

The top of the slide features a background image of a car's interior, viewed from the driver's perspective, looking out at a sunset or sunrise through a line of trees. The Ligand logo is positioned in the upper left corner, with the word 'Ligand' in a white, sans-serif font. The 'L' is stylized with a molecular structure. Below the logo, the tagline 'Waarderend innoveren voor een duurzaam samenleven' is written in a smaller, white font.

Ligand

Waarderend innoveren voor een duurzaam samenleven

REORIENTATING ORGANIZATIONS

**Stijn Deprez Ligand
2018**

REORIENTATING ORGANIZATIONS - STIJN
DEPREZ

The state of Stijn Deprez



May 2016 – Bethlehem Pennsylvania



october 2017



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Featured Speakers



Terry O'Connell

Restorative pioneer, developer of Real Justice conferencing model & 30-year police veteran



Stijn Deprez

Training & development coordinator at Ligand (Belgium), a center for preventative & restorative practices



Darren Coventry-Howlett

Garda officer; Ireland's OSCE National Point of Contact for Combating Hate Crime

Ligand

Two weeks ago



Ligand

Two weeks ago



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Live Poll

Ask Question

Good

Average

Poor

Why reorientating organizations?

Work makes us sick



Why reorientating organizations?

Half of Belgian employees are looking for another job.

Helft Belgische bedienden kijkt uit naar andere job

Nu de schaarste aan talent op de arbeidsmarkt steeds groter wordt, kijken steeds meer werknemers uit of dit het ogenblik is om andere horizons op te zoeken. Uit onderzoek van rekruteringsbedrijf Robert Half bij duizend Belgische bedienden blijkt dat bijna de helft van de werknemers (48%) uitkijkt naar een andere job in het komende jaar.

De hoofdreden om van job te veranderen is met voorsprong een te laag salaris (48%), gevolgd door een slechte 'work-life balance' (14,5%), een slechte relatie met de manager (8%), te weinig carrièreopportuniteiten (7,8%) en gebrek aan waardering (7,4%).

Frédérique Bruggeman, managing director Robert Half

Belux: "Om de *war for talent* echt te winnen, is de beste aanval misschien wel de verdediging. Bedrijven die werk maken van een duidelijke retentie- en talentmanagementstrategie zullen hier op termijn baat bij hebben."

Een hoger salaris is vaak een goed retentiemiddel, zegt Frédérique Bruggeman, maar het is volgens haar niet allesbepalend: "Salaris kan inderdaad een doorslaggevende factor kan zijn, maar voor een gegeerd talent is het evenzeer belangrijk om zich gewaardeerd te voelen. Bedrijven doen er best aan hun verloningspolitiek voor de medewerkers dus regelmatig herbekijken in de hoop zo hun beste talenten tevreden te houden." (LID)

Why reorientating organizations?

"If everyone had to think outside the box, maybe it was the box that needed fixing"

Malcolm Gladwell, *What the Dog Saw*

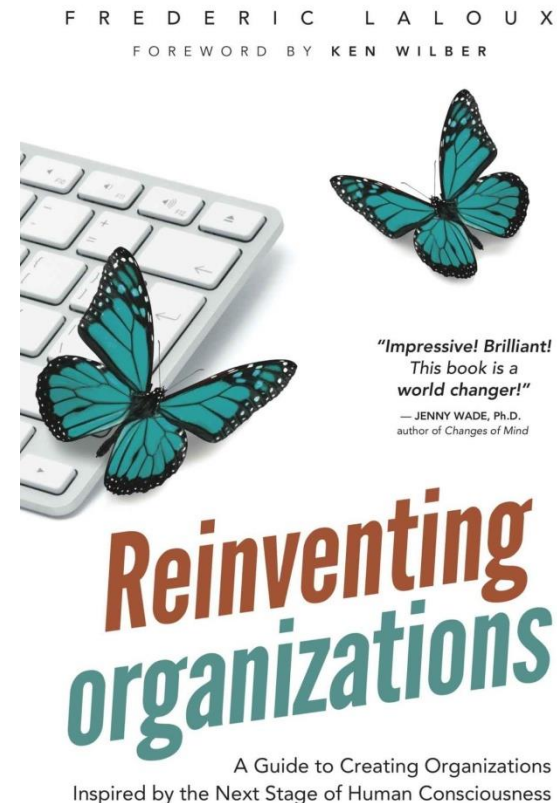
Why reorientating organizations?

Reflection: What do you see in your country on the workplaces?

Why reorientating organizations?

Frederic Laloux: Reinventing organizations

- Belgian consultant
- Researched management systems worldwide



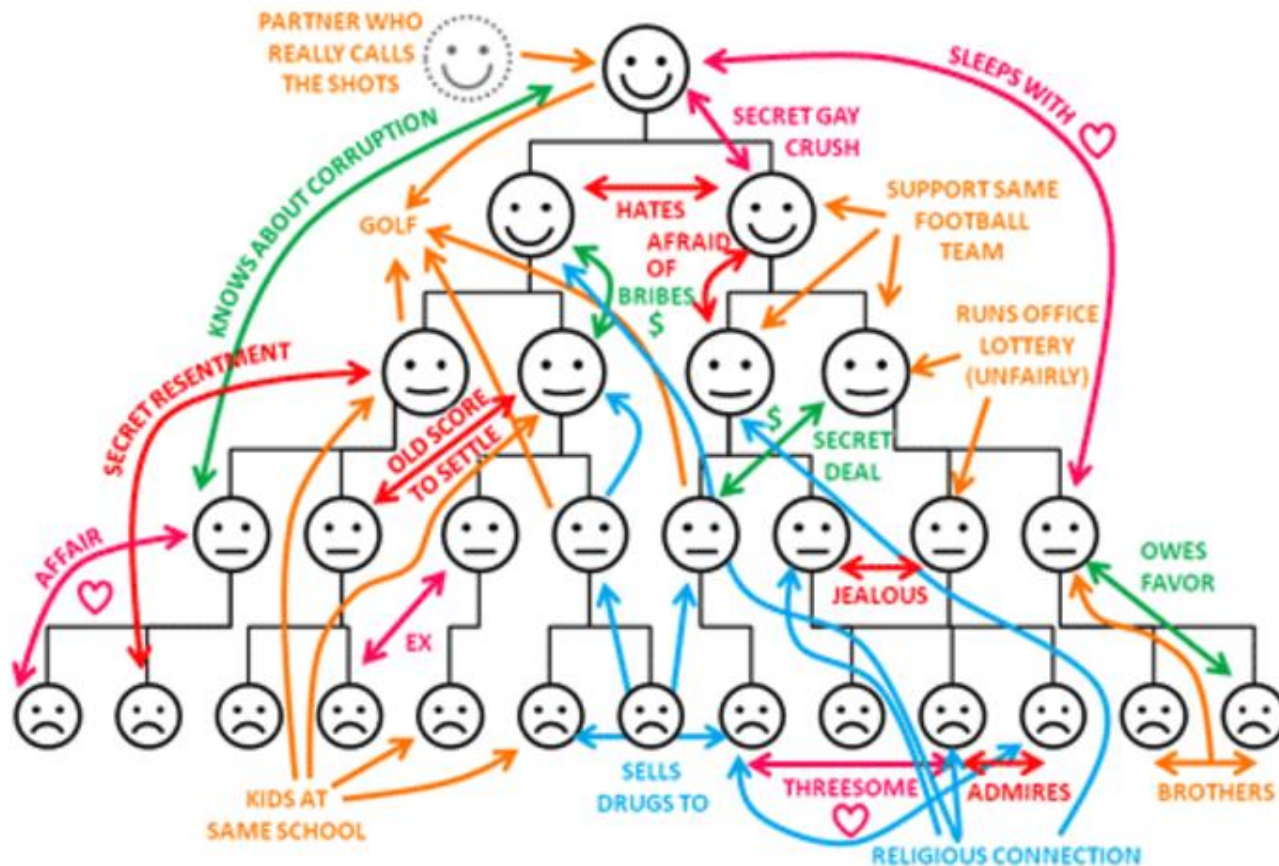
Why reorientating organizations?

“We have turned schools, almost everywhere, into soulless factories that process students in batches of 25 per class, one year at a time. Children are viewed essentially as interchangeable units that need to be channeled through a pre-defined curriculum. At the end of the cycle, those that fit the mold are graduated; castoffs are discarded along the way. Learning happens best, this system seems to believe, when students sit quietly for hours in front of all-knowing teachers who fill their heads with information.”

Laloux.

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Why reorientating organizations?

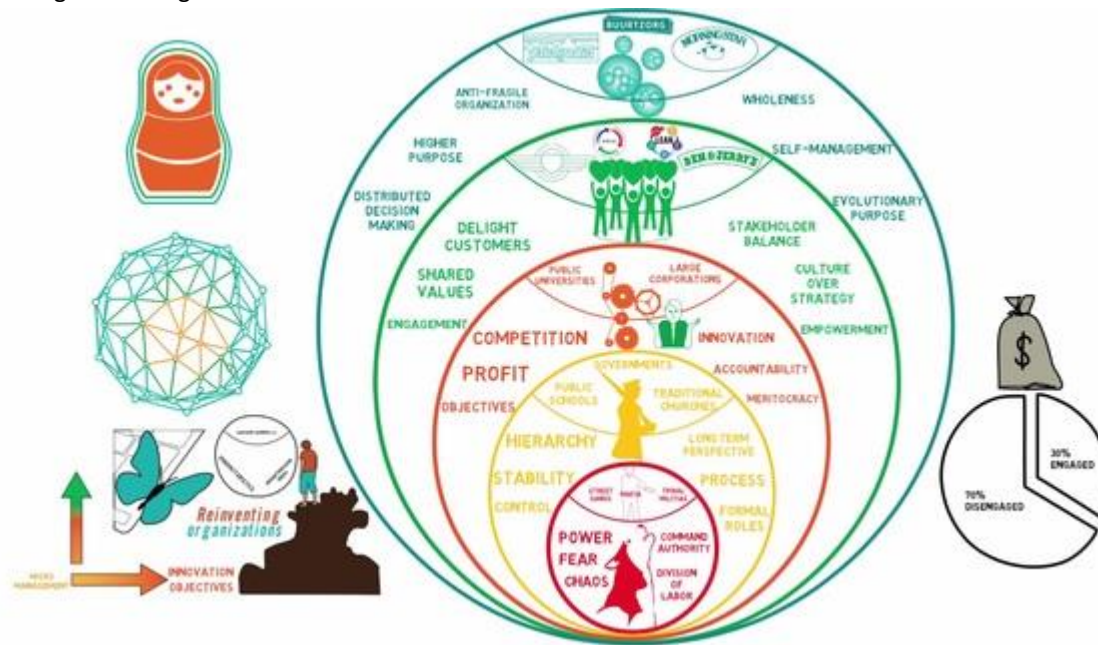


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Historical and developmental perspective

An overview in colors

<https://www.youtube.com/watch?v=g0Jc5aAJu9g&t=452s>



Historical and developmental perspective

Teal organization <-> Restorative organization

3 breakthroughs in teal organizations

1. Self-management
2. Wholeness
3. Listening to evolutionary purpose

1. Self-management

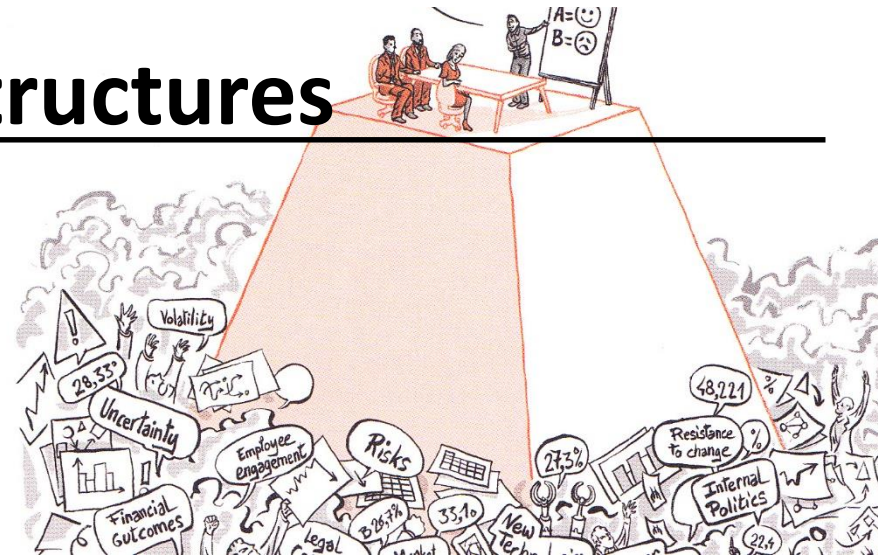
1. Leaders are overworked
2. Self-management is not new
3. 3 misunderstandings
 1. Self-management = no structure
 2. Endless meetings
 3. Still in experimental phase
4. Selfmanagement needs an upgrade of most of the elementary management practices: structure of the organization, budgets, functions, targets, meetings, investments, resignation,...

1. Self-management - structures

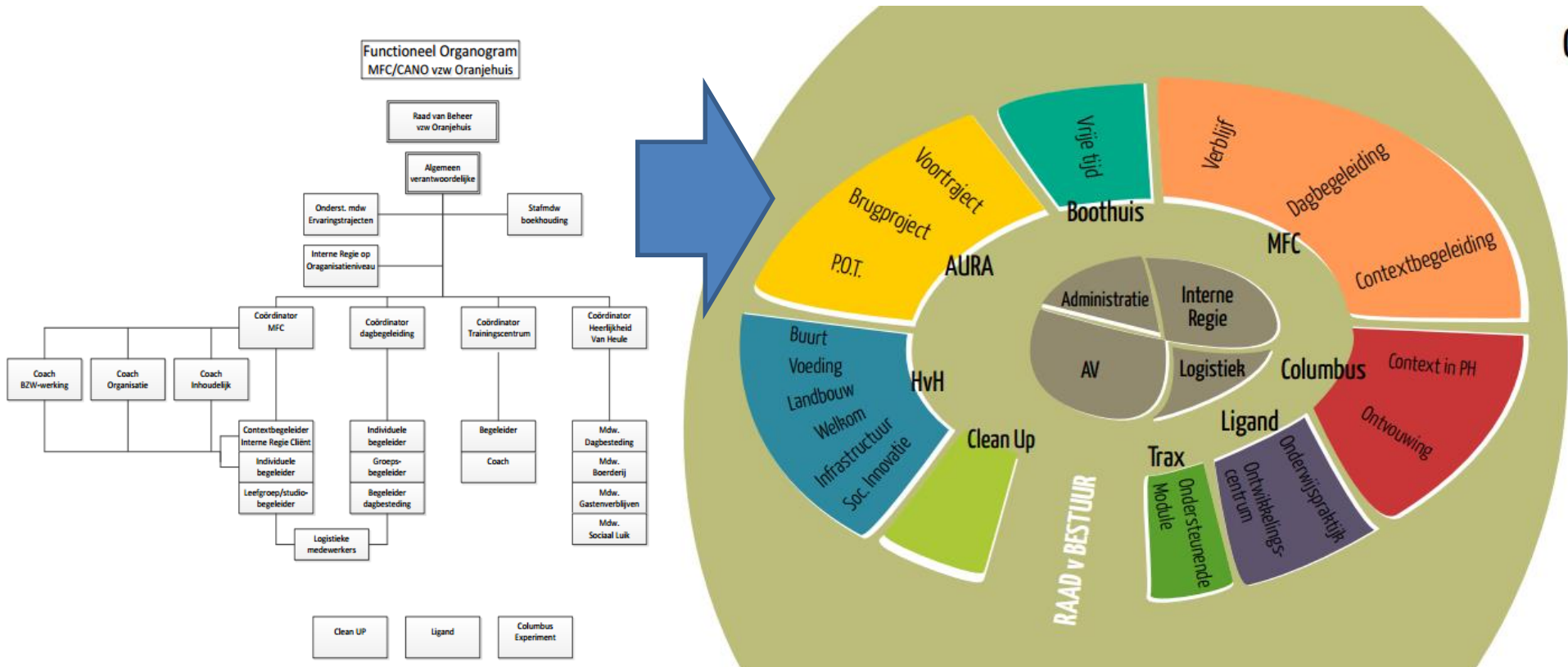
1.No pyramid

Buurtzorg: “Nobody is the boss of somebody else.”

- Traditional pyramidal structures demand too much of too few and not enough of everyone else (Gary Hamel)
- New organogram
- A new assumption
“all colleagues have the obligation to do something about an issue they sense,...”



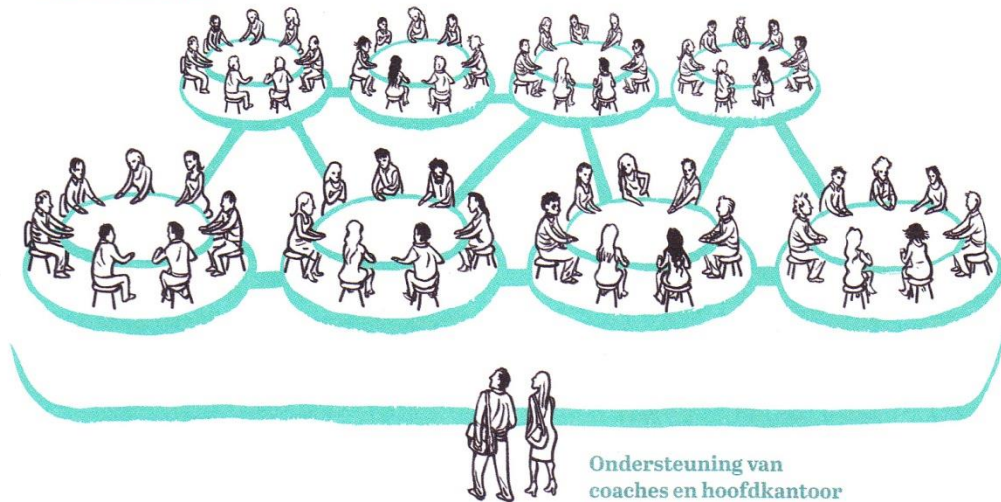
1. Self-management - organogram change



1. Self-management - structures

2. No middle-management

teams van zelfsturende
verpleegkundigen



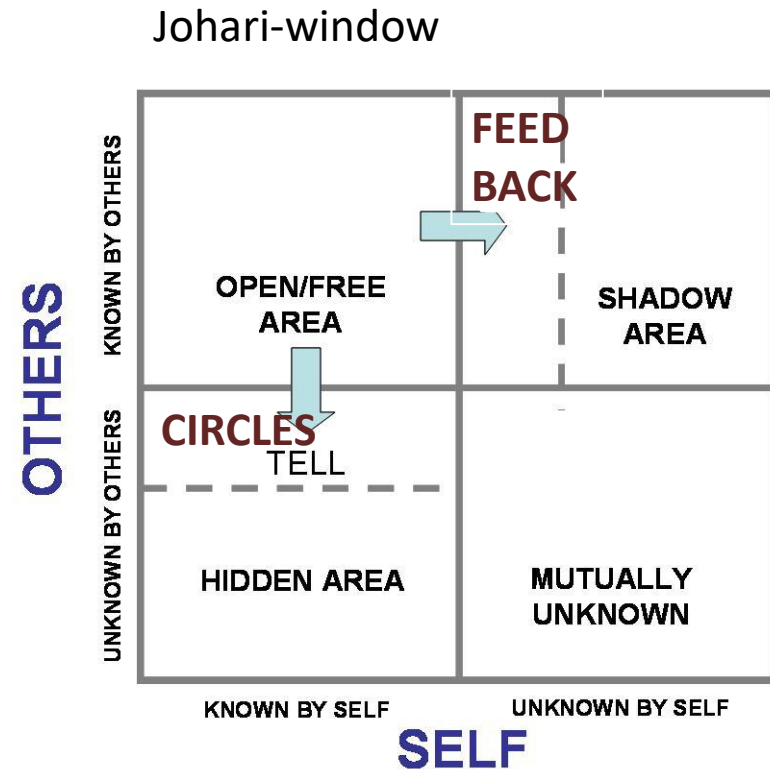
Bureaucracies are built by and for people who busy themselves proving they are necessary, especially when they suspect they aren't (Ricardo Semler)

1. Self-management - structures

From control to trust

Self-management needs trust and open communication

More and a bigger variety on feedback is needed



1. Self-management - opportunities for RP

Shift from
avoiding conflicts to learn people how to deal with conflicts

How do people manage conflicts?

In a teal organization it is essential that every colleague is trained in conflict management (or Restorative Practices)

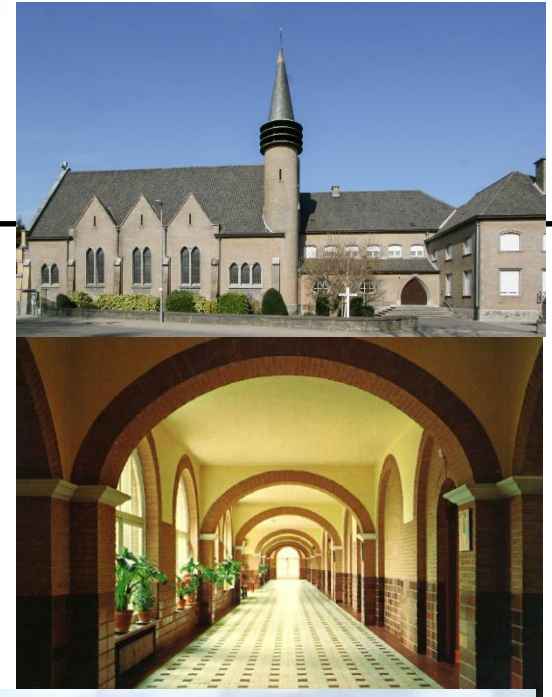
2. Breakthrough 2: Wholeness

If the soul is not welcome in the organization,
you get soulless organizations



2. Wholeness in practice

- Safe work environment where personal interests meet organizational interests
- Colleague principles
- Circles
- Time and space for reflection



2. Wholeness in practice

Colleague principles

- We are happy with the job in Ligand.
- We speak in an open and direct way. You will not hear us speak about the other if the other wouldn't be happy with it.
- We trust in what our colleagues do.
- We take a leading role alternately.
- It is the love for people that is our drive.
- We enter the room with a smile.
- We always assume that the other person might be right.
- We trust that everything comes alright
- We do not lose time acting busy.
- ...

2. Wholeness reflection

How is reflection build in
Let's share some good ideas



2. Wholeness in practice

- Recrutement and start-up: where the lie starts



- Meetings

2. Wholeness in practice

Infrastructure

Churchill: “we shape our buildings
and then they shape us.”

Attention for climate and society



2. Wholeness in practice

Reflection:

How does your organization take responsibility for what happens in the world (socially, ecologically, ...)?

3. Listening to evolutionary purpose

1. No long term plans
2. Listening to the deeper goal of the organization and to the people.
3. Strategic plans, balances, targets. It is like machines. The new metaphor is living organisms. -> self set targets
4. Fun

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Conclusion

the color is teal