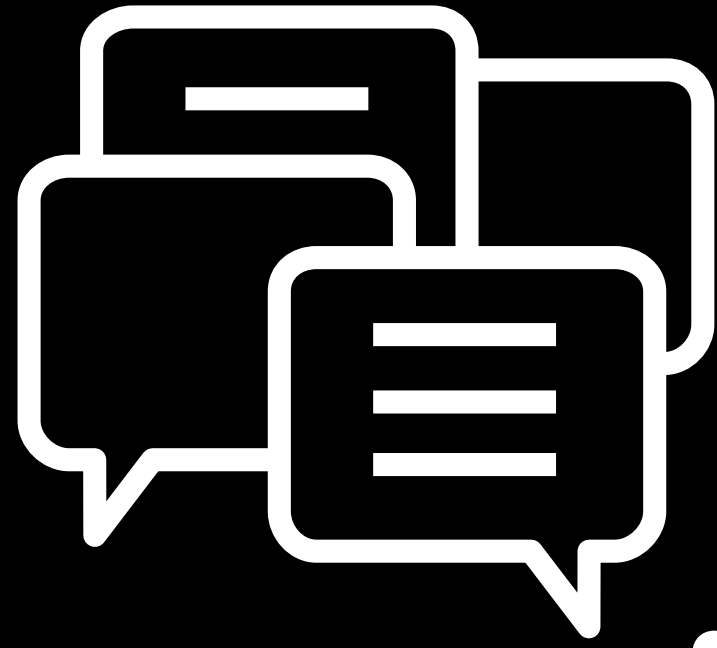


- A) Nothing**
- B) Nothing good**
- C) Nothing new**
- D) Something 'Eh' (just ok)**
- E) Something, but not the right thing**
- F) The thing that was needed last year**
- G) Other**
- E) All of the above**

You can't use a simple (linear) solution for a complex (squiggly) problem.

In order to thrive, corporations have to accept this reality and adapt accordingly.

Breakouts!

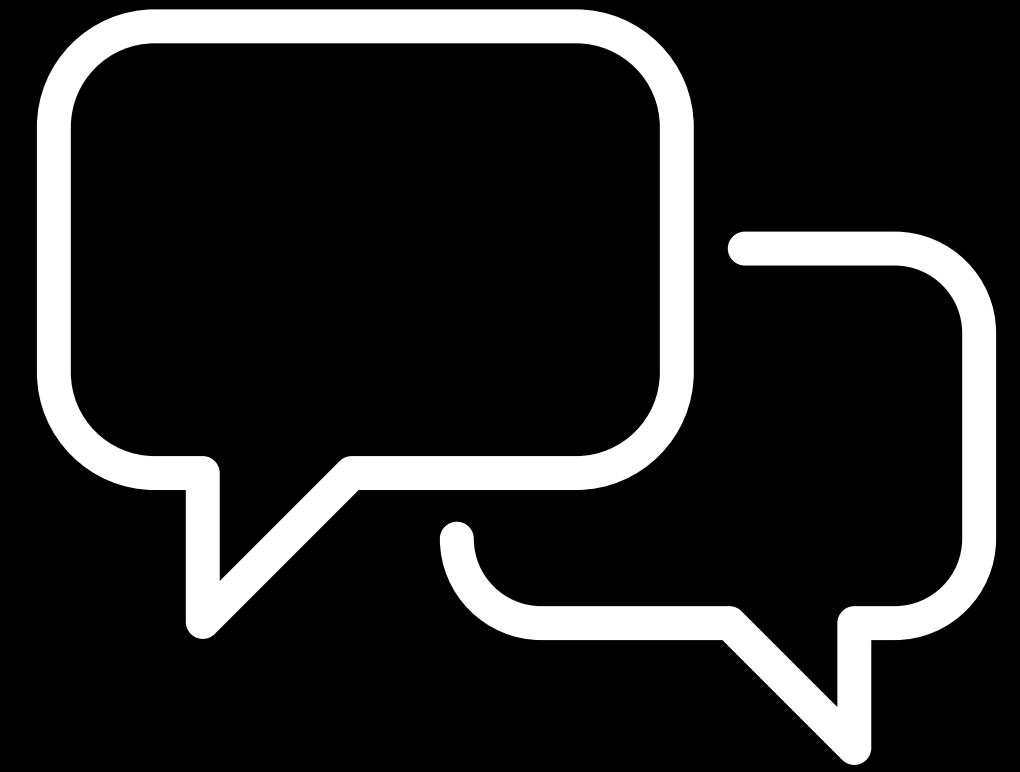


How might an organization look if it accepted that reality?

[20 minutes in breakouts then they come back and share]

Let's chat!

How might an
organization look
if it accepted
that reality?



DANCE

The word 'DANCE' is rendered in large, bold, white capital letters. Each letter serves as a frame for a different photograph of a party scene. The 'D' shows a person in a dark room with blue and red lighting. The 'A' features a person in a floral shirt against a pink background with bokeh lights. The 'N' shows a person in a denim jacket holding a microphone. The 'C' features a smiling person with blonde hair and glasses. The 'E' shows a potted plant in a room with warm lighting.

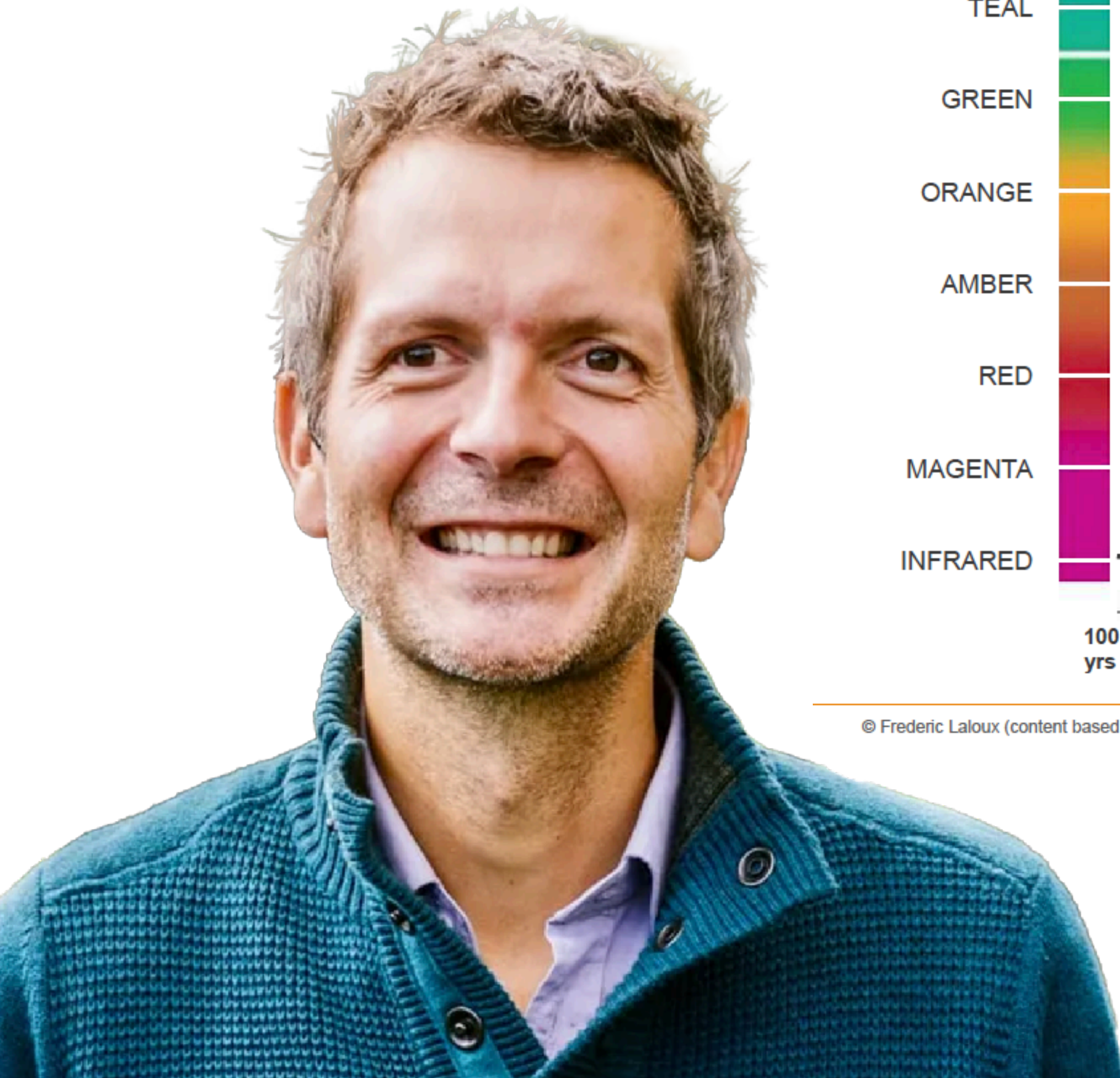
BREAK!

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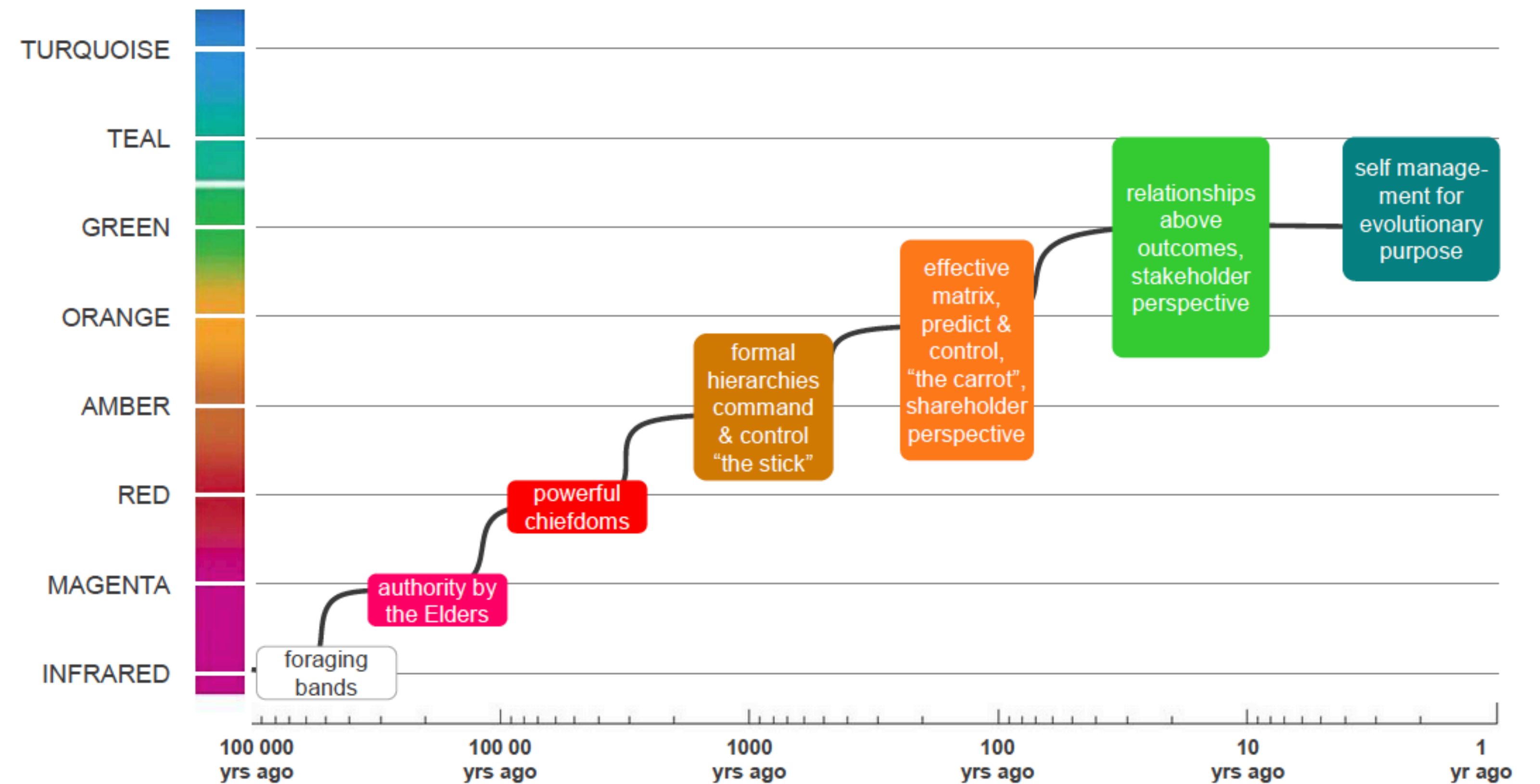
Dancing optional, but highly recommended.

Part 2

WHAT'S POSSIBLE?



Levels of Consciousness



© Frederic Laloux (content based on his book „Reinventing organizations“ (2014))

Frederic Laloux

Reinventing Organizations

RED



- ◆ Constant exercise of power by chief to keep troops in line.
- ◆ Fear is the glue of the organization.
- ◆ Highly reactive, short term focus.
- ◆ Thrives in chaotic environments.

LEADERSHIP
predatory

BREAKTHROUGHS
Formal Roles | Processes

EXAMPLES
Mafia | Streetgangs | Tribal Militias

AMBER



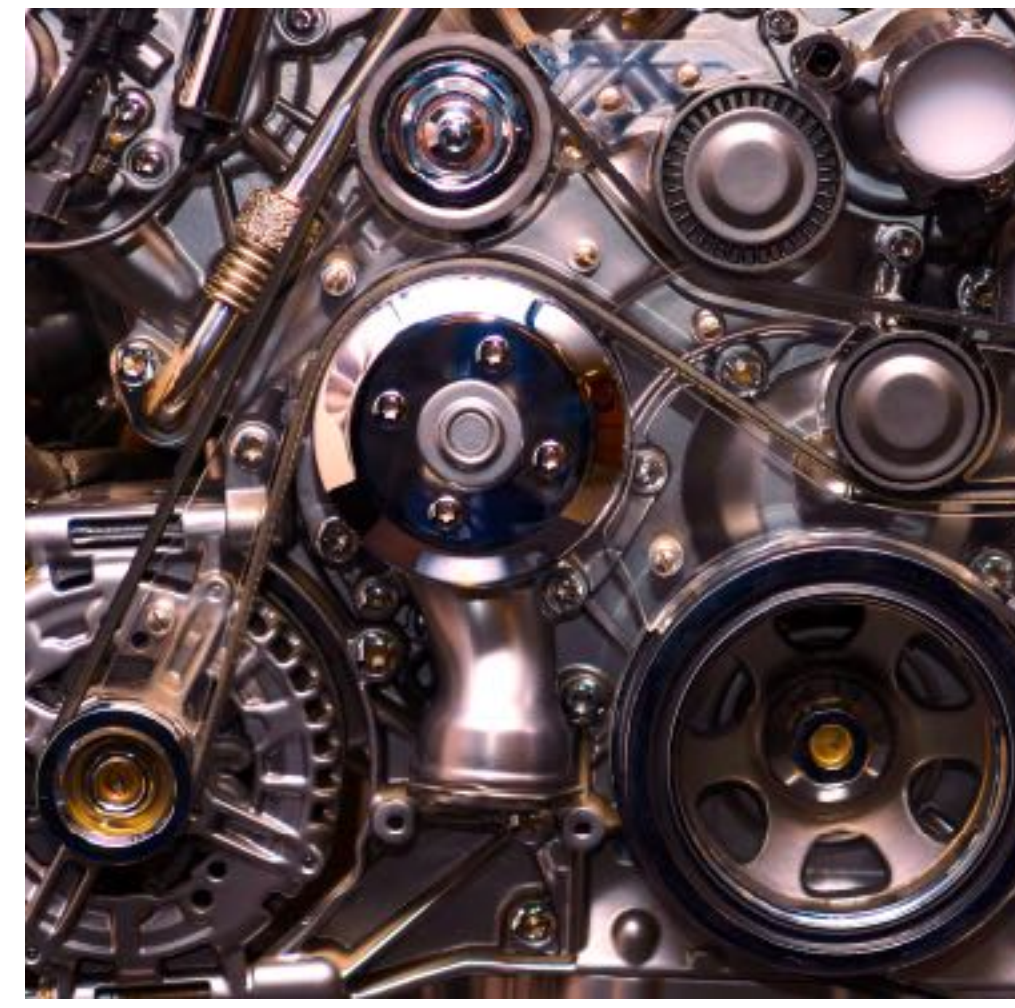
- ◆ Highly formal roles within a hierarchical pyramid.
- ◆ Top-down command and control (what and how).
- ◆ Stability valued above all through rigorous processes.
- ◆ Future is repetition of the past.

LEADERSHIP
paternalistic-authoritative

BREAKTHROUGHS
Formal Roles | Processes

EXAMPLES
Catholic church | Military | government agencies | Public school systems

ORANGE



- ◆ The goal is to beat the competition; achieve profit and growth.
- ◆ Innovation is the key to staying ahead.
- ◆ Management by objectives (command and control on what; freedom on the how).

LEADERSHIP
goal- and task-oriented, decisive

BREAKTHROUGHS
Innovation | Accountability | Meritocracy

EXAMPLES
Multinational companies | Charter schools

GREEN



- ◆ Within the classic pyramid structure, focus on culture and empowerment to achieve extraordinary employee motivation.

LEADERSHIP
consensus oriented, participative, service

BREAKTHROUGHS
Empowerment | Values-driven culture | Stakeholder model

EXAMPLES
Culture driven organizations (e.g. Southwest Airlines; Ben&Jerry's ...)



TEAL

- ◆ Self-management replaces hierarchical pyramid.
- ◆ Organization is seen as a living entity, with its own creative potential and evolutionary purpose.

LEADERSHIP

distributed leadership, with inner rightness and purpose as primary motivator and yardstick

BREAKTHROUGHS

Self management \ Wholeness \ Evolutionary purpose

Maximizing Profit

Hierarchy

Control

Plan and Predict

Rules and control

Secrecy

Job Descriptions

Purpose & Values

Networks

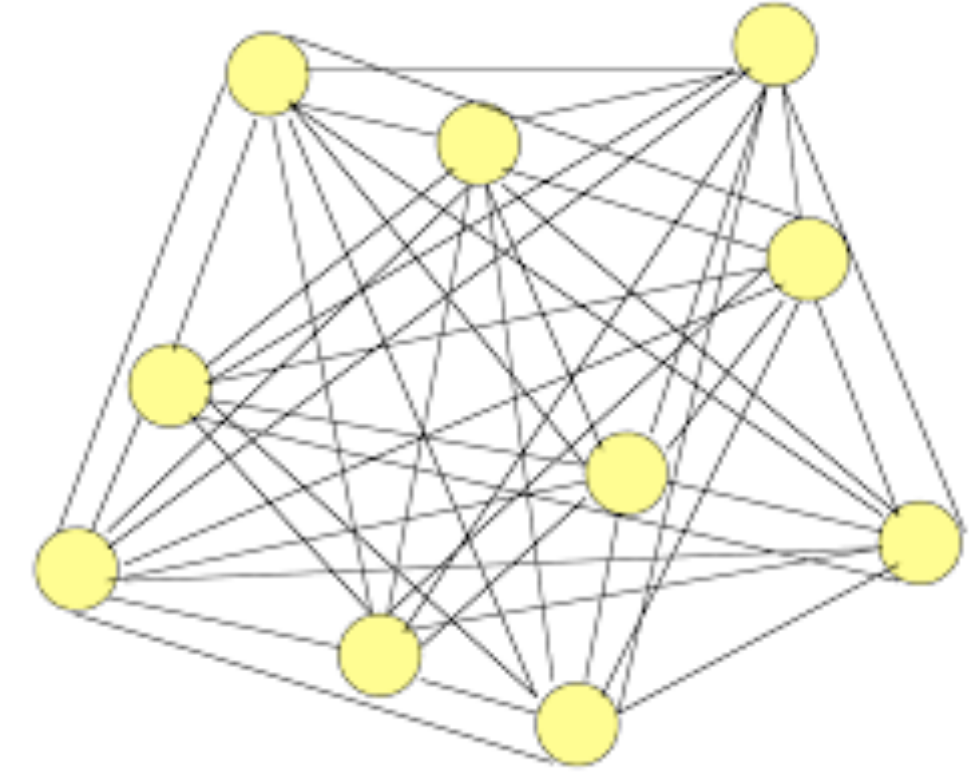
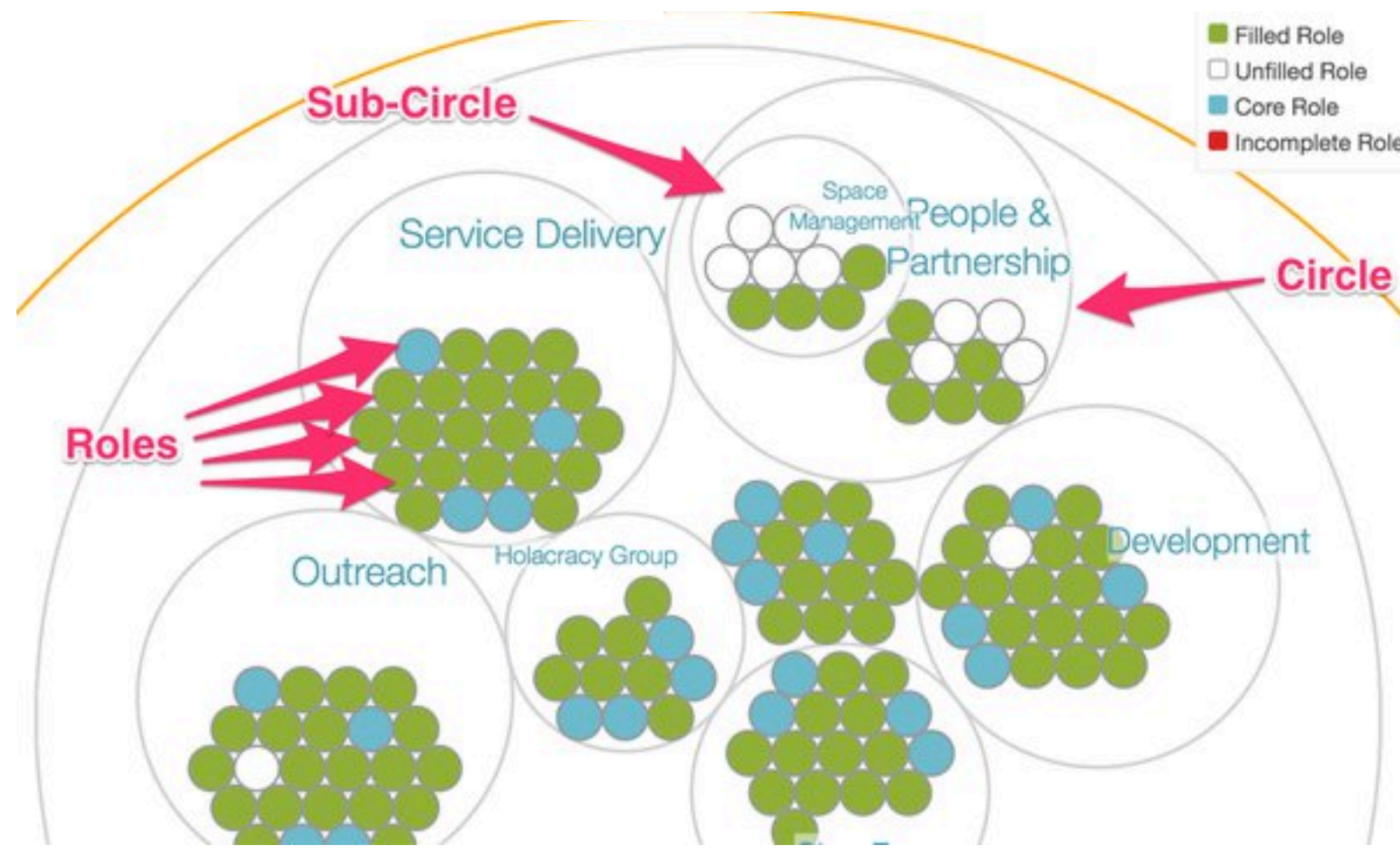
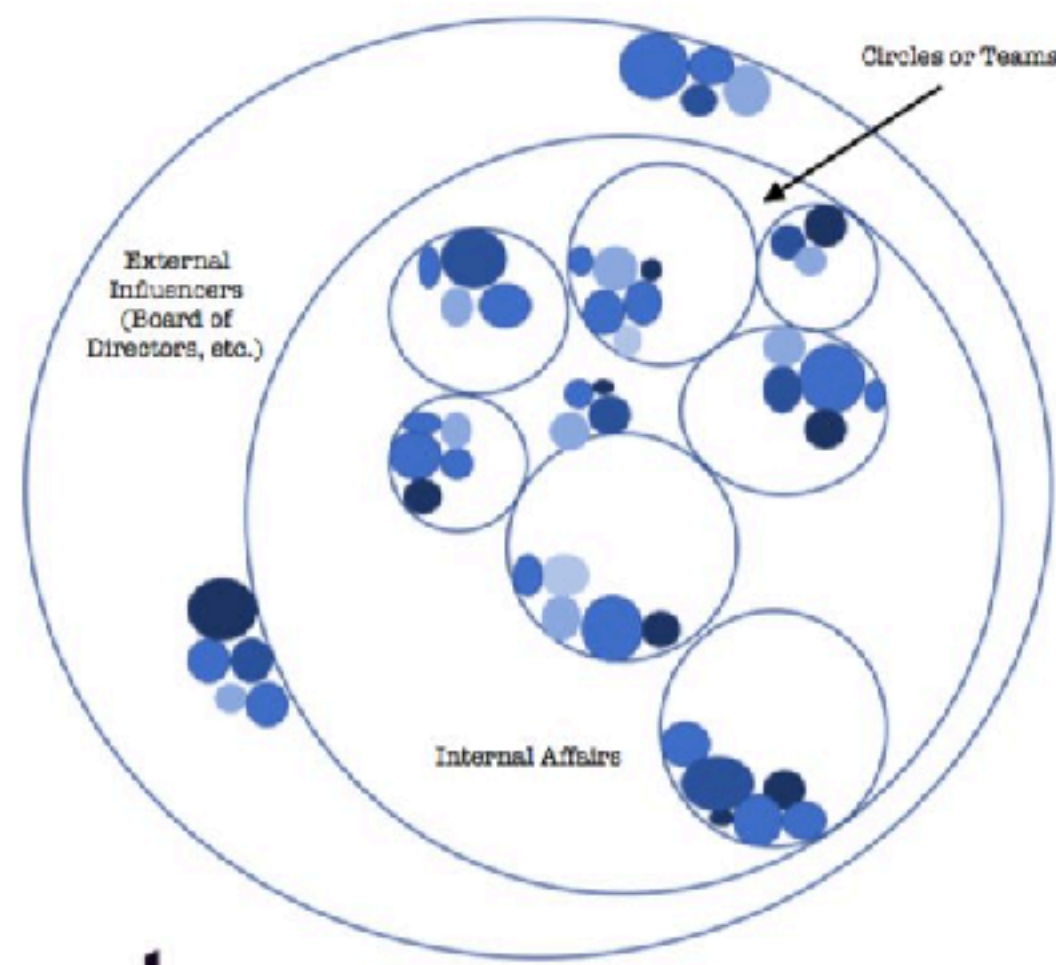
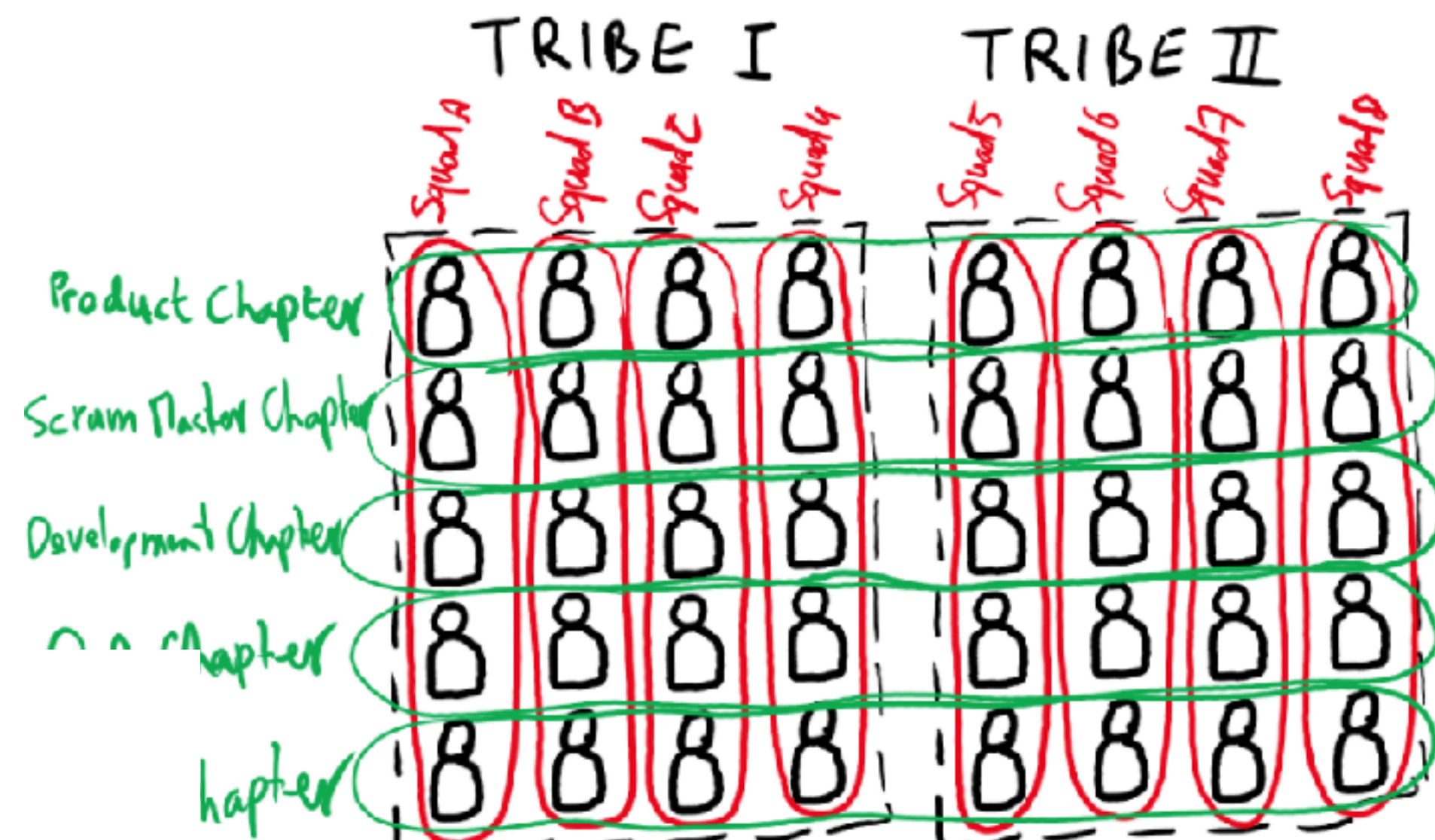
Empower

Experiment & Adapt

Freedom and Trust

Radical Transparency

Talents & Mastery



Non-Hierarchical Flat
Self-Managed Lattice
Agile Decentralized
Holocracy Teal
Sociocracy

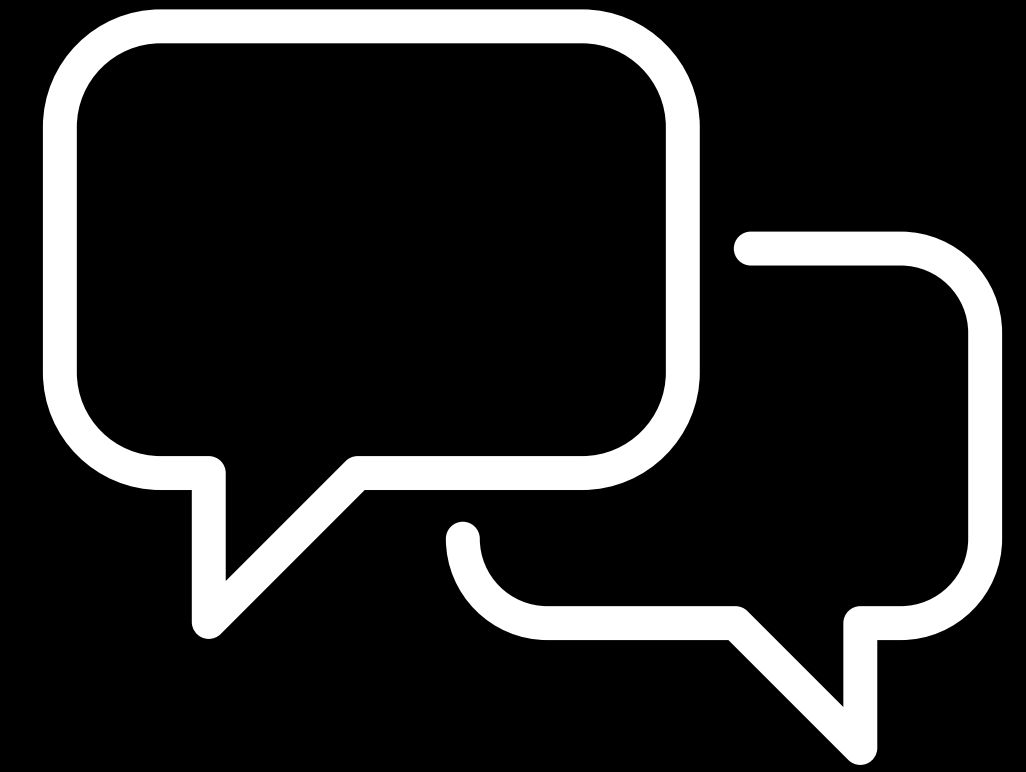
Obligatory Definition:

organizational structure where decision-making and power are distributed across individuals instead of being concentrated in the hands of a few at the top.

Simple definition.

No one is anyone elses boss.

Let's Chat!

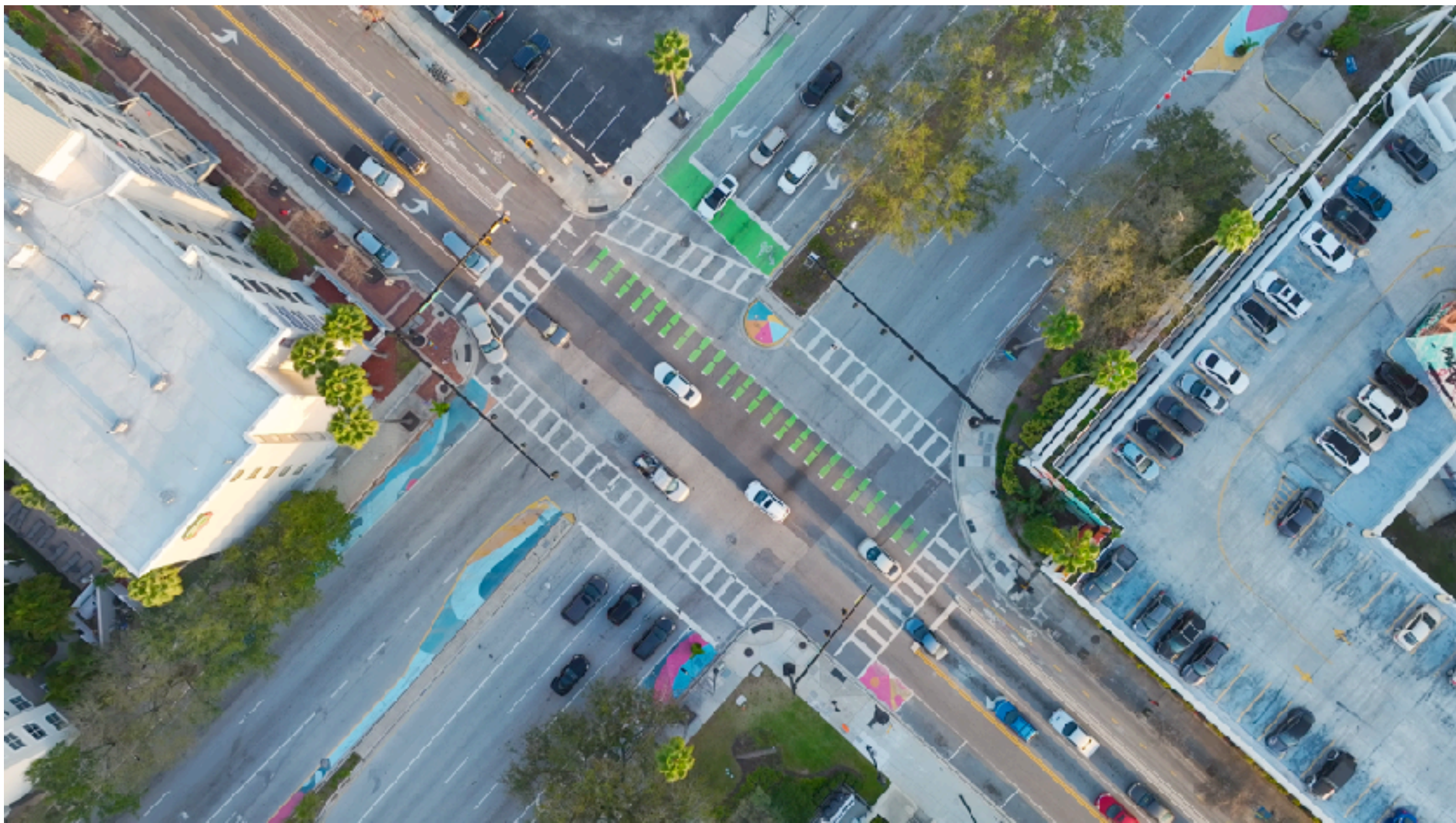


What would be the
benefits of this
organizational
structure?

Ok, and also the challenges. We know it's not all buttercups and roses.

- More motivated teams
- More innovation and creativity
- Happier workers (People are generally happier when they have control over their own life (and work))
- A sense of purpose
- Development of skills
- People flourish when you give them more responsibility
- Fewer meetings
- Adaptability to change
- Decisions closer to the people involved

- Change is hard
- Accountability
- Inequality



Part 3

HOW DOES IT WORK?

Benefits
are Hot



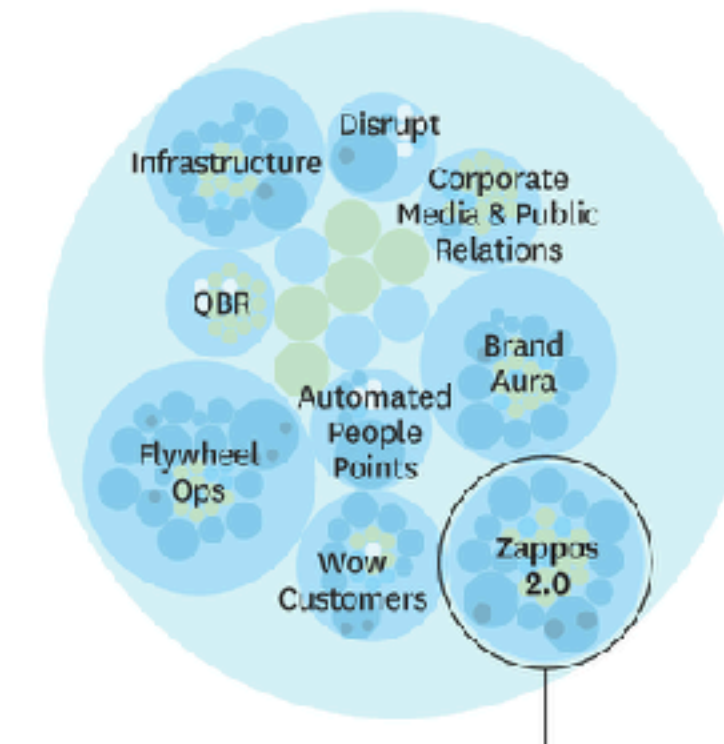
Wellness
is Cool





10,000
EMPLOYEES

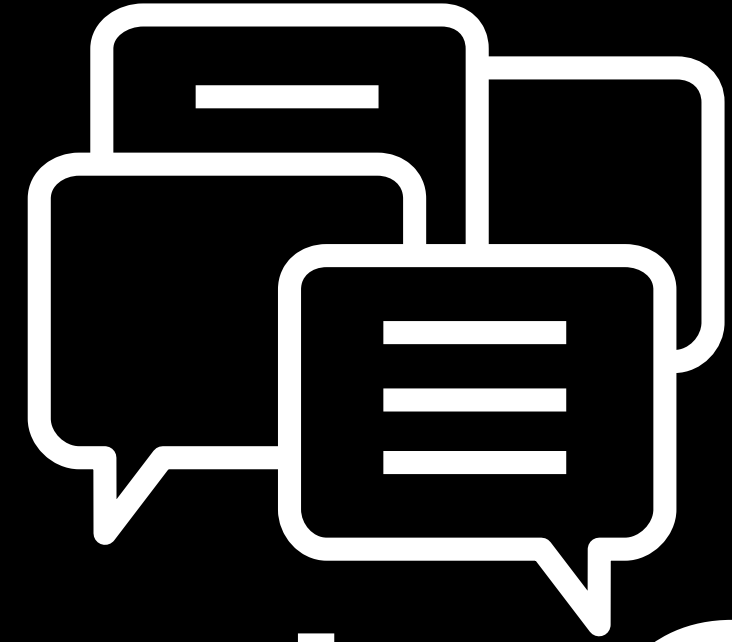
LATTICE
ORGANIZATION



HOLOCRACY

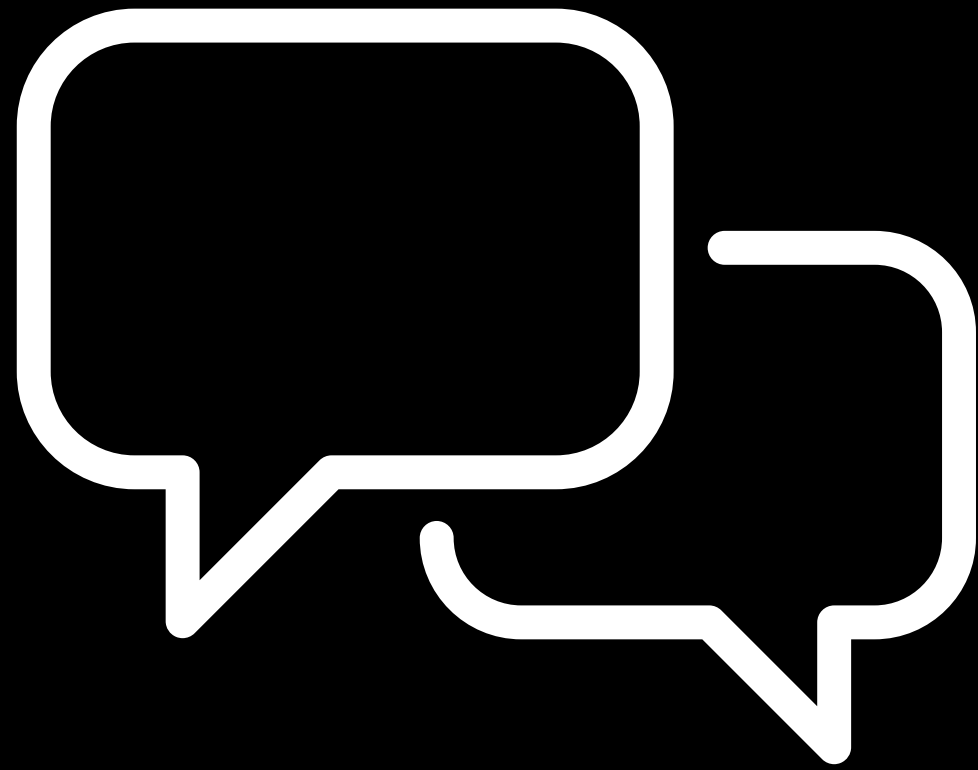
**1,500
EMPLOYEES**

Breakouts - 2 Groups



Research Gore (group
1) or Zappos (Group 2)
Bring a summary to the
group along with
reactions and questions.

Let's Chat!



How does anyone know what to do?

Job Descriptions

vs. Roles

**What happens to
the bosses?**

**How do non-
hierarchical
organizations
make decisions?**

AUTOCRACY

ONE PERSON MAKES THE DECISION

MAJORITY

> 50% AGREE WITH THE DECISION

CONSENSUS

EVERYONE MUST AGREE

AUTOCRACY

ONE PERSON MAKES THE DECISION

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> 50% AGREE WITH THE DECISION

CONSENSUS

EVERYONE MUST AGREE

Simple and fast! (Yay!)

Wait BUT...

LOW INCLUSION
LOW PARTICIPATION
LOW COMMITMENT
LOW INNOVATION

People in orgs like this will not feel great or like their opinion matters and probably won't really be engaged or care about the organization

AUTOCRACY

ONE PERSON MAKES THE DECISION

MAJORITY

> 50% AGREE WITH THE DECISION

CONSENSUS

EVERYONE MUST AGREE

Engaging, participatory,
“fair” & fast

Wait BUT...

UP TO 49.9% OF THE GROUP
IS IGNORED
COMMITMENT IS UNCERTAIN

Also, we didn't gain any new information
from any of it, all we have is a yes or a no.
There is no WHY.

AUTOCRACY

ONE PERSON MAKES THE DECISION

MAJORITY

> 50% AGREE WITH THE DECISION

CONSENSUS

EVERYONE MUST AGREE

“Fair” and inclusive
High commitment
High accountability
High participation

Wait BUT...

TIME CONSUMING
ONLY WORKS FOR SMALL
GROUPS
PAINFUL AND TEDIOUS
DOES NOT SPARK INNOVATION
WATERED DOWN

Consent Decision Making

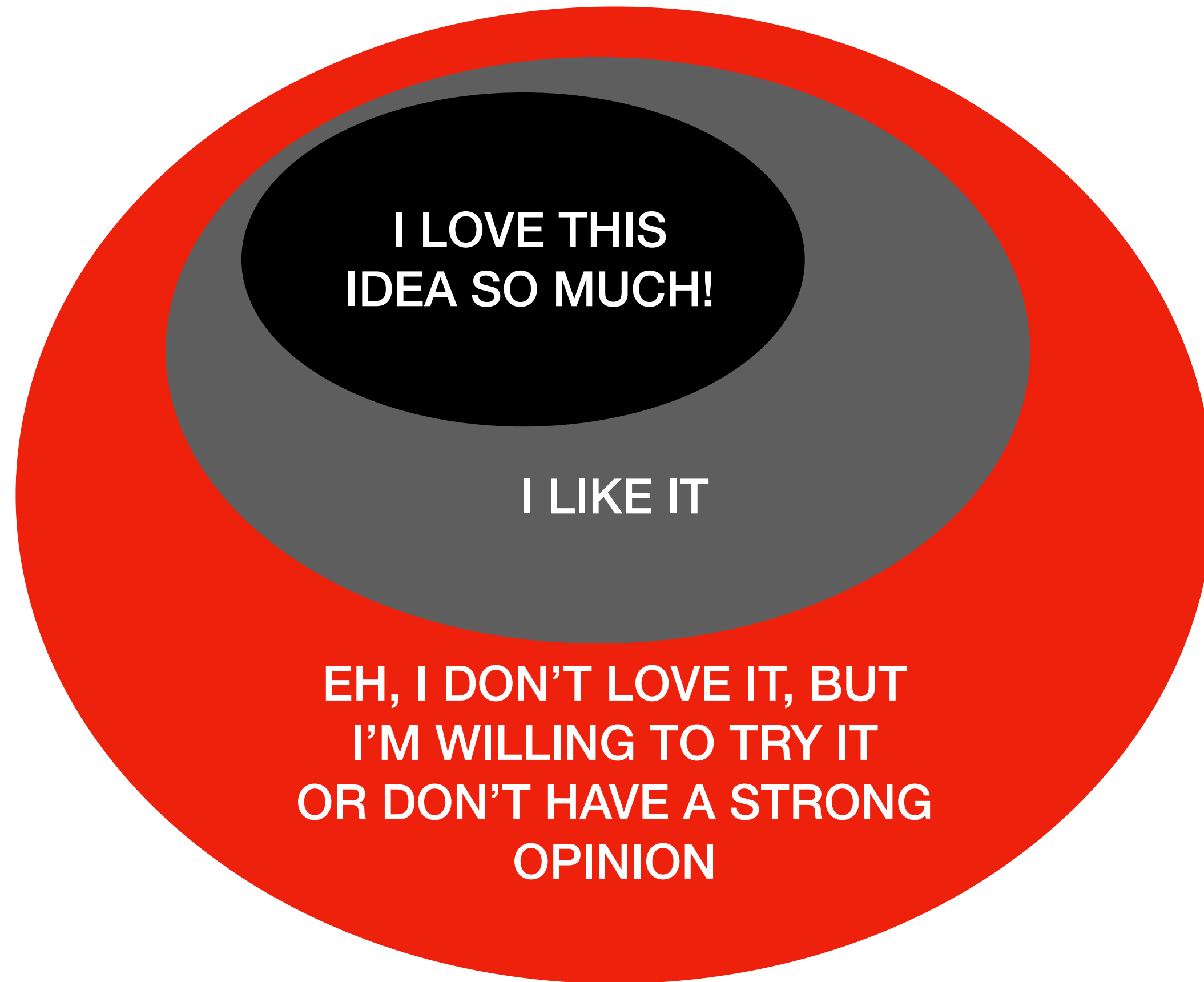
WHERE NO ONE OBJECTS - IT IS DEEMED 'SAFE TO TRY'

“How can we make it safe without stopping the process?”

CONSENSUS VS. CONSENT

“Do you agree”

“Do you Object”



THIS IS
CONSENT

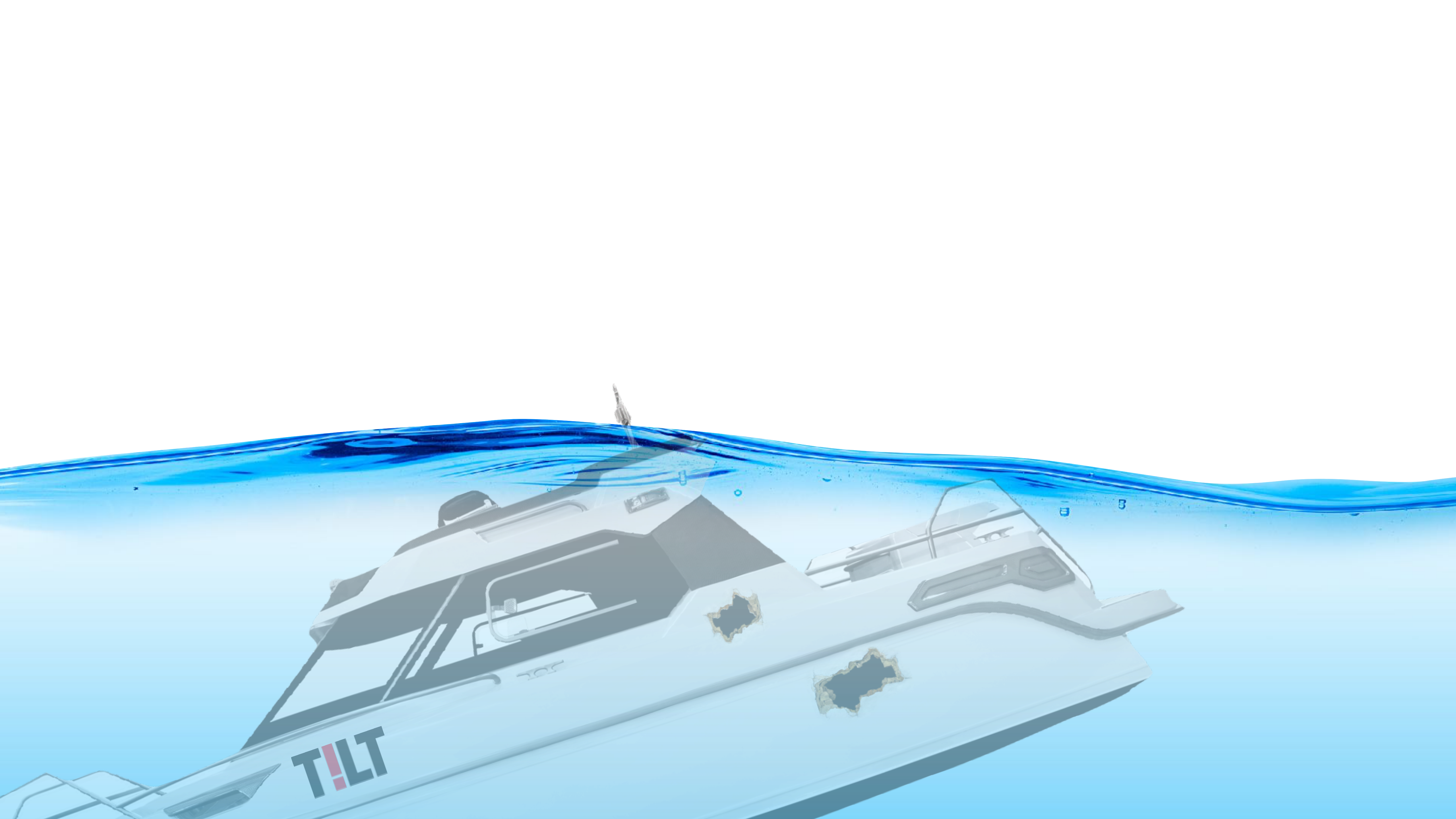
ABSOLUTELY NOT, THIS IS
DETRIMENTAL TO THE PURPOSE
WE ARE TRYING TO ACHIEVE

THIS IS
AN OBJECTION









- 1. Present the proposal**
- 2. Everyone asks questions**
- 3. Quick reactions**
- 4. Consent round**
- 5. Approve or integrate objections**

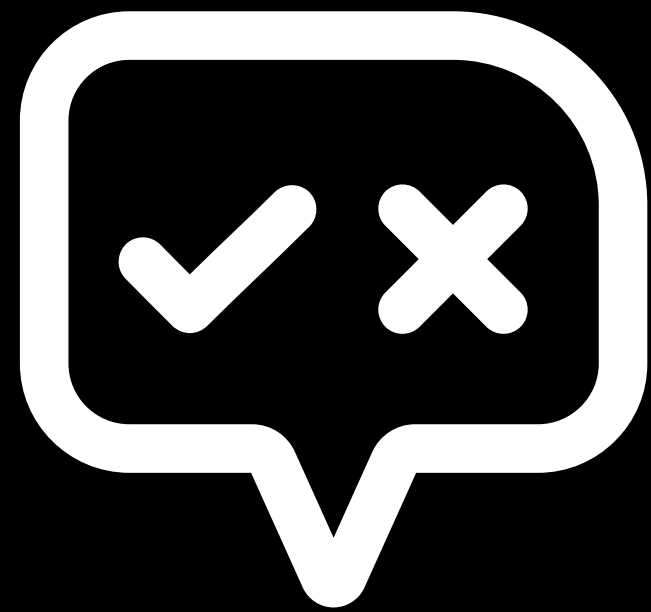
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Dancing optional, but highly recommended.



Practice

Let's try it.

(An autocratic decision just this once.)

Present the proposal

Read it out loud!

Ask clarifying questions

“What do you need to know so you understand the proposal?”

“I understand the proposal. I have no questions.”

“I would like to have a better understanding of the proposal. Could you tell me more about the part that says ‘_____’?”

“I would like to have a better understanding of the proposal. Could you tell me more about what led you to include the part in the proposal that says ‘_____’?”

Give quick reactions

Keep it short – 5 sentences max.

"I support this proposal because I see it as compatible with my personal aim to _____. I see this, particularly in the part of the proposal that says _____."

"I do not support this proposal because I don't believe it effectively supports the organization's (aim to/value of) _____, particularly in the part of the proposal that says _____."

You can use a quick-reaction round to suggest quick amendments.

Improvements in wording.

Small changes that are in alignment with the proposal.

Consent decision making round

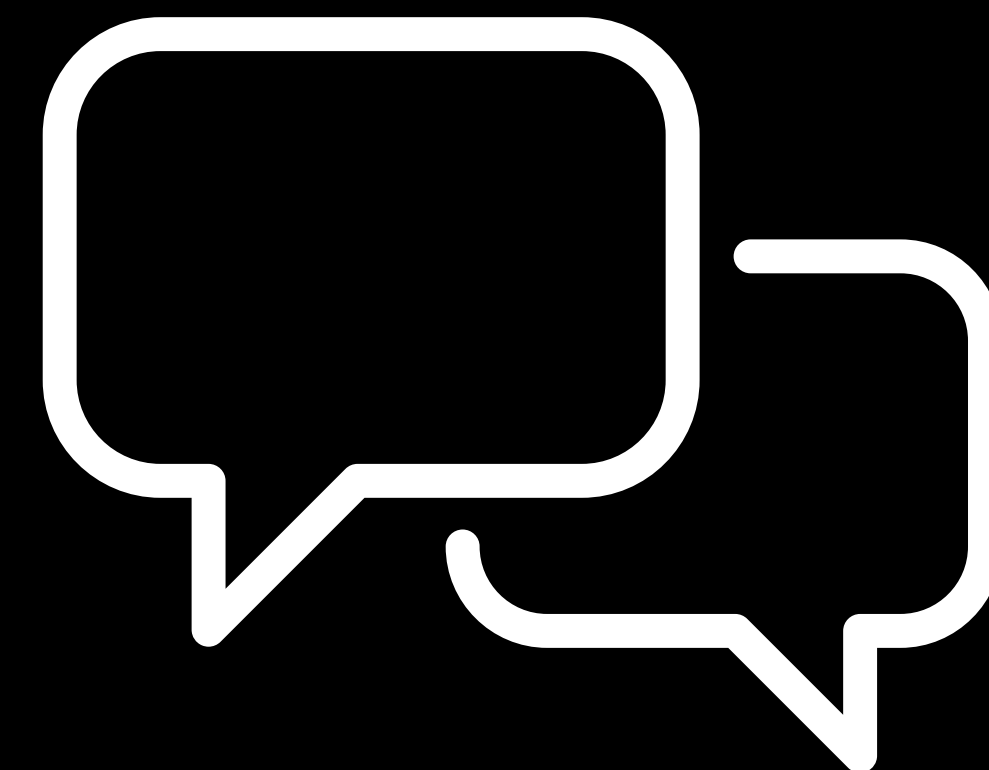
“No objection” defines consent. If there are objections, gather a 1-sentence statement about the nature of the objection. Do not deal with the objection now.

Integrate objections.

Revise the content

Shorten the term

Measure the concern



Let's chat!

How did that feel?

Part 4

READY TO
CRACK
SOME EGGS?



CARLO

MIKE DEYOUNG
CHIEF FINANCIAL OFFICER

FINANCE

SR ACCOUNTANTS
KIM STAMPER
RACHAL ALLEN

JOEL PETERSEN
SR VP, OPERATIONS

OPERATIONS

IMPACT

STEVE

MORGAN MELTO
HEAD, CREATIVE PEOPLE

INTERIM HEAD, TILT
INSTITUTE
STEVE

JOB MANAGER
TBD

STRATEGIC COMMUNICATIONS

DIRECTOR, STRATEGIC
COMMUNICATION

CREATIVE DIRECTOR

SR. STRATEGIST

STRATEGIST

JR WRITER / STRATEGIST
KAILEIGH WILLIS

CREATIVE PROJECT MANAGEMENT

DIRECTOR, PROJECT MGMT.

MARCOM MANAGER
ANGELA MACKE

SR CONTENT PRODUCER

CONTENT PRODUCER

JR CONTENT PRODUCER

CREATIVE SERVICES
COORDINATOR
KILA CALVIN

COMMUNICATIONS
COORDINATOR
WARDA BAIG

VISUAL COMMUNICATIONS

DIRECTOR, VISUAL
COMMUNICATIONS

SR. ART DIRECTOR

ART DIRECTOR

JR ART DIRECTOR

SR. DESIGNER

GRAPHIC DESIGNERS
ERIN CARTE
ELIZA GREENBERG

CONTENT CREATOR
MATT MUNSON

JR DESIGNER

BRAIDEN

ANNE PAOLONE
CHIEF RELATIONSHIP OFFICER,
HEAD OF ACCOUNTS

ACCOUNT MANAGEMENT

VP, CORNERSTONE
ACCOUNTS

VP, STRATEGIC
ACCOUNTS

ACCOUNT DIRECTOR

SR. ACCOUNT MANAGERS
PAIGE BRACKIN
MOOBIE BROOKS
TERESA DUNN
SARAH HIANCE

ACCOUNT MANAGER

ASSOCIATE ACCOUNT MANAGER
SAM GRUBNER

ACCOUNT COORDINATOR

INTERIM HEAD OF BUSINESS
DEVELOPMENT
BRAIDEN

BUSINESS DEVELOPMENT

INTERIM HEAD OF
PRODUCTION
BRAIDEN

PRODUCTION

EXECUTIVE PRODUCER
NANCY DAVID

SENIOR PRODUCER
SARAH OVERTURE

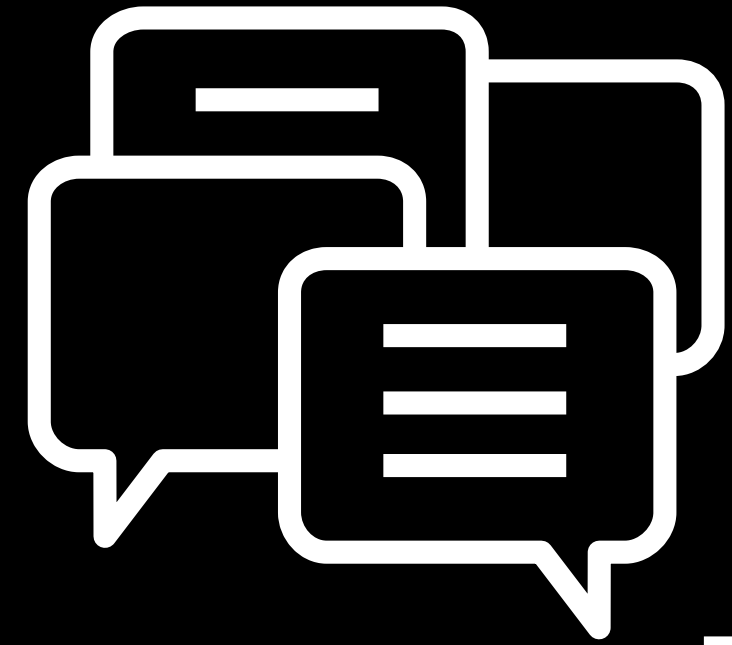
PRODUCER

ASSOCIATE PRODUCER/PROJECT
MANAGER
JACKIE NAPOLITANO

PRODUCTION COORDINATOR
GIULIANA BARTUCCI
HALLIE CURTIS
SHAINA DESOTELLE
JANINE GLOVER

PRODUCTION ASSISTANT

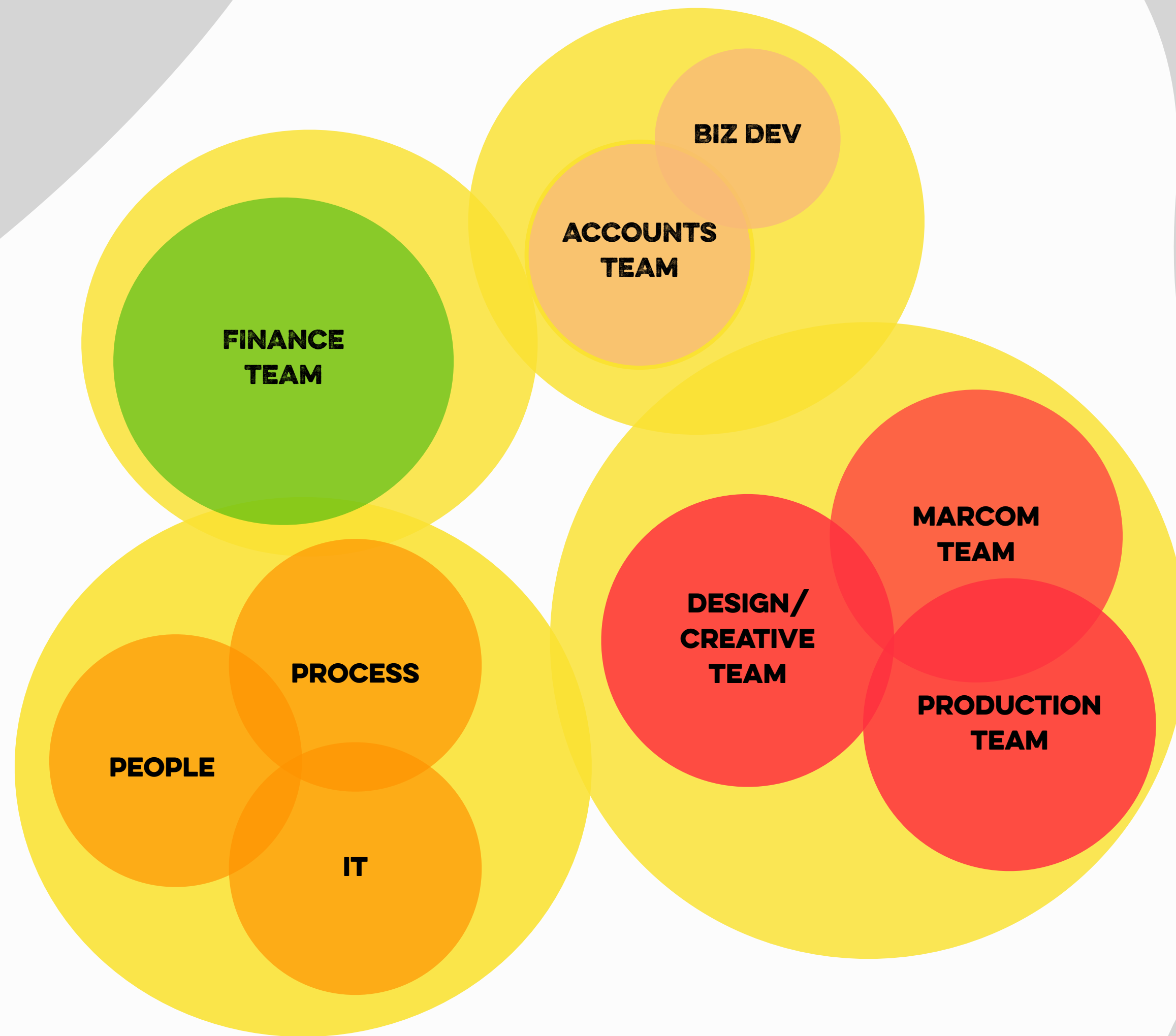
Breakouts



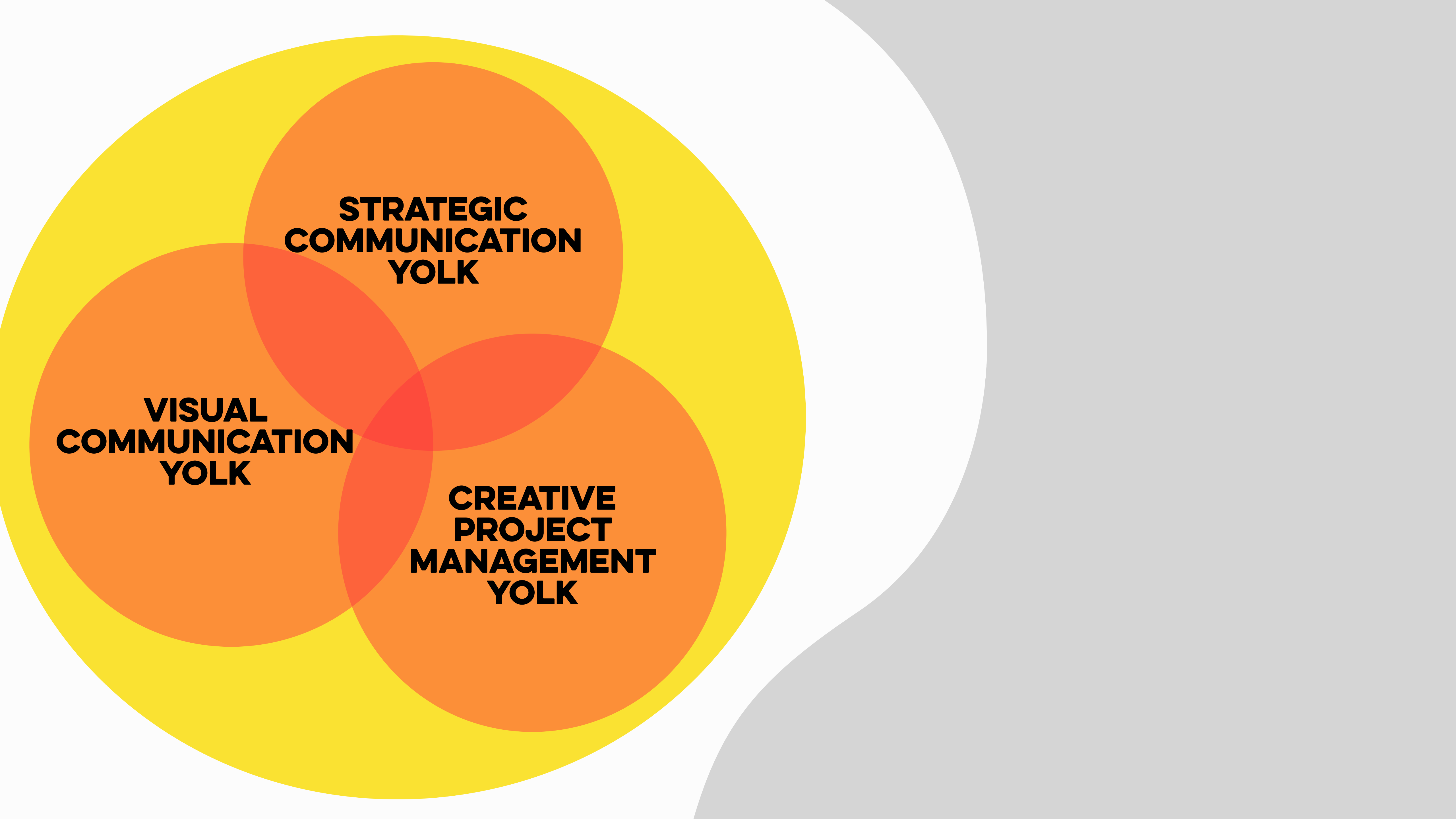
What would T!LT look like as a self-managed org? How about our team? What would be the benefits/challenges?

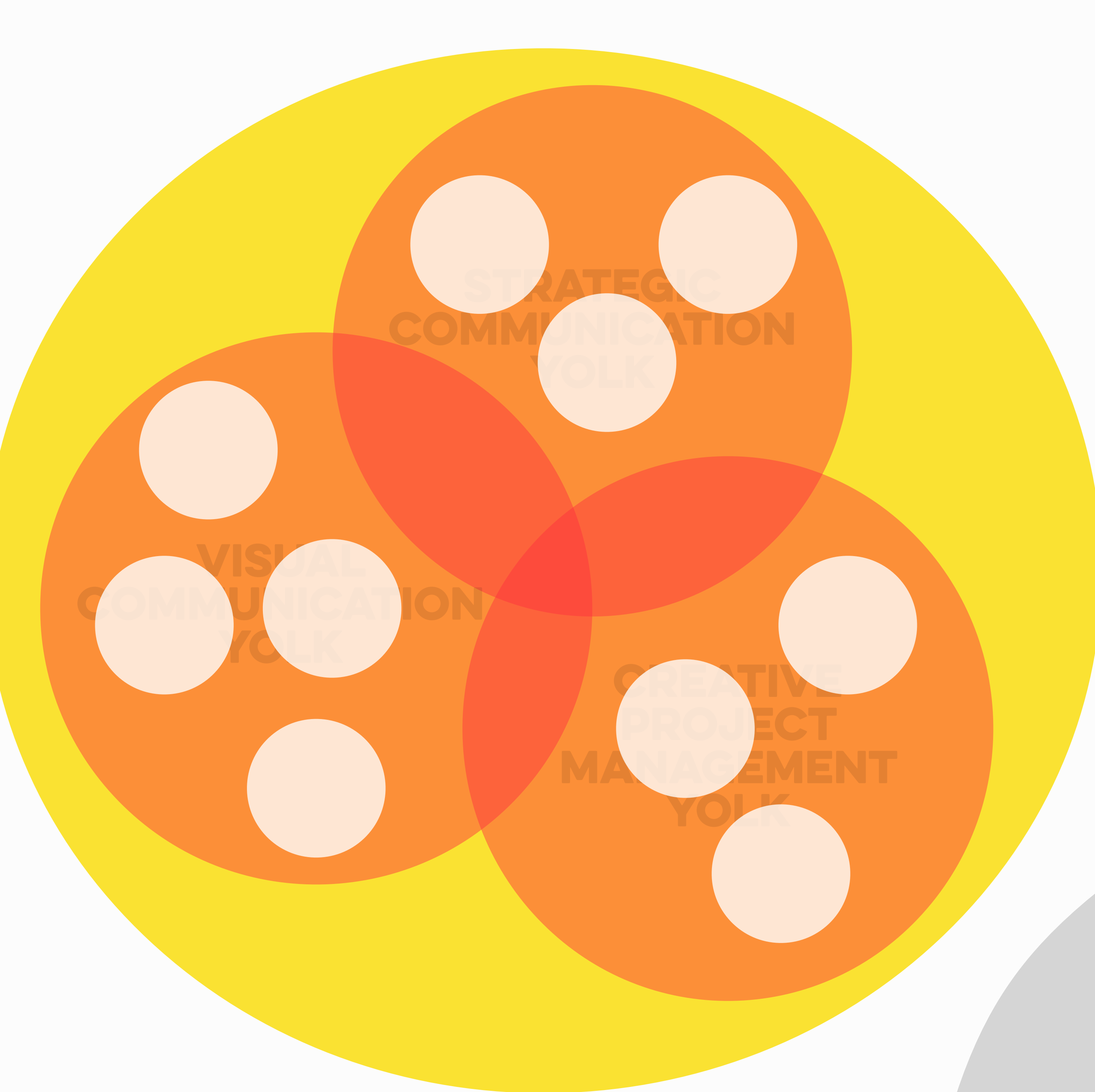
Let's Chat!

What would T!LT look like
as a self-managed org?
How about our team? What
would be the benefits/
challenges?



PARTNERS





How could we
break our teams
responsibilities
into roles?

Discussion:

Does this interest you?
What are some small
ways we can experiment
with this on our team?

What can we commit to
trying in the next month?

Org Charts Against Reality

Why it's time to rethink everything.