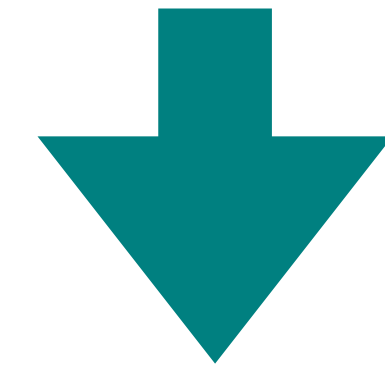


Five Stages of Organizational Development



Red "Impulsive"	Amber "Conformist"	Orange "Achievement"	Green "Pluralistic"	Teal "Evolutionary"
Mafia Street gangs	Army Catholic church	Wall Street banks Most MBA programs	Southwest Airlines Nonprofits and NGOs	Patagonia HolacracyOne
Division of labor, top-down authority	Replicable processes, a stable organization chart	Innovation, accountability, meritocracy	Empowerment, values-driven culture, stakeholder value	Self-management, wholeness, evolutionary purpose
Organization exists to serve power holders. Authority enforced by through physical power.	Organized according to a group common belief. Shame and guilt used for enforcement.	Organization as Machine. Mechanistic, predictable, scientifically understood and controlled.	Has a sense of inclusion, and a drive to view and treat all people as equal.	Organization as Organism. World is integrated, people are called by an inner voice to contribute based on their unique potential.

Reinventing Organizations, LaLoux, (2014)

What do we mean by “Teal Organizations”?

Self-management

Wholeness

Evolutionary Purpose

“Organization as Organism”

“Individuals contributing based on choice”