**Something’s afoot in your organisation**

It’s a moment to take stock after a few weeks of curating Jot.

A clear emerging theme is the “new organisation”. We did not dwell on Apple or Google, and gave countless other examples of the movement towards greater openness including Mozilla, Virgin, Netflix, Pixar, Barcelona FC, and in other Wikinomics stars like P&G or BMW.

Behind these examples the zeitgeist is “end of power”, so vividly apparent in today’s anti-authoritarian news stories: Scottish referendum to leave the UK, Hong Kong’s “umbrella protests” for free democracy in China, Islamic State brutality in Iraq and Syria, Ukraine breaking away from the shadow of Russia. Quieter but essentially similar tensions are festering in organisations I am working in: old centralised power is being challenged by the new appetite to share information, ideas and decisions.

You might counter with “twas ever thus since the dawn of time”, or perhaps argue it is going the other way with the wealthiest 1% getting more powerful, but we are pointing to a new certainty in teams and organisations that sharing decisions is actually much more efficient than the old ways of leading.

We are all watching a fundamental once-in-a-lifetime shift sweep across organisations, transforming how they function: both on the inside and on the outside.

On the outside is where things are changing fastest. It is as if young people have all just received a message through their social media that says “6 billions of us all share the same planet and we’re messing it up”. With youthful optimism they start up new inspired, technology-enabled and ethically-sourced businesses (from coffee and juice to flip flops) and prefer spend their money in the new sharing economy. The so-called market leaders (Tesco, Coca Cola etc) try with mixed results to buy or copy, but fail to realise they have already lost the hearts of their next generation of customers.

On the inside it is easy enough to keep things steady but dull: be one of the leaders who is not noticing, just say the daft things you always did and enjoy the astounded silence of your people as you burn your credibility, and nail them to their performance contracts. But if you want to be part of the future be one of those much rarer talents who opens people up to engender between them a noisier, messy and creative brilliance. HR departments are busy redefining the talents they will invest in and the big words at the top of their lists are “open” and “collaborative”.

So by all means enjoy the dictators toppling, but come back to Jot in coming months to find out how those in the new economy are collaborating and sharing differently. What we already know is there is not one size fits all, and in fact it is dangerous to copy another because the particulars for each leader in each organisation are different.

If you are interested in how to build a better organisation, we will be gathering examples of how leaders are working with their teams in a form of “whole system exploration” that clarifies their role as “new” leaders, and the way forward for their “new” organisations.