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ATTENDANT COMPANIES:
A NEW CHALLENGE IN ORGANIZATIONAL DEVELOPMENT

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1. INTRODUCTION

In my years as a student of Business Administration and Management I have been able to learn many aspects about companies, inquiring with detail in each of the aspects that compose them. After this learning it is easy to understand that people have progressed enormously when they group together to achieve something, and also the high margin of improvement that still exists. I can not think of a better way to finish my degree than to develop a study on how it is perfectly possible for organizations to improve towards new models that increase the happiness and self-fulfillment of their members and their environment.

So, the purpose of this project is, first of all, to analyze those indicators of change that illustrate how far it is happening. To do this, I have first analyzed the characteristics of the change from a holistic and systemic perspective, something that is perfectly captured in the study of Laloux about the evolution of consciousness. Next, an analysis is carried out in which companies that have grown up and adapt more traditional models are contrasted with others that are emerging within a new paradigm. Do changes really work? Can traditional companies imitate these developments in any way?

I also intend to contrast companies that are apparently attentive and committed to each other, to detect if this attitude of progress is real or simply a face to improve their public image. Finally, I will present some conclusions of the investigation with some possible proposals.

2. THE CHANGE: START POINT

2.1. Indicators

The world is constantly evolving. As Kelly (1994) points out, the way in which we understand things is changing at the pace of technological advances, the cultural impact or the simple experience of human beings with more and more knowledge at their fingertips.

Figure 1: Basic Human Needs
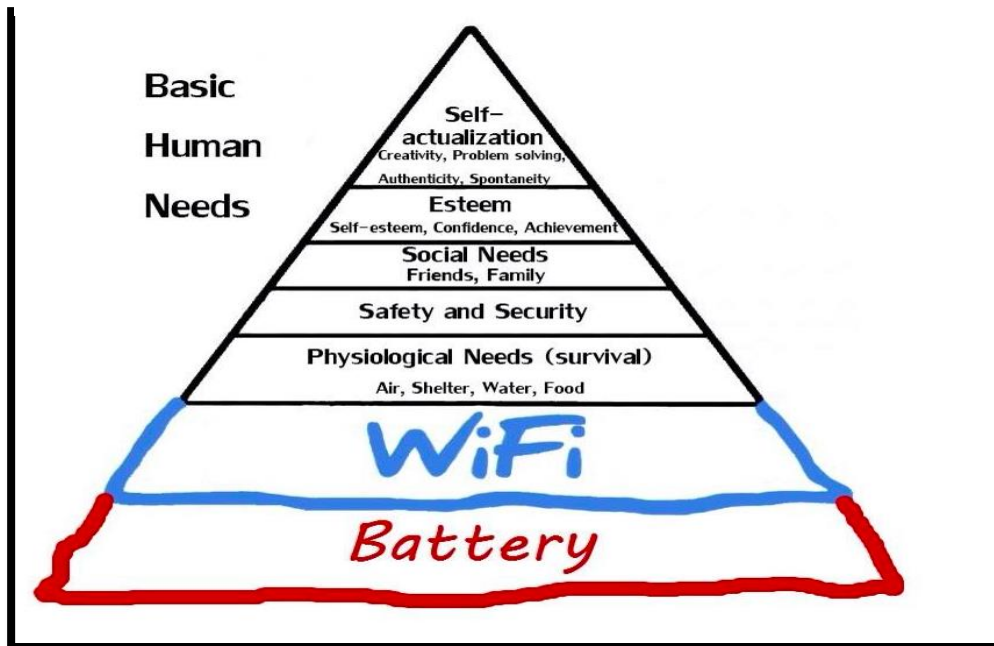
Source: Capitalogix, 2015

In recent decades the Internet has gained an overwhelming gap in the Maslow pyramid, as we can see in Figure 1, making many aspects of our lives never be the same again. This is the decisive technology of the information age in the same way that the electric motor was in the industrial age. According to the study conducted by Martin Hilbert (2011) for Science, 95% of all information on the planet is digitized and, for the most part, available on the Internet and other computer networks. These changes immerse us in a new emergent reality marked by complexity, flexibility and uncertainty.

The transition to the era of imagination (Peters, 1995) begins to resonate strongly, raising a possible future in which an industrial paradigm based on talent and creativity is modeled. With the age of information already established and having technologically overcome barriers such as the cost of production, pointed out by Jeremy Rifkin (2014) in his work "The society of zero marginal cost". The client has an overwhelming range of options to choose what they really want, it has never been so important to offer something new and impressive that stands out offering a special added value. If you stop thinking about costs you start thinking about creativity. And this new approach not only affects businesses, it also affects most situations of a new paradigm with a complexity for which we must be prepared. Prigogine and Stengers (1997, p.10) noted: "*The problems of the world get worse every day (...) They are involved in many*

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different elements, in many scales of space, time and social aggregation, as well as poorly defined random forces (...) are complex problems and their solution requires imaginative and non-deterministic approaches, which combine diverse perspectives ".

And it is in this new situation that a large part of the ideas we had adopted since the Industrial Revolution begin to feel obsolete. We have started to move from the post-industrial model that Bell (1976) offered, to develop something much closer to Garmendia's (1993) approach with his Society of Organizations. Other expert voices such as Barriga and Trujillo (2004) choose to define today's society as a complex system loaded with contradictory elements, such as globalization or a confrontation between materialism and postmaterialism that leads to individualist approaches and transmodernity. We must also add the growing increase in problems of social coexistence, multiculturalism and a Welfare state in permanent crisis.

On the other hand, as Laloux (2014, p.17) said "*modernity has brought us abundance and life expectancy unprecedented in the last two centuries.*" Assuming that society is taking giant steps in terms of progress, we must understand that the business world must adapt to the new times. There is no point in continuing to value elements of organizations such as the business structure with the theories and models that emerged in an era that has been left behind too quickly.

Waekland and Fisch (1992) have called this situation "*system change 2*", society is reorganizing and a new system will appear from it, or as Ovejero (2003) adds, a reconstruction of a new world order in all spheres of the life. That is why many organizations have taken the initiative, developing new ways of understanding organizations and showing a new and promising approach to their practices. (will be analyzed in point 4)

2.2. Systemic Approach

As a starting point we must situate ourselves in the current context that organizations must face. This is a complex task because this context can vary according to several factors such as geographical location, political situation, economy ... For this task a **systemic approach** (Herrscher and Ackoff, 2003) will be used, according to it, the way to approach change will not be addressing its elements in isolation, they will be a part of a whole. The paradigm transition is not simply the sum of all the attributes, it is a set

of these that are in interaction and produce new qualities with different characteristics. That is why some of these elements and their connections that have given rise to the context of change will be analyzed.

Figure 2: Systemic approach
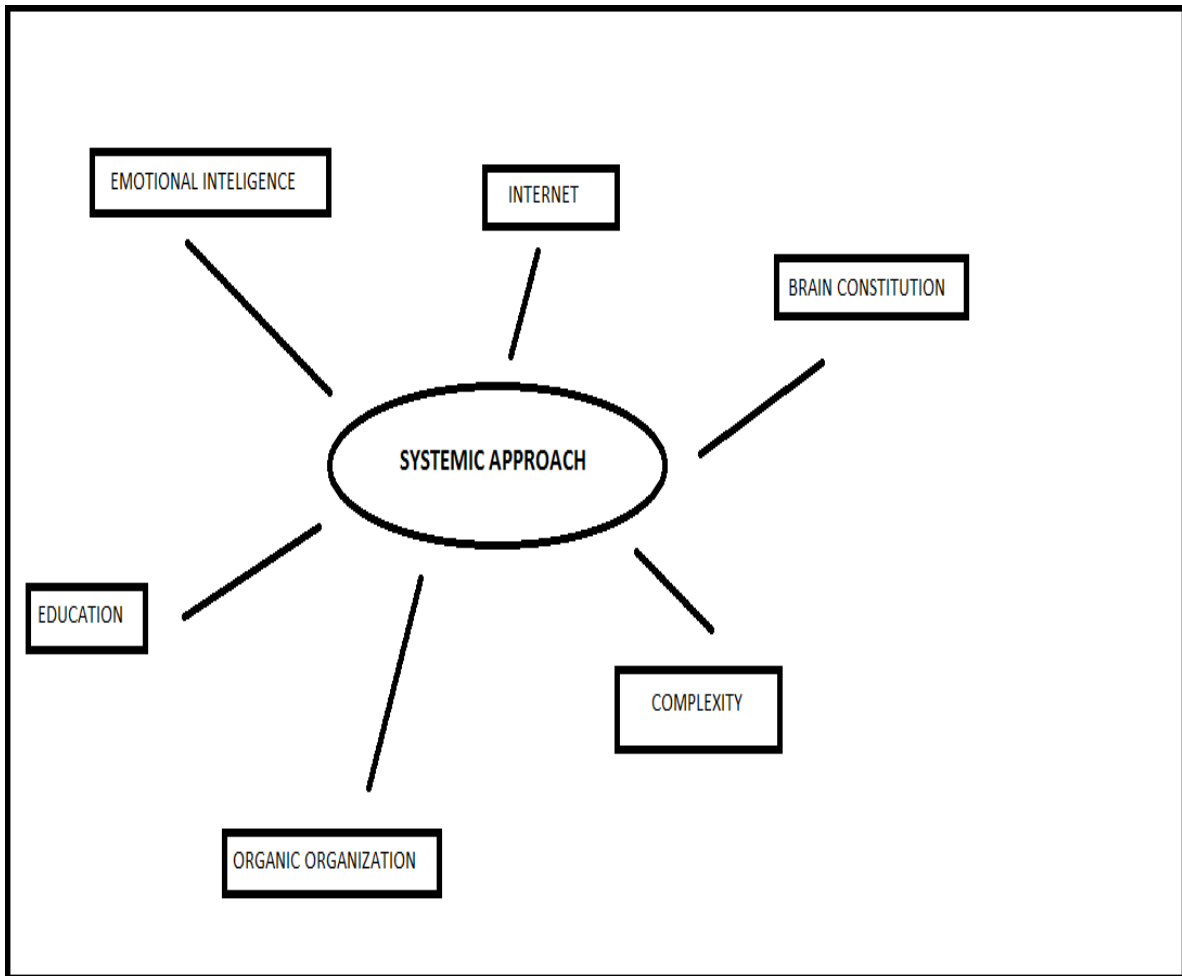
Source: Own elaboration

On the one hand we have the disruption of something as powerful as the **Internet**, added to the favorable conditions that progress has brought in modernity and the rumors of change of "era" seems to indicate that there is a climate of ideal change. And it is in this environment where new ways of understanding business practices begin to be introduced. An example of considerable interest for our study is the incorporation of **Emotional Intelligence** into the lexicon of business and human resources (Goleman 1995).

With this evolution the model of success was changing from the "meritocracy" based on the CI, the knowledge and the interests, towards a new equation that included the

EI like common factor that multiplies all this. This continuous conflict between the rational and the emotional throughout the decades is directly related to the **constitution of our brain**.

The right part is more creative while the left is more logical, and according to the person the levels of development of the hemispheres vary. Each individual is different and will bring their particular intelligence style according to their brain distribution, as well as their maturity, values, knowledge ... The right hemisphere specializes in non-verbal activities such as sensations, feelings, audiovisual aspects such as music or painting. On the other hand the left is related to the verbal aspect and everything that is logic. In this way some people will be more comfortable with creativity and imagination while others prefer mathematics and logic. Although there may also be a balance between the two, resulting in something more complete (Botetano, 2014).

In any case, with these facts both facets of the human being should be developed and educated, however the tendency has been to discriminate the right side in the business field. From we are young the **education** prioritizes the knowledge to follow the norms and a way determined by an authority, being this one of the main obstacles towards the age of the imagination.

The arguments of Ken Robinson (2001) in this regard make us reflect about if our right hemisphere really has the same opportunities for development throughout our lives. Maybe if this changed from the beginning we could mature with a much higher degree of emotional intelligence.

In this way, the paradigm of current organizations begins to worry about emotions and types of intelligence. To what extent does this way of thinking have a real impact? Is it possible to propose new organizational models based on these new concepts?

To answer the questions posed we must leave the hierarchy for a moment and think more about organic organizations. The **autopoietic** evolutionary approach of Maturana and Varela (1973) describes systems that, by themselves, create or destroy elements according to environmental disturbances. By extrapolating this concept to an **organic organization** EI becomes an essential tool for members of that system, to know themselves and others enough to be able to coordinate and grow. In fact, this model

uses perturbations of the environment (conflicts) for its expansion, and as we have seen before, EI really conditions that the focus given to them is aimed at learning.

The last element that we will consider for our systemic approach is the theory of **complexity** (Weaver, 1948). This theory has been applied to organizational studies for understand how companies deal with uncertainty and adapt to the environment. That is why this concept perfectly encompasses other aspects of our approach such as the technological revolution or the vision of organic systems. Companies can be treated as complex adaptive systems, since they present characteristics such as self-organization, emergency, interdependence, chaos, and it is this type of approach that best fits a turbulent environment such as the one we defined above. The complex adaptive systems completely contrast with the ordered systems, in which the behavior of the agents is defined and limited by a set of rules. These rules suppose a great inconvenience to the adaptation and evolution inside dynamic surroundings, that is why the complex adaptive systems the agents modify the system in their interaction with him and at the same time they co-evolve.

2.3. New approach on companies: re-envolving

When concepts such as "*creativity, emotional intelligence or imagination*" enter the equation as substitutes for "productivity, hierarchy, order", organizations can adapt to change or remain static. After all, it will be these who mark if the change comes to materialize or will remain on paper.

All the progresses that humanity has developed have not been as much achievements of isolated individuals as of the collaboration of people within the framework of organizations. That is why the study of these forms of grouping is so relevant to understand both the past and the future of humanity (Laloux, 2014). Increasing life expectancy, the abundance of resources in the Western world, the high level of literacy and even the increase of non-profit organizations in recent years are all examples of the speed at which the world changes and adapts. organization in a short time and the advances that this allows. But on the other hand there is a completely different feeling of the world of work, satirically represented by television works such as "*the office*" (2001). Demotivation, tedium, anguish, fear, stress ... These are some of the most redundant words when people refer to their jobs, mainly those that occupy the base of

pyramidal organizations. And even more disheartening is that the top of this pyramid offers only more headaches and hatred of your colleagues under a false facade of success and realization. In the end it turns out that today's individuals follow the path they must follow, taking out a collection of university degrees that accredit a supposed preparation for the position to be chosen and a life to boast about before their peers. And all this approach does not take us anywhere.

Most companies seek to improve the situation, unsuccessfully in most cases. Change programs are implemented, internal reforms, mergers, computer systems, innovative scorecards ... Even the boom of business coaches seeks to revitalize and inject powerful doses of energy and innovation to managers. We forced traditional management systems to explore all their limits and we only managed to make the situation worse showing our efforts as a simple circus of hypocrisy and false progress. In the end the employee prefers to be allowed to finish his infernal working hours in tranquility and solitude and then receive his small doses of satisfaction in the form of salary.

The change must go somewhere else, a large part of the business world really wants to improve and create organizations that develop our full potential and at the same time fill and motivate us. But of course it is not so simple.

It is necessary to answer some specific questions in the face of this evolution. If the hierarchical estructure is overcome, what new system could be applied?. Decision making is another complicated issue. If all people can participate in it, the level of chaos could be affected by high peaks of instability. Is this bad?. How do we deal with aspects such as promotions and salary increases?. After the change they would pose very differently, and it will be difficult for many to understand. And in addition, we must add aspects such as politics, meetings, the purpose of the company, cynicism, ambition... We do not only must be aware that a change is needed, we must know how to carry it out and be able to respond to all those questions.

And someone who has already worried about all these matters is Frederic Laloux in his work "*Reinventing organizations*"

2.4. Reinventing organizations

Like many other business management experts Laloux is aware of the situation of the organizational world and believes deeply in the evolution of this. That is why in his book "*Reinventing Organizations*" he undertakes a deep study of this progression of consciousness until reaching the Teal organization at the highest level.

Laloux felt that something is no longer working well in our companies, and in our organizational forms. For example, in hospitals, nurses decide to leave because they have lost their motivation. When studies are conducted to assess the extent to which people are involved in their work only 13% answer yes. Laoux is perceiving that more and more people are discouraged with organizations and that makes him think that they are at the end of a cycle. Therefore, it has begun to investigate a group of companies that approach the subject in a different way, they have rejected what is always said that is what must be done, to organize in their own way. But what has really encouraged Laulox to write his book was to verify that these companies had an almost identical functioning without having met each other. So this made him think that a new organizational model is emerging.

In the first place, it analyzes humanity throughout history based on its changes in organizations. It has analyzed how every time it occurs a jump and the organizational structures evolve with changes of paradigm as it is appreciated in the Figure 3. It analyzes how, when the world is seen of another form, also the organizations rise on another way. If in the past, paradigm has been changed four or five times, it is not unreasonable to think that we are just about to make a new one. These models analyzed in the book are the following.

The tribal/red showed how a leader projected power and violence to be respected and feared by others. At the moment that another younger one beat him, he took his place. This model can be observed at present in criminal organizations.

Figure 3: Organizational paradigms

Overview of the main (organizational) paradigms
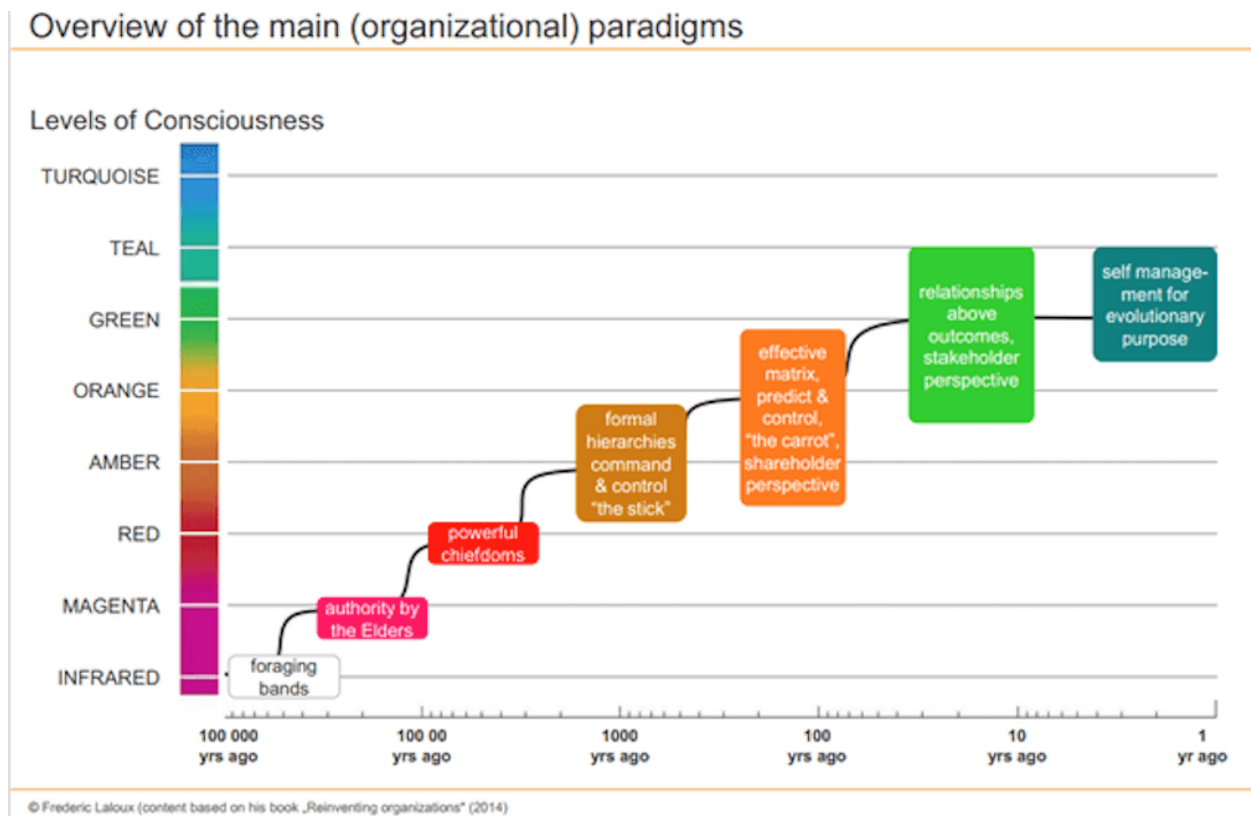
Source: futureconsiderations, 2015

With the agricultural world came the amber paradigm, full of rules and closed positions. This model is represented by the Catholic Church, or the armed forces. Bosses should no longer worry about being taken out of office and the strategic component comes into play.

The industrial/orange paradigm works like a machine. Technological advances and efficiency set goals, increase innovation and competitiveness. Organizations go from being static to worrying about improving and changing, getting better every year.

Some 30 or 40 years ago we entered the information age, organizations no longer consider themselves as a machine but as a family. Coaches appear, and they talk about teams, culture, values when before they only worried about the strategy.

Laloux's research has shown that there are already several companies that have entered a new level. The metaphor for the new model would be an ecosystem, a living organism. Within this paradigm Laloux has investigated 12 companies, not very well known, from different sectors

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Figure 4: Buurtzorg team estructure
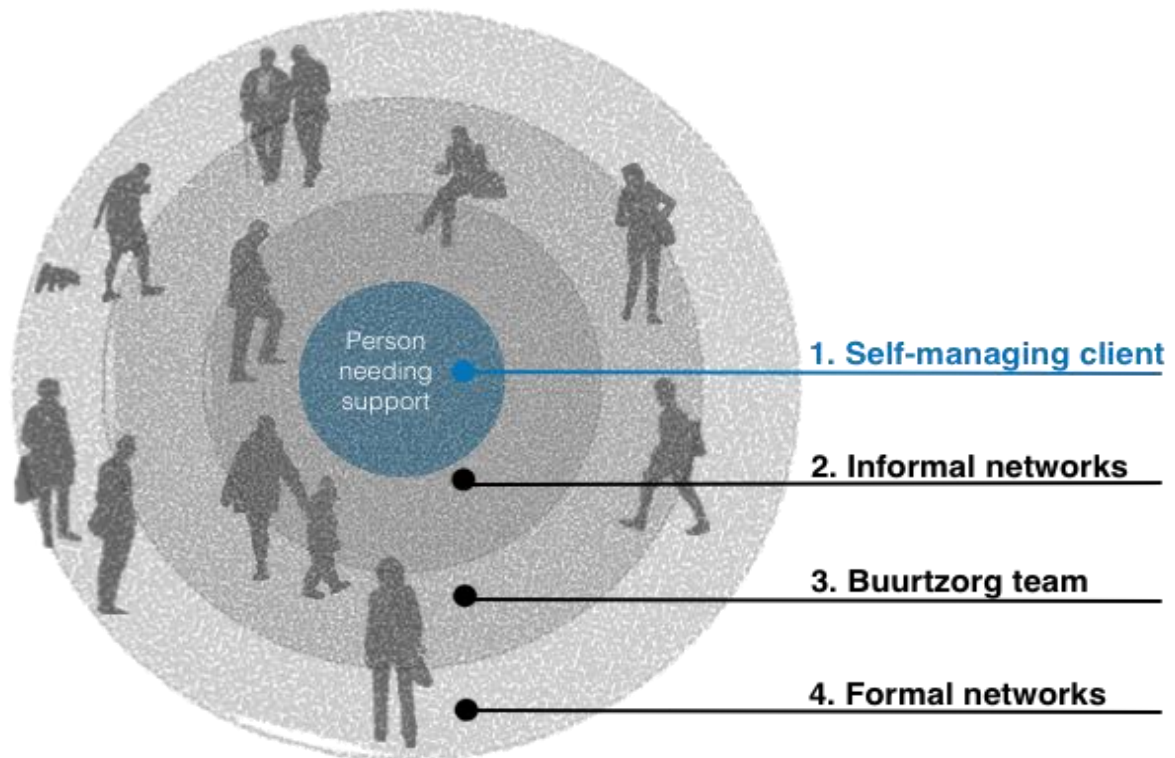
Source: Buurtzorg, 2016

One of these companies is Buurtzorg, and serves to exemplify the comparison made by Laulox between a traditional company and one of the new model that can be seen in Figure 4. It is formed by nurses who work at home in the Netherlands, helping old people in their houses. In the 80s the dutch government had a decision that would represent the industrial paradigm. Group all nurses who did that kind of work in larger groups to optimize and save costs. In this way they forced all of them to join larger organizations, centralizing calls and offering a faster and more efficient service. They also decided that, having nurses with different traits of experience and capacity, assign them tasks that were more appropriate for each one. They also created planning groups to deal with every detail of the times and tasks of each one. They created different levels of hierarchy with managers in charge of the follow-up of each nurse, who were analyzing if some took more time than another in some aspect and offered them training.

In a certain way this system was very efficient, but on the other hand the clients were not at all satisfied. Having to meet such precise deadlines, they cared more for these than for the satisfaction of customers. One of the patients who lived through all the

changes, did not feel anything in agreement with the evolution and decided to leave and start a business on his own. The purpose of his company was to make his patients have the richest and most autonomous life that their situation could allow them. Therefore, it was prioritized to talk and understand each patient to offer them all the help they could in each of their problems. This company was founded by four nurses and today there are 10,000 in less than 10 years. But the most interesting of all this is how they have solved the financial aspect, because with all the increase of attention to each client the obvious thing would be to think that efficiency decreases. However, it was shown that with the new approach, patients needed far fewer hours of treatment per nurse. This inspires Laloux to think that things can change radically simply with another point of view of the problem. For this case they just changed the purpose of the company and its structure.

In this second aspect Laloux has raised three main differences that present this new model of companies in their structure, **self-management**, **fullness** and **evolutionary purpose** that can be seen in Figure 5. With **self-management** there are no managers or hierarchy, the boss-employee relationship disappears, the pyramid model is exceeded. Many people have prejudices about the concept of self-management, we have all grown up with the idea that for a group to work, a boss is needed. However, the Laulox approach is that what is needed are coordination mechanisms. It is important to note that, in low complexity environments the pyramid works perfectly, because the people above can understand the situation enough to make the right decisions, but at the time of a complex environment the hierarchy no longer works. For example, in the globalized market economy, the level of complexity is enormous, therefore a multitude of non-hierarchical coordination mechanisms have been created. Another example would be a human cell in which everything connects and coordinates, but there is no "boss" as such. With these examples Laloux seeks to demonstrate that we must change the mentality that it is always necessary to have bosses in any system. And this is something that companies like Buutrzorg have understood.

Figure 5: Teal Organizations
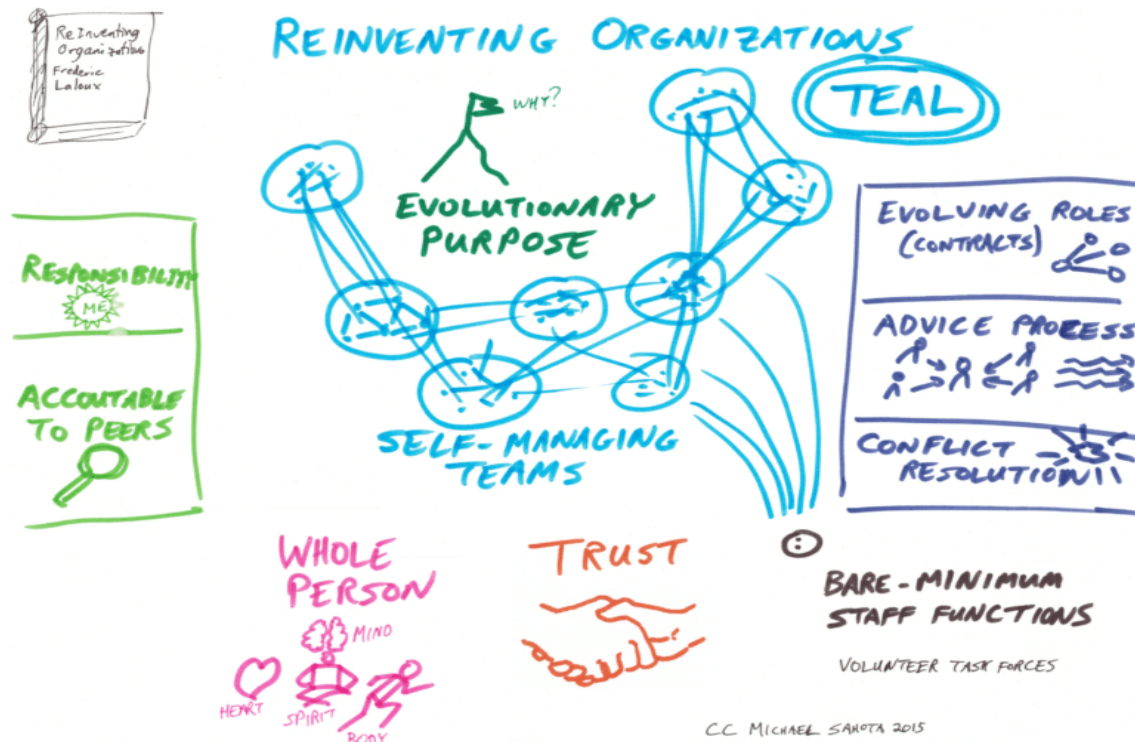
Source: Agilitrix, 2016

There are many processes and practices that must be changed in order to function with this model of self-management. It is not enough to remove the hierarchy if everything remains the same, it must be a change of focus in all the mechanisms (project management, jobs, organizational structure, conflict management, meetings ...). For example, in the case of Buutrzorg, for 10,000 people they are divided into teams of 10 nurses without a team leader, in which each person plays the role that is best given to them. And every time a new team enters the company, the first thing they do is learn how to work with this model of self-management. The way to make decisions is different from the hierarchical way, but also different from the consensus, which can be frustrating and difficult to achieve. The solution that arises is "advice project" that is found as an intermediate alternative to both. The fundamental principle of this process is that any person in the company can make a decision but must first seek advice from people with experience in the area of their decision, as well as those who will be affected by it. And they should not please everyone, simply make their decision taking all the information into account. The results have shown that it is very effective because it collects the best of both worlds, hierarchy and consensus.

When Laloux refers to there is no hierarchy, more specifically refers to the "hierarchies of power", no boss decides for someone who is below him. But when they disappear, natural hierarchies are born because there are people with more energy and initiative that tend to make more decisions than the rest. Anyone can take the initiative if they wish, but they are not obliged to do, natural hierarchies are changing all the time. So the first innovation is the mechanisms of self-management in complex environments.

The next one that Laloux talks about is "**plenitude**". In many companies there is a tendency for people to wear a mask that hides them from what they really look like. There are times when people wear the mask for so long that they forget they have it. Laloux differentiates between the Ego and a deeper part of each individual, and it is this second that is more difficult to show in their jobs. For example, in a publicity company a young man invites his colleagues to listen to their inner feelings after two years of work. Then he asks them what they think they are really doing in the company after several years of work, what is the real purpose of their work.

They begin to ask if their work is based on creating false hopes of happiness in consumerism, objectifying human bodies in ads only to increase sales. That employee would have a very bad future in that company, talking to the deep part can be very dangerous in the business world. So what is left is the Ego. On the other hand Laloux points out that we all have a masculine and a feminine part, according to which the masculine strives to show determination and power, being the one that prevails in the majority of companies. The feminine, with the doubts and emotions begins to hide, as well as the intuitive or spiritual aspects. Due to that, only a small part of the individuals remain in their work, a great part of the essence of each one is lost. That is why many companies begin to develop practices to allow each person to show himself in plenitude. Many of them are based on aspects such as creating a "safe space" where there are no fears to show how you are, as well as changes in the way you apply the recruitment (usually full of falsehood and lies) to something more clear and sincere. Directly related to plenitude are the types of meetings in organizations, since they are situations in which the Ego plays an important role (fighting ideas, criticizing other comments). In a German hospital company that Laloux analyzes (Heiligenfield) they make an interesting practice with meetings. Every week a new theme for self-reflection arises, they deal with issues from the resolution of conflicts to how to deal with failure, or the values of the company.

The third innovative aspect pointed out by Laloux is the **evolutionary purpose**. Most companies follow a purpose because it is fashionable, and it is just a cynical tactic. For example, in Buurtzorg Jos de Blok (the CEO), decided to write a book with his organizational model and send it to the competitors in the first place. Instead of seeking to hide their competitive advantage for their benefit, they are more concerned with helping their pioneering vision expand and help people. That was his purpose and they took it to the end. Even that company is making free consultancies to its direct competitors to help them apply the new model.

The evolutionary purpose changes the model of strategy/solution, understands that companies are not machines and therefore are not programmable. It believe that companies are living organisms with their own energy and therefore the key is to listen to the company instead of directing it. Do not pull it (predicting-control), instead try to listen and adapt (sense-respond). This directly affects many parts of the company. Instead of having an established strategy, they create it day by day with very basic budgets. In Buurtzorg they began to do preventive work meeting with different people to decide what possible elements could be changed to avoid falls or accidents. The ceo of the company had the idea to do it all over the country since it was a success. If Jos had been a traditional CEO, he would be in control of it and, based on his success, he would make a strategic plan. However, he decided to entrust the team to explain in an article how they had developed their system so that other teams could apply it if they wish. In this way, a team innovates and the whole company can react and adapt if they wish, as well as contribute with their improvements and innovations. Progress as a natural organization, without the need for planning.

In this way Laloux concludes that there is a new organizational model emerging in a multitude of companies that share those 3 elements mentioned above (self-management, fullness and evolutionary purpose).

In the final part of the book Laloux analyzes how a company could make a transition from a traditional model to the new stage of consciousness and lists a series of variables to take into account to identify a Teal organization. Below is the Table 1 with the ones that are considered most relevant for our study.

Table 1: Relevant Laloux variables

STRUCTURE	HUMAN RESOURCES	DAILY LIFE	ORGANIZATIONAL PROCESSES
Structure of the organization	Recruitment and incorporation	Decision making	Purpose
Coordination and meetings	Job position and purpose	Conflicts	Strategy and innovation
Projects	Promotions and dismissals	Values	Shopping and sales
	Performance and retribution	Reflection and moods	Control and planification
	Flexibility		Change management

Source: Adapted from Laloux, 2014

3. OBJECTIVES AND METHODOLOGY

3.1. The purpose of this study

The objective will be, in the first place, to expose and analyze the existing differences in organizations of the same sector that apply organizational models in different stages of consciousness, for evaluate how extent this evolution is being palpable and what they could learn from each other (ways to mutual learning). In this way, we seek to outline and understand the possible organizations of the future from the most innovative of the current ones, and the emerging patterns from them. Ultimately, demonstrate that such evolution is as possible as beneficial for the business world will be intended, exposing the success that some organizations have obtained by incorporating new practices, and why others should follow the same path.

In order to achieve these general objectives, I will have to fulfill more specific objectives in a structured way. The first one is **theoretical**, to understand properly the framework on which I base myself, since if I am going to analyze the practices of some companies I must be able to evaluate the impact and the validity according to the experts in the

matter. At the same time, analyzing the context of change in the organizational paradigm is essential to be able to carry out the study with the appropriate attitude.

The next objective is **operational**, analyze and compare the companies. I intend to achieve a level of accurate and objective qualitative analysis, which provides a better understanding of the companies included in the sampling. Next, I want to be able to compare them, getting an instructive and revealing contrast.

Finally, the **purpose** is to be able to offer conclusions based on the entire process, that demonstrates that such evolution is as possible as beneficial for the business world. They must at the same time be able to offer ways to improve the companies treated and inspire new organizations to follow their model. For this, the conclusions must be perfectly supported by the qualitative study and have coherence with the theoretical basis presented above.

3.2. Qualitative study of cases

Now that we have analyzed the context in which the organizations are located and marked the objectives, we are going to make a comparison between the different models and stadiums that we have mentioned. For this we will apply a methodology based on the qualitative study of cases with an interpretive approach.

This will be possible thanks to the information from secondary sources that companies make public about their daily practices, their results or the opinions of the different stakeholders of each, classified in Figure 6. All of them can provide an interesting point of view that help the qualitative study interpreting information and comparing it within certain variables.

Figure 6: Stakeholders
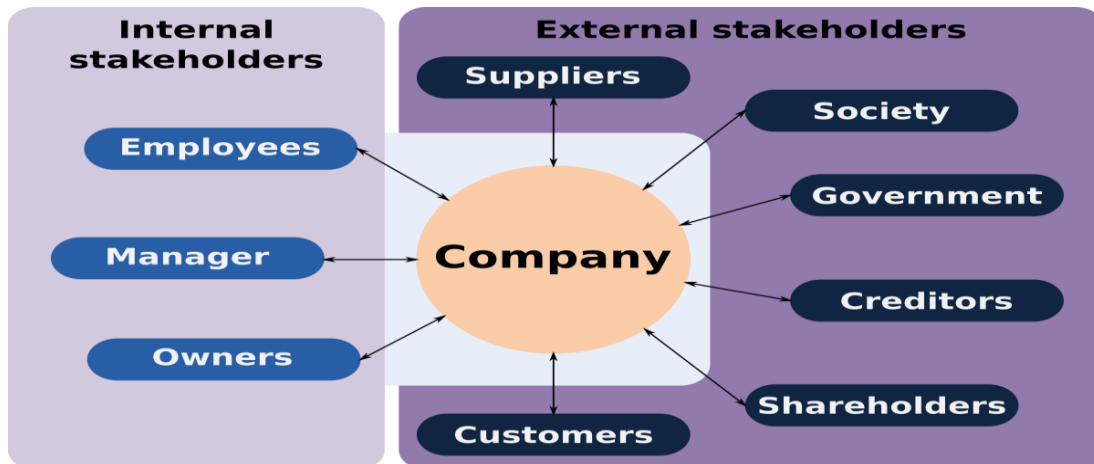
Source: Bright Hub Project Management, 2011

The interpretive approach does not seek to search causal explanations. It try to deep in the knowledge and understan a situation, in this case, the paradigm of consciousness in organizations. That is why this approach is aimed at discovering and interpreting the information available to us, as well as comparing and drawing conclusions among our variables. But to be able to carry out this process correctly, certain criteria of truthfulness must be met (Guba and Lincoln, 1981) of the information that is being interpreted. In my case, I have taken into account that all the information used for my study meets the criteria defined in Table 2.

Table 2: Truthfulness criteria

CREDIBILITY (Internal validity)	It must be possible to ensure that the findings really show the reality of the participants in the study. To do this, a detailed description of the sample must be made, as well as a verification of each of the participants, documenting with concrete texts and evidence.
TRANSFERABILITY (External validity)	Present a detailed description of the research process, as well as the sample and context.
CONFIRMABILITY (Objectivity)	Inform in each moment the focus of the investigation and warn of possible biases.

CONSISTENCY (Reliability)	Reduce the instability of the data. Description and detailed analysis of the sample.

Source: Adapted from Guba and Lincoln, 1981

At the same time, I have also taken into account the necessary criteria of authenticity referring to the results, the product and the negotiation with the participants. The main ones have been the impartiality and fairness of each of the sources consulted, trying to respect and ask for different interpretations in each evaluation process. I have also tried to respect four types of authenticity simultaneously:

- Ontological: improved interpretations, developed and elaborated.
- Educational: contrast your own elaborations with others.
- Catalyst: degree in which research promotes action.
- Tactic: get the participants prepared for the action.

To be able to satisfy all these criteria, I must contrast and analyze each source used with care, since when evaluating companies it is quite probable that sometimes the information found is distorted by the image that the company intends to give. That is why I will evaluate in my study both the information that each company offers about itself and the valuations of its environment, and in case of finding discrepancies will be indicated in the study indicating the possible causes of this irregularity. All the opinions and data used will come from participants who can truly prove their relationship with the companies they speak about, or who in their studies and opinions have used validity criteria compatible with mine. At the same time we will use the technique of **triangulation** with this information because by visualizing the problem from different angles we will increase the consistency and validity of the findings.

In the case of authenticity it has been more complicated since I am a regular customer of all the companies studied, but at all times I have taken great care to be fair and impartial and not let my personal experiences with their products influence in any way my analysis of the sample. To ensure this I have been inspired by the "**Grounded Theory**" (Glaser and Strauss, 1967), according to which the theory emerges from the data having as its object the identification of basic social objects (PSBs) as a central point of the theory.

3.3. Variables

The variables that will be taken into account are some of those that Laloux considers most relevant in his study about his general vision of the structures, practices and processes of Teal organizations. Next I will make a brief description of each of them in Table 3.

As Laloux, I classify the variables according to the scope of the organization to which they refer.

Table 3: Laloux variables description

STRUCTURE	*DEFINITION*
Structure of the organization	Analyze the way in which the company is organized at a structural level.
Coordination and meetings	Mechanisms in which the agents of the organization interact with each other to achieve an objective.
Projects	How the company confronts its projects and manages them to achieve a result.
HUMAN RESOURCES	*DEFINITION*
Recruitment and incorporation	Company practices about to incorporate new staff and to integrate them perfectly into the company
Job position and purpose	The way in which each position is defined and valued as well as the purpose inherent in it.
Promotions and dismissals	The way in which the company manages promotions and dismissals
Performance and retribution	The way to evaluate an employee's performance and its rewards

Flexibility	The degree in which the company adapts to the worker and agrees to its commitments seeking mutual satisfaction.
DAILY LIFE	*DEFINITION*
Decision making	Evaluate by who and how the decisions are taken in the organization.
Conflicts	It shows how the company confronts its conflicts and what practices it apply to solve them.
Values	Analyze the way in which the company establishes and prioritizes its values.
Reflection and moods	How does the organization reflect and worry about the wellness of its members.
ORGANIZATIONAL PROCESSES	*DEFINITION*
Purpose	What awareness the company has of itself and the purpose of its existence. How much do you worry about the reason for what you do.
Strategy and innovation	Method of setting objectives / goals together with the ways to achieve them, as well as ways to create and generate offer.
Shopping and sales	Evaluate how companies decide to buy or sell abroad. This refers to investments as well as marketing strategies or market segmentation.
Planification and control	How the company prepares plans and allocates resources to the projects.
Change management	How the company supports its transformations and adjustments to the environment.

Source: Adapted from Laloux, 2014

The sample of companies selected has focused mainly on sectors of the entertainment world in which aspects such as innovation or creativity are very present, but still offer an interesting variety of business practices. Within this scope I have chosen four companies with styles and practices that have generated a considerable impact in their world generating opinions and varied feelings among their stakeholders. I am also personally interested in them for being a regular customer of both the products of their sector and their brands in particular.

4. ORGANIZATIONAL CONTRAST

The results of the qualitative study carried out in the two cases compared are presented below. To do this we will first make a brief presentation of the sectors covered in the cases, as well as each of the companies included in the sampling. Then the tables with the variables studied and an explanation the results are presented.

4.1. Electronic Arts vs Riot Games

The first of the comparatives covers the emerging videogame market, with two of its most active and important companies today. Both are widely known by consumers in the sector and attack the market in very different ways.

4.1.1. The video games sector

According to the study "Digital Media Market Report" (Statista, 2018) the video game sector is the one with the highest turnover in the digital industry. Worldwide, it is estimated that video games generate 47,250 million euros this year, a figure that will increase to 57,240 million in 2021..

Figure 7: Videogames sector

More people are playing video games than ever before

$8B SOCIAL/BROWSER

$12B PC

$8B HANDHELD

$65 BILLION WORLDWIDE GAMING SPEND

$10B MOBILE/TABLET

$27B CONSOLE

$12.1B PROFIT (Software)

Console leads w/ 42% global consumer spend

Over 1 Billion People Play Games Worldwide

SOURCE: NPD, GfK, IDG, Public Financial Disclosures, MSFT Estimates
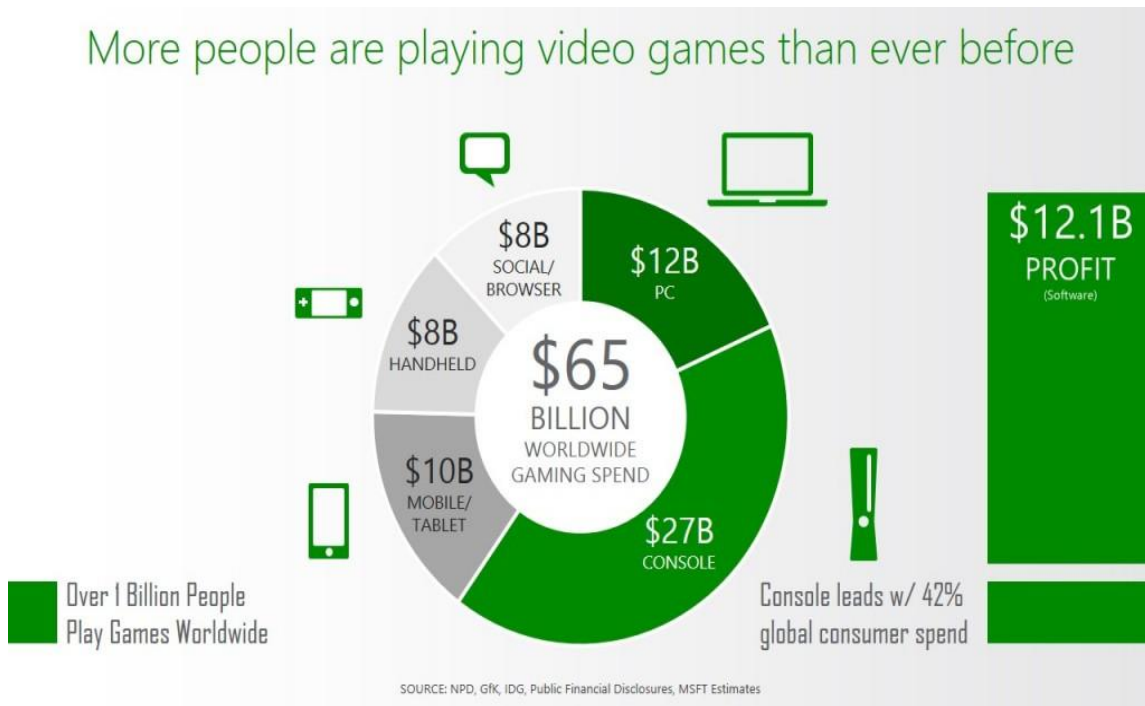
Source: Public Financial Disclosures, 2013

The analysis of the sector carried out by the University of León (2016) concluded that it is enormously changeable and unstable, in addition to presenting a high rivalry in the competition. It must also please a hugely toxic and demanding community with products that fall quickly into disinterest if they offer very similar games.

On the other hand, it is a growing industry that embraces a young audience that is increasingly interested and with great involvement with the products. If this is added to the few restrictions on socio-political factors and the easy and fast access to the products, the market is complicated but rewards innovation and bravery in organizations.

Due to that, it turns out to be one of the sectors where the application of new techniques of organizational consciousness can be more decisive.

4.1.2. Electronic Arts

EA is an American company created by Trip Hawkins in 1982 that is dedicated to the development and distribution of video games for consoles and computers. It has

several subsidiaries among which the best known is "EA Sports" responsible for sports titles such as the successful FIFA.

The decision to choose this company is based on two main reasons. It is one of the best known and oldest current developer of the sector, with an infinity of licenses of worldwide success and an excellent representative of the world of video games. But at the same time it has earned a very bad reputation in its environment, accused of abusive prices and prioritizing greed in all its decisions. There are rumors abut that the only reason for its success lies in the important licenses it holds, and that the company abuses this by leaving the satisfaction of its stakeholders in the background.

Below are the tables with the content filled with the qualitative analysis of the sample, based on the previously defined variables. For this, different citations from relevant sources will be collected and the results of interpretate said information.

STRUCTURE	QUOTES	RESULTS
Structure of the organization	"*model promotes cross functional, cross hierarchical teams with wide spans of control but low formalization and specialization of tasks*" (Langton, Robbins & Judge, 2009, p. 500) "*the degree to which EA is formalized is exceptionally low leading to high ambiguity of tasks*" (EA Case Study, 2018)	Organic structuring model Excess of freedom generates uncertainty in the employees.
Coordination and meetings	"*cross funtional, cross hierarchical teams with wide spans of control but low formalization*" (EA Case Study, p 6, 2018)	Ad hoc
Projects	"*EA engages many of their employees on a multitude of tasks simultaneously*" (EA Case Study, p 6, 2018)	Plans and minimum projects, organic prioritization

HUMAN RESOURCES	QUOTES	RESULTS

Recruitment and incorporation	"*EA is proud to have achieved 100% equality in the equality index for the fourth consecutive year from Human Rights Campaign*" (EA Careers, 2018) " *Applicants with disabilities can contact us by sending an email to accessibility@ea.com for help* " (EA Careers, 2018) "*A group of resources for employees (ERG) is a group organized voluntarily by employees who share an affinity, experience and / or interest to promote inclusion*" (EA Careers, 2018)	Interviews based on equal opportunities. Generate groups and activities to promote integration.
Job position and purpose	"*I worked in the EA Global Communications Group helping with press releases, social media analysis, text editing and social media publications. My biggest responsibility was in social networks*"(Corporate Communications Scholar, 2018)	Little defined and focused on the most appropriate activities for each individual. Undefined or relevant purpose.
Promotions and dismissals	"*In recent weeks, EA has aligned all elements of its organizational structure behind priorities in new technologies and mobile. This has led to some difficult decisions to reduce the workforce in some locations. We are extremely grateful for the contributions made by each of our employees – those that are leaving EA will be missed by their colleagues and friends*" (EA staff, 2013)	Regular and large size dismissals. Instability and fear in job positions.
Performance and retribution	"*for the honor of this treatment EA salaried employees receive, no overtime; no compensation time, no additional sick or vacation leave. The time just goes away. They are pushing the team to individual physical health limits, and literally giving them nothing for it*" (Joe Straitiff, 2004) Game developer.	Absence of compensation for performance or overtime. Great frustration and feeling of wasting time on the employees.
Flexibility	"*Complaints that these once more*	Abusive work

	extended hours combined with the team's existing fatigue would result in a greater number of mistakes made and an even greater amount of wasted energy were ignored"(Joe Straitiff, 2004).	schedule and tendency to ignore employee requests.

DAILY LIFE	QUOTES	RESULTS
Decision making	"*do not perform work that is original or creative and have no management responsibilities and are seldom allowed to use their own judgment*" (Leander Hasty, engineer on EA, 2006) "*Hasty claimed he and others were simply part of an assembly line*" (Leander Hasty, engineer on EA, 2006)	Decisions are made from above ignoring any feedback. Employees are not allowed to make decisions at their own discretion.
Conflicts	"*If they don't like it, they can work someplace else." Put up or shut up and leave: this is the core of EA's Human Resources policy*" (Joe Stratiff, 2004)	Imposition to employees or invitation to leave. There is no conflict resolution.
Values	"*The concept of ethics or compassion or even intelligence with regard to getting the most out of one's workforce never enters the equation*" (Joe Stratiff, 2004) The EA website points out its values: creativity, leadership, passion, determination, teamwork, and learning.	Discordance between the values exposed and those applied. Possible hypocrisy.
Reflection and moods	"*headache that will not go away and a chronically upset stomach, and my happy supportive smile is running out*" (Joe Stratiff, 2004)	Destruction of both physical and emotional state.

ORGANIZATIONAL	QUOTES	RESULTS

PROCESSES		
Purpose	"*At Electronic Arts our mission is to inspire the world to play. Some 8,800 employees bring EA's game spirit to life on a daily basis, and live our purpose and our beliefs (Creativity, Vanguard, Passion, Determination, Learning and Teamwork) to offer the world powerful multisensory experiences.*" (Stephanie Cramer, 2014) "*a large part of the audience perceives them as a cynical business that is only interested in immediate fiscal balances* " (ABC, 2017)	Importance in defining a purpose and making it known. Way to clean up your public image.
Strategy and innovation	"*EA is a publicly traded company and its main executives respond to a meeting of shareholders, they are bound by a fiduciary duty to get the maximum return for their investment. And the things that work in videogames are very proven*" (ABC, 2017)	Few risks and exploitation of reputable licenses and secure benefits.
Shopping and sales	"*the company has acquired many well-known companies for making great games, but instead of keeping the companies and keeping the creators, has closed and disjointed them, so that of the organizations that created games, there is only the brand, the logo and intellectual property*" (Rankia, 2017) "*FIFA, Madden, Battlefield and Star Wars are franchises that draw millions of people almost automatically*" (ABC, 2017)	Investments focused on the absorption and accumulation of licenses. Market very segmented according to its franchises.
Planification and control	"*Electronic Arts has told us what is coming: no more or less than 12 titles in development using the Frostbite engine. That's many games, even for a giant company in the sector like EA*" (SomosXbox, 2017)	Development of long-term projects. The studies must adapt to the graphic engine. Homogeneity.

	"*The company has decided to focus all efforts on a single graphic engine and rely on its multitude of studies so that the evolution and adapts to a multitude of game types*" (SomosXbox, 2017)	
Change management	"*The process led to some difficult decisions about the number of people and the locations necessary to achieve our goals.*" (EA Executive Team, 2017) "*The manager noted that the recent layoffs comprise most of the planned actions, and announced that all marketing areas will be consolidated into a single team under the baton of the director of operations, Peter Moore.*" (3djuegos, 2013)	Prioritization of objectives and adjustment of changes to them. Tendency to centralize and unify teams.

The results obtained on Electronic Arts present us with a company full of contradictions. First, in their structure they look for an organic model that relies on different teams that coordinate freely to perform complex tasks. They seek that the positions are adjusted to the qualities of each one so, they can develop their talent, but put them into situations where they are not clear about what they should do or their function. And at the same time, these positions entail in many cases the fulfillment of abusively long and poorly paid work schedules. They do not present any system for measuring performance and workers end up physically crushed and demotivated in positions that supposedly should be free and adjusted to their qualities.

Another aspect to note is that the company is very concerned to show its capacity for integration and diversity in its recruitment, practice for which it has even been awarded, but once inside it, hardly listens to the employees and the layoffs are at order of the day. There are frequent and drastic restructurings that seem to fight against the organic model proposed in the beginning tending to centralization and massive layoffs.

Finally, what they are clear about is, that the priority of the company is to achieve its goals, fully aligned with generating value for shareholders. That is why all other

decisions are based on that central objective. To ensure this, they have detected which licenses collect the most and produce them massively and in the long term. They have completely defined their target market and focus on feeding it with powerful graphics engines and ideas that are always effective but not very innovative.

MAIN SOURCES
SPECIALIZED JOURNALS OF VIDEO GAMES
EA OFFICIAL WEBSITE
JOE STRATIFF (GAME DEVELOPER)
EA CASE STUDY

4.1.3. Riot Games

Riot Games is a video game developer, publisher and organizer of eSports (electronic sports) founded in 2006 and whose main offices are in Los Angeles, although over the years they have opened new ones all over the world. The company is known for the development of a single video game (League of Legends) which holds the title of being one of the most played games in the world and the one that most money generate, despite being free.

The choice of this company is based on several reasons. The first is that it provides a perfect counterpoint to Electronic Arts for being the opposite, veteran against youth, infinity of very trite titles against one that is continually renewed ... On the other hand, Riot is a very transparent company that easily communicates with its users, also has no impediment to openly show their practices and explain each of their decisions. The LOL (League of legends) presents a huge and active community, which is also making emerge a new way of understanding video games (eSports)

STRUCTURE	QUOTES	RESULTS

Structure of the organization	"*A key success factor in the way we work at Riot is building world-class teams. Like most agile companies, Riot used the common set of predefined team leadership roles like product owner, coach, facilitator, scrum master, etc.*" (Riot Official Web, 2018)	World-class teams with predefined roles.
Coordination and meetings	"*the definition and understanding of the responsibilities of each role varied wildly from team-to-team and person-to-person.*" (Riot Official Web, 2018)	The company is coordinated according to the needs of each team and each person. They adjust roles to situations to get the best results.
Projects	"*A level of ambiguity and chaos that comes with an organization that's going through growing pains which, for some, can be frustrating.*" (Anonymous Riot Employee, 2018)	Ambiguous and disorderly. Focused on creativity and chaos.

HUMAN RESOURCES	QUOTES	RESULTS
Recruitment and incorporation	"*Hello and welcome to the world of Riot Games. Since you are reading this that means you have become an addition to the already great and talented work force behind the internet hit "League of Legends"*" (Employees Handbook, 2012) "*Widespread and institutionalized sexism. Poor treatment of mothers and expectant mothers, as well as women in general.*" (Anonymous Riot Employee, 2018)	Existence of a "New Employees Handbook" to guide the incorporation.
Job position and purpose	"*We aim to have a work friendly environment that promotes creative and hard work.*" (Employees Handbook, 2012) "*We want to be sure that people are here for more than just a bill at the end of the month. We want people who believe in our long-term vision and who are part of our culture.*" (Riot	Creative and friendly environment The positions and the simple fact of belonging to the company must have a purpose.

	Games,2014) *"(e.g. a Rioter could be both team captain and product lead). This was meant to encourage flexibility in how teams organized, based on interpersonal dynamics and project complexity, with an emphasis on performing these roles as a team over individual title changes. "*(Riot Official Web, 2018)	The roles are defined but they are not fixed, an individual can have several at the same time or change with flexibility.
Promotions and dismissals	*"The League of Legends company will offer its new employees part of their salary in case they want to leave. They look for people committed 100% with their philosophy"* (ecetia, 2014)	The posts are the prize in themselves. The important thing is the commitment to the company.
Performance and retribution	*"We look at your work, not the time that you spend doing it. If you are an avid artist and have the ability to create a beautiful mosaic of a Sejuani Skin within two days, you have a gift"* (Employees Handbook, 2012) *"They do not want their employees to be simply working to collect at the end of the month"*(ecetia, 2014)	Performance evaluation based on results and talent. The salary is less important than the commitment. They want people to work out of passion instead of salary.
Flexibility	*"Take the time to read each chapter of the Handbook and your stay here at Riot will become ten times easier"* (Employees Handbook, 2012) *"there are any questions or confusion, please feel free to call or email Theresa Satif, our Employee Advising associate, and we will get back to you as soon as possible"* (Employees Handbook, 2012) *"If there is ever a time you need guidance or feel you are not doing something right, feel free to ask your associates. If they can't point you in the right direction then find one of your superiors or send an email to the lovely lady, Mrs. Mundo. She is our workplace manager and is always up for questions, you can find her on the 5th floor in room 23 or email her at, maximundo@yahoo.com."* (Employees Handbook, 2012) *"At Riot, we make our complexes to fit our*	A lot of reiteration in following the rules of the Handbook. Existence of communication channels to listen and help employees. Huge flexibility of schedules and adjustment to the personal needs of each individual.

	employee's needs. If you need to go feed your fish, go ahead, if you have to go tell your wife you love her when she is having a bad day? Go ahead. As much as we will try, your office isn't always your home." (Employees Handbook, 2012)	

DAILY LIFE	QUOTES	RESULTS
Decision making	*"And that's part of the beauty of working at Riot – having room to grow, and the ability to execute on your ideas."* (Anonymous Riot Employee, 2018) *"that player experience is at the crux of everything Rioters do, and you can see there's a great sense of pride in that."* (Anonymous Riot Employee, 2018)	Freedom to execute the ideas of each one. All decisions are based on improving the player experience.
Conflicts	*"During deadlines, our work can become difficult and may cause stress. Please understand that this is not uncommon and we are all here to work together, do not allow stress to cause you any unnecessary anger and/or grief. "* (Employees Handbook, 2012) *"If there is anything that may bother your fellow co workers please refrain from completing these actions"* (Employees Handbook, 2012) *"Thanks for taking the time to share your thoughts here. My name is Alice, I am a Talent Partner at Riot and a mom. We have a number of benefits that support pregnant and nursing mothers including three private Mother's Rooms located across our central campus"* (Riot response to sexism complains on glassdoor, 2017)	They face problems such as stress as something common and that can be overcome as a team. Rules to improve coexistence and respect for colleagues. They accept complaints, respond and fix problems.
Values	*"always keeping our players and valuable customers first"* (Riot Games, 2014) *"The culture of Riot Games is clear: values, respect, trust, passion and teamwork is what is required of each of its workers"* (ecetia, 2014) *"there is a distinct and well-defined culture. This company has a great onboarding process – the best I've ever experienced"* (Anonymous Employee, 2018)	Clear values and focused on thinking first about customers. Culture of passion and devotion to the company

Reflection and moods	"*We know that the workplace can be very stressful and during deadlines, very tiring. But please do not bring this negativity to the others around you. Understand that we are all here doing our best to further ourselves in development. We all feel the burn and all expect our coworkers to be supportive and enthusiastic about their work.*" (Employees Handbook, 2012)	Concern for having a good work climate that maintains a high mood.

ORGANIZATIONAL PROCESSES	QUOTES	RESULTS
Purpose	"*Our mission at Riot Gaming is to provide friendly and reliable service to our customers by creating a friendly, yet competitive environment for those who pursue a more competitive environment while keeping our games fun and creative for those who prefer a more casual experience. We want to provide all of our customers with a fun experience to which they can enjoy their gaming.*" (Employees Handbook, 2012)	Clear and detailed purpose relevant to the company.
Strategy and innovation	"*The Proving Grounds*", *that is where you will prove to us your own idea is possible. The place where you show us your talent and why you want to be here.*" (Employees Handbook, 2012)	Tools so that all contribute new ideas. Collaborative innovation
Shopping and sales	"*We are a free enterprise system that is based on customer loyalty and competitive spirit.*" (Employees Handbook, 2012)	Free model based on customer loyalty and feed your competitive spirit.
Planification and control	"*These are open projects in which we are working or we will work as usual. It is about the most priority changes of the client. READY: Start new conversations and see the list of friends in the champion selection. This feature was introduced recently, in version 7.9.*" (EuWest Server of League of Legends, 2017)	Total transparency of your plans and projects, updated and detailed on the game website. Plans focused on fixing and improving the user experience. Importance of feedback

Change management	*"In an effort to make our operations more efficient in the Spanish-speaking countries, we will make changes to the organization in our two offices that serve these players."* (Riot games LAN, 2018) *"Tencent, the Chinese giant that until now owned most of the shares of Riot Games, has bought 100% of the company to take full control of the responsible for that other monster called 'League of Legends'."* (VidaExtra, 2015)	It is not afraid of changes, always focused on improving the customer experience. Great transparency in order to report these changes abroad. The structure and values of the company are maintained, despite the changes.

The analysis of Riot Games has been based on **triangulating information** from three main sources. On the one hand all those communications of the company, which describes in detail all its practices, and informs the new employees in an official handbook. Due to the maximum transparency policy they use, there is a huge amount of useful information coming from the company, but you can not blindly trust the validity of such information. For this reason, it has been contrasted with a second source obtained from the employees of the company, reviewing anonymously on the "glassdoor" portal. Finally, ratings from the specialized press have been added to complete the triangulation.

From the study carried out, the following results are obtained. Riot games is a company with a high self-esteem, they consider that their jobs are a gift for anyone and therefore should be valued as such. They look for people who are enormously **involved and passionate** with the company to create an environment of creativity, enthusiasm and talent to boast with their extreme transparency. All this contrasts with an employee's manual that is too precise when it comes to defining behavior within the organization and with surprisingly threatening paragraphs where little capacity for replication is left. Despite this, the members of the company seem to be very satisfied with it, and the few complaints that appear are solved quickly and effectively by the company.

Another important aspect is the culture **focused on the players**. Basing all the activity of the company in a single game use all their resources in making this something polished and that is renewed continuously to not tire users. To do this, they use community feedback and report all changes in detail, as well as future plans. They have no qualms about applying these changes forcefully if they improve the experience.

It could be considered an organization based on **talent**, as they offer all the flexibility and freedom possible for each individual to develop their ideas without fear as strange as they may be. Due to this, certain **chaos** and uncertainty are created in the projects that trigger positive consequences such as innovation and creativity, and negatives such as disorder and frustration. But how they are aware of this have sought to create a climate friendly enough for employees to support each other in times of instability.

In conclusion we can say that Riot presents very interesting ideas and that they are quite adjusted to the change that we try to reflect in this study, but at the same time it leaves a certain sectarian aroma that makes us think about the implications of being a part of that organization.

MAIN SOURCES
EMPLOYEES HANDBOOK
RIOT OFFICIAL WEB PAGE
GLASSDOOR
SPECIALIZED JOURNALS OF E-SPORTS

4.1.4. Contrast

VARIABLES/ COMPANIES	ELECTRONIC ARTS	RIOT GAMES
STRUCTURE	Organic structuring model. Excess of freedom generates uncertainty in the employees.	World-class teams with predefined roles. Chaos and creativity. Coordinate according to the needs of each team and each person.
HUMAN RESOURCES	Equality of opportunities, integration. Undefined or relevant purpose. Instability and fear in the posts. Frustration. Abusive schedules without rewards.	Creative and friendly environment The important thing is the commitment to the company. Performance evaluation based on results and talent. A lot of reiteration in following the rules of the Handbook.
DAILY LIFE	Decisions are made from above. Imposition to employees or invitation to leave. Discordance between the values exposed and those applied. Destruction of both physical and emotional state.	Freedom to execute the ideas of each one. They accept complaints, respond and fix problems. Clear values and focused on thinking first about customers. Culture of passion and devotion to the company, good work climate
PROCESSES	Importance of the purpose just for the public face. Few risks and exploitation of reputable licenses to secure benefits. The studies must adapt to the graphic engine. Homogeneity. Prioritization of objectives and adjustment of changes to them.	Clear purpose detailed and relevant to the company. Free model based on customer loyalty and feed your competitive spirit. Total transparency of your plans and projects, updated and detailed. Importance of feedback

When comparing both companies we initially noticed similarities in their organic approaches, values and objectives. There is also a considerable difference in available information and transparency, in which EA is much more reluctant to openly expose its practices. And that is when we contrast with the opinions of employees when we understand the reason.

In EA all that facade turns out to be a way to sustain an image that is increasingly deteriorated with reason, because the conditions imposed on its employees are terrible and inflexible. However, in Riot, whether their intentions are more or less certain, is true that they have created an environment where their members are very comfortable, wrapped in a kind of optimism and creative freedom bubble that makes them feel fulfilled. One can enter into the debate of whether Riot has more or less impact to its members, forcing an environment that rubs the sectarian, but the certain thing is that at the moment it works.

In their objectives they are opposite. EA prioritizes profits and profitability by risking very little because it needs its new games to continue selling, while Riot renews and adjusts its unique game continuously to surprise and keep its old customers hooked. That is why for their decisions EA looks at the numbers and Riot listens to the feedback. The result is that both companies get extraordinary benefits, but in the case of EA the merit is not so much the company as the licenses that they monopolize, with a loyal fanbase behind.

In conclusion it seems that this comparison confronts an organization of money and power with one of happiness and innovation. With the detail that in the second there is even more money, and happiness is difficult to evaluate.

4.2. Spotify vs Netflix

The second of the comparatives covers the emerging market of online subscriptions, with two of its most recognized companies currently having a great impact on the entertainment world. Both companies have been chosen for presenting an innovative style developed in their practices, and offer abundant information about it.

4.2.1. The membership site sector: online entertainment

Memberships are business models according to which the objective is to retain customers in a way that pays recurrently for some services or products. In the case at hand we will focus more specifically on those that are applied online and are focused on the world of entertainment.

According to the report made by promocionmusical.es (2018) practically all Internet users consume videos every month and half have a television or movie subscription service. With music something similar happens in online behaviors, with 2 out of 3 users being members of a music streaming service.

Figure 8: Online entertainment activities
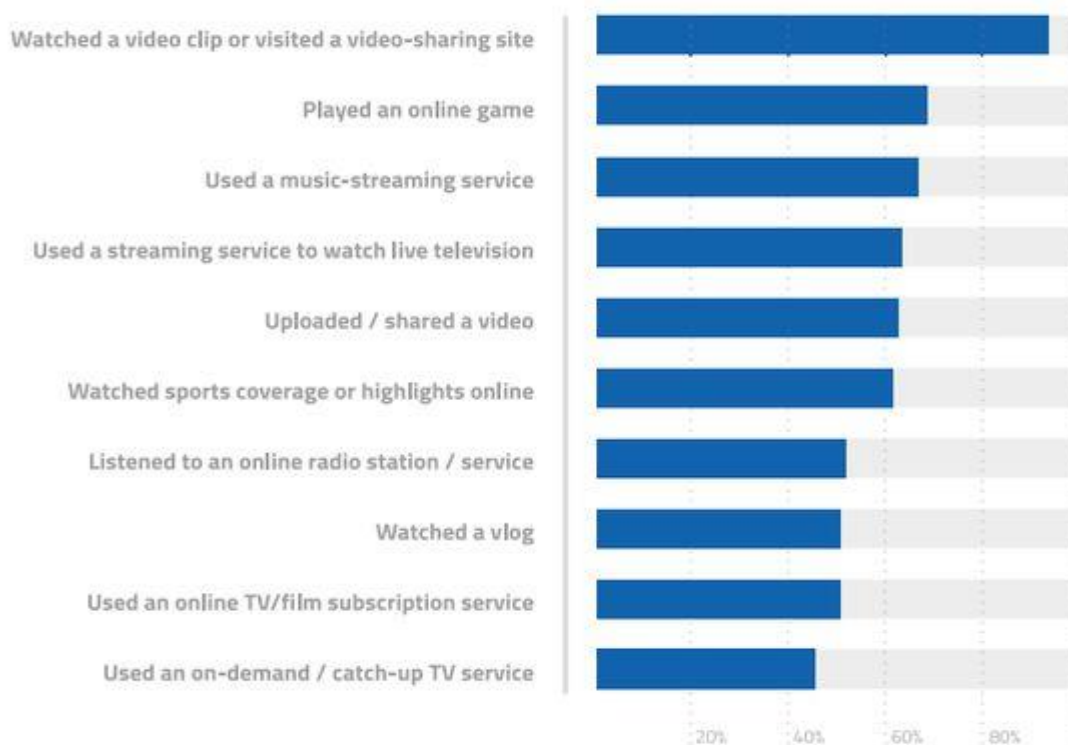
Source: Promociónmusical.es, 2016

It should be noted that most users of online entertainment get to consume it in its free modes, only 14% of streaming video users pay for premium service and 13% in the case of music content.

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4.2.2. Spotify

With more than 30 million songs and 71 million paid subscribers Spotify has just announced itself on Wall Street with a valuation of 1000 million dollars. It was created in Sweden by a child prodigy of the businesses that looked for to join his two passions, the music and the computer science, to find a project that really filled him. Initially he tried to offer his business model based on advertising and subscriptions to the record companies, and when he was rejected he decided to release it by himself in 2008.

The choice of this company has been based mainly on the innovative use of marketing and how this new approach has been the main key to its success. In addition, the company has been suffering an evolution worth analyzing from its beginnings. At the time of raising his business model, he has been adapting to the reactions of his clients getting more and more wins and followers around the world.

Below are the tables with the content filled in based on the qualitative analysis of the sample based on the previously defined variables.

STRUCTURE	QUOTES	RESULTS
Structure of the organization	"*We choose these different names because any individual can be a member of multiple teams (at minimum they are a member of a squad, chapter, tribe and guild) and it all depends on the context*" (Kevin Goldsmith Vp at Spotify, 2015) "*Squads are essentially Spotify's mini-start-ups with full responsibility for a single feature or component.*" (Emma Tracey, 2015)	Structure based on independent teams with full responsibility. Individuals adapt to the equipment according to the context.
Coordination and meetings	"*We have guilds, these are voluntary groups which span the entire organization. Anyone can create a guild and membership is optional. We have very work specific guilds – the Java guild, the C++ guild, the Android guild. Then we have more fun guilds, like the craft-brewery guild, the photography guild. So*	Guilds encourage communication between teams, both for work and for more fun activities.

	there is both structured and unstructured guilds and they meet regularly.” (Kevin Goldsmith Vp at Spotify, 2015)	
Projects	“*Each Squad has autonomy to decide what to build, how to build it, and how to work together while building it. However, the Squad needs to be remain aligned with the Squad mission, product strategy, and short-term goals.*” (Henrik Kniberg, 2014)	Los equipos tienen libertad para cumplir los proyectos siempre que estén alineados con los objetivos generales.

HUMAN RESOURCES	QUOTES	RESULTS
Recruitment and incorporation	*“We already love Spotify. It’s our job to tell the world why, and attract new users and subscribers. We use playful and innovative communication to help our brand shine brighter”* (Spotifyjobs.com, 2018) “*Our jobs categories: What is your passion?*” (Spotifyjobs.com, 2018)	Candidates have a description of each position on the official website. Effort of the company to seek the passion of each one.
Job position and purpose	*"Give autonomy to teams, create their own terminology for jobs, promote a collaborative environment with common spaces, encourage respect for peers and give constant motivation"* (e empresas, 2017)	Posts assigned according to passion. Autonomy and cooperation.
Promotions and dismissals	*“HR is an absolute mess. From the lack of transparency in hiring, to the slow-as-molasses internal experiences...Spotify is better than this.”* (Anonymous Employee, 2018) *“There's a great amount of autonomy for the engineers with a potential for growth and startup-like sense of ownership”* (Anonymous Employee, 2018)	Slow internal experiences and problems of transparency. Possibility of growing depending on the potential.

Performance and retribution	"There is an understaffing issue that is quite possibly the result of overpaying employees who aren't earning their keep." (Anonymous Employee, 2018) "What should a composer think when he is told that the average salary on Spotify, from a receptionist to the CEO, is 151,540 euros per year? And there are 1,610 workers. "Fuck. (Silence) For what we receive from there ... " (El confidencial, 2016)	Salaries do not adjust to performance. Overpaying Mismatch with the little that is paid to artists.
Flexibility	"Rules are a good start, then break it when need it" (Spotify Training and Development, 2014) "Spotify employees will be able to choose vacations based on their religious beliefs" (teams and talent, 2017)	The rules are a good base but they can be broken to shine. Great adaptation to the needs of each employee, including adapting vacations according to religion

DAILY LIFE	QUOTES	RESULTS
Decision making	"The central organizational unit of Spotify is an autonomous squad of no more than eight people. Each squadron accounts for a specific aspect of the product that belongs to them, from birth to death. The squads have the authority to decide what to develop, how to develop it and with whom to collaborate to achieve an interoperable product " (Harvard Business Review, 2017) "The squads, in addition, have a complete vision of the successes and failures of the functionalities that they develop. There is no single leader of the squad, any position of responsibility and direction is emergent and informal " (Harvard Business Review, 2017)	Independent decision making of each squadron. There is no leader per squad, leadership emerges according to needs.

Conflicts	*"I love the company Hated the team I worked for HR is highly inefficient, and despite its supposedly progressive policies, it rarely aligns with the interest of allowing people to do the best of their work, and mostly serves the purpose of protecting the management of the organization. On the other hand, as far as you never have to deal with HR, they won't get in your way"* (Anonymous Employee, 2018) *"..if you land on the team that fits (needless to say that changing teams is allowed)."* (Anonymous Employee, 2018)	Unresolved problems when a team does not work. It is allowed to change the team.
Values	*"the Swedish music-streaming mammoth's success all comes down to its team culture"* (Kevin Goldsmith, 2015)	Importance of teamwork.
Reflection and moods	*"I've been at Spotify for a little over 2 years and I don't have too much to complain about. I love our CEO and what we've done for the music industry. I've met some wonderful and smart people here. Great work life balance."* (Anonymous Employee, 2018) *"Very playful culture, with lots of music and concerts at the office. With flat hierarchies and a fast paced environment, with lots of challenges and engaging activities"* (Current employee - Assistant / Coordinator, 2018)	Friendly and healthy environment. The balance with the quality of life benefits the mood. Activities varied and related to culture to improve integration.

| ORGANIZATIONAL PROCESSES	QUOTES	RESULTS
Purpose	*"Our goal is to continue working on being as transparent as possible"* (Spotify España Director, 2014) *"We want to provide people with the best music experience on any device, free of charge and without limits"* (Spotify España Director,	Clear and transparent proposal. Offer a great free service. Integrated in business decisions.

	2014)	
Strategy and innovation	*"The redesign of the Spotify application brings new improvements, from the ability to skip songs even as a free user to saving the data plan."* (Strategy and Business, 2018) *"According to data from March 2013, it had 24 million users (more than twice what it was a year ago), of which more than 6 million are paid (375,000 in Spain). He also has agreements with the main labels"* (Marketing College, 2013)	Continuous changes and implementations to improve the application. Everything is aligned with the purpose. Agreements with the record companies that allow them a continuous growth.
Shopping and sales	*"Because the artist, whether big or small, does not compensate him for having a new product on Spotify since it torpedoes the sales he has in other channels where he gets more economic return"* (El confidencial, 2016) *"The Internet has been, for better or for worse, a facilitator able to eliminate intermediaries and lower costs for the user"* (El confidencial, 2016)	Very low purchase costs. Minimum payments to artists.
Planification and control	*"The streaming company was one of the first to employ agile concepts successfully since its inception, such as the scrum (which is characterized by adopting an incremental development strategy, rather than complete planning and execution of the product)."* (e empresas, 2017)	Incremental development looking for agility instead of full planning.
Change management	*"Frequent reorgs, changes in management, and standard office politics/nepotism sometimes make you feel like you're spinning your wheels"* (Anonymous Employee, 2018)	Continuous change Dynamism, innovation and instability.

Spotify's analysis has been based on **triangulating** information from three main sources. On the one hand all those communications of the company, which describes in detail all its practices boasting of an internal model worthy of praise. Due to this pride in their practices, the company has been able to issue reports about culture that have been very revealing for this study. It has been contrasted with a second source obtained from the employees of the company and their anonymous reviews in the portal "glassdoor", which has offered an important participation in this case. Finally, ratings from the specialized journals have been added to complete the triangulation.

Spotify appears to be a company much more concerned about its customers and its workers than about **music providers,** who are squeezed without contemplation. It is interesting to see how extremely opposite is the satisfaction of its stakeholders from one case to another. On the one hand, the company's employees could not be more satisfied, from the large salaries to the comfort of flexible vacations, or simply the good feeling that exist in their offices because of **freedom and satisfaction**. The only complaints from the internal sphere are directed to the confusion that so much freedom and change can generate at times.

Figure 9: Spotify's Organizational Matrix
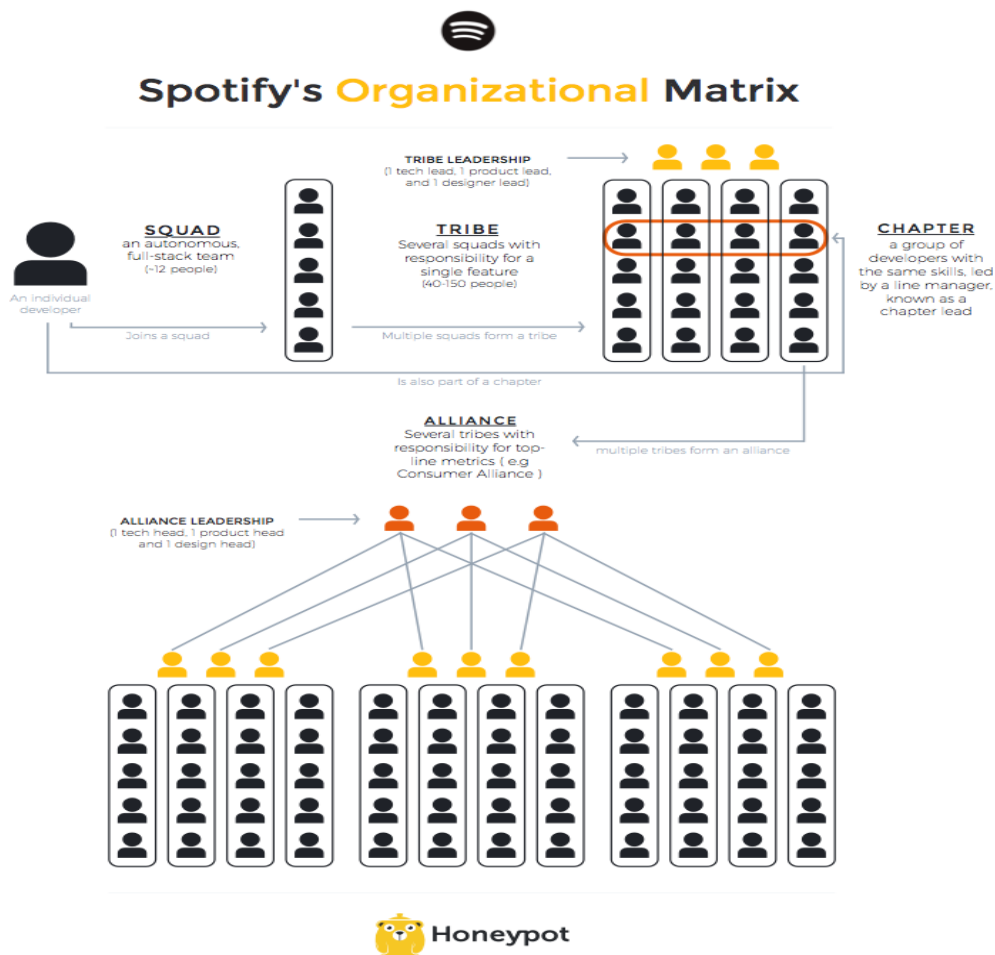
Source: Honeypot, 2015

In the commercial aspect, the company is a success in every way. It has managed to merge the best of the network, to be able to offer an excellent and free service that everybody enjoys without scarcely costs, obtaining benefits from advertising. That is why is growing so fast, driven by the continuous improvements of the application.

However, there is a turbid side marked by suspicions of nepotism in internal decisions, which are fed by a surprising lack of transparency in processes such as promotion. And of course the growing dissatisfaction of artists who see little benefit in offering their music to the company, but who feel compelled to do so if they do not want to disappear from the map for the huge number of users that the application harvests.

MAIN SOURCES
SPOTIFY MANAGERS
GLASSDOOR
HARVARD BUSINESS REVIEW
SPOTIFYJOBS.COM

4.2.3. Netflix

With more than 100 million subscribers in around 190 countries and nearly a third of all online traffic in the United States, Netflix has become the leader in online entertainment. The creation of Netflix is due to the penalty of 40 dollars that Reed Hasting suffered when he delivered a movie a few days late at a video store. The sensation seemed so absurd to him that he set out to create a model that allowed to rent movies without leaving home and without penalties.

Netflix is a good choice for the study due to the weight they give to their corporate culture, far above their strategy or plans. It is also interesting that with its products Netflix does not seek to appeal to a wider audience, but to attend niches and offer each target the movie or series they are looking for.

STRUCTURE	QUOTES	RESULTS
Structure of the organization	*"The structure of Netflix reflects an organic and functional organization; It orders its areas according to the functions performed by the company. It is characterized by being a simple organization, where decisions are made quickly. It is focused on the client and is continually assessing what happens in the environment and the decisions that can be made in it "* (Netflix Case, 2015)	Organic, functional and simple.
Coordination and meetings	*"Highly aligned: For Netflix it is a priority to be highly aligned; that is, the goals must be clear, concise and understandable to everyone in the company "* (Netflix Case, 2015)	Importance of alignment as a form of coordination.

Projects	*"The powerhouse of video streaming is dominating the entertainment industry, and they still have so much in store for binge-watchers. Whether it's primetime dramas, comic book serials, crime documentaries, or the latest movies, Netflix is constantly adding new content to its service. "* (ScreenRant, 2018)	Multitude of projects of all kinds simultaneously

HUMAN RESOURCES	**QUOTES**	**RESULTS**
Recruitment and incorporation	*"The acquisition of talent on Netflix is given by teamwork with the leader or responsible manager, understanding their needs, their concerns, analyzing what skills the candidate needs, what personality characteristics are necessary and how it will adapt to the culture of the company"* (Netflix Case, 2015) *"Onboarding and transition from other companies can be difficult and generally teams at Netflix don't make too much effort to make the transition smooth. This can make the first few months particularly nebulous"* (Current Employee - Senior Product Manager, 2018)	Gathering talent according to the needs of the manager. The incorporation can be hard at the beginning.
Job position and purpose	*"Managers are encouraged to set a strategy, define metrics, clearly define roles, and be transparent around decision-making rather than making unilateral decisions and focusing more on planning and less on results. Great outcomes come when you set the context rather than when you control"* (Psi Bussiness, 2018)	The roles are defined and their purpose is planned.
Promotions and dismissals	*"Netflix believes that for an employee to develop their potential, their work must be challenging and motivating, and must be surrounded by people worth working with, because mediocre colleagues and routine work is what does not make the employee progress."* (Netflix Case, 2015)	Promotions are related to personal progress .
Performance and retribution	*"Netflix believes that a" great workplace "is made up of impressive colleagues with high performance and performance; It is not that company that gives great benefits, great parties or beautiful offices."* (Netflix Case,	Performance and performance as an indicator of a great workplace.

	2015) "The most paid of the market: Netflix cares to get the best talent and pay more than other companies to make them happy, because the company believes that the large salary is the best way to compensate the efficiency of the staff (regardless of whether Netflix goes well financially or not). " (Netflix Case, 2015)	Salary as the main source of motivation and reward.
Flexibility	*"Responsibility and freedom: Netflix believes that if you have the right people, it is not necessary to adhere to the processes but rather to foster a culture of creativity, self-discipline, responsibility and freedom"* (Netflix Case, 2015) *"Our goal is to inspire people more than manage them. We trust our teams to do what they think is best for Netflix — giving them lots of freedom, power, and information in support of their decisions. In turn, this generates a sense of responsibility and self-discipline that drives us to do great work that benefits the company.We believe that people thrive on being trusted, on freedom, and on being able to make a difference. So we foster freedom and empowerment wherever we can."* (Netflix.com, 2018)	Great flexibility based on self-discipline. Inspire instead of directing

DAILY LIFE	QUOTES	RESULTS
Decision making	*"Context, not control: Netflix inculcates its managers to give the right context to their employees so they can make the right*	Context is provided for each individual to decide.

	decisions."	
Conflicts	*"To encourage the high performance of employees, the feedback that is the key. For three weeks a year a system is established in which an employee can give feedback to any person in the company, without distinguishing if it has any functional relationship with it or not. Then, the employee receives a report with all their feedback; it is a very effective tool to achieve successful results. "* (Netflix Case, 2015)	Continuous feedback to solve conflicts.
Values	*"Netflix is very clear about the aspects of their culture and indicates and highlights them on the website. The values that the company seeks are nine: judgment, communication, impact, curiosity, innovation, courage, passion, honesty and disinterest."* (Netflix Case, 2015) *"Forbidden to watch more than five seconds to another person in the filming of Netflix"* (La vanguardia, 2017)	Importance of culture and values Some values may seem overly sensitive.
Reflection and moods	*"As an employee, don't stay if you're unhappy. As an employer, don't keep unhappy people. Let's ebb and flow and make sure that when we are together, we are accomplishing amazing stuff with other incredible people whom we respect."* (Netflix Talent Officer, 2018)	Importance of happiness and good attitude of employees.

ORGANIZATIONAL PROCESSES	QUOTES	RESULTS
Purpose	*"McCord asked herself, "What is the purpose of this activity?" about everything in the organization. McCord's guiding belief is that "companies don't need to empower people, because people already have power."* (Netflix Talent Officer, 2018)	The company raises the purpose of each thing.
Strategy and innovation	*"In December, NetFlix announced that it would stop selling DVDs, directing customers interested in purchasing to the heavy e-commerce website, Amazon.com, which had recently started offering DVDs as well. In*	Big changes to adapt to the environment. Great amount of

	exchange for leaving this business area, NetFlix would have privileges on the platform"(History of the big brands , 2018) *"though Netflix is planning to produce 1,000 hours of original shows in 2017 and plow $6 billion into its library, numbers that far outpace its rivals"* (Chris Jaffe, 2017)	content and creativity.
Shopping and sales	*"Netflix dismiss Kevin Spacey and cancels House of cards"* (La vanguardia, 2017) *"The Punisher delays its release date out of respect for the victims of the shooting in Las Vegas"* (Nerd Inc, 2017)	Brand image based on social sensitivity. Products with awareness and diversity.
Planification and control	*"The success achieved by Netflix is not at all fortuitous, since every decision made by the company has been the product of a methodical analysis of information from its users. For example, by launching their own "House of Cards" series, they used their knowledge of their clients' preferences to develop a product with the smallest risk margin by being able to predict exactly what the audience wanted to see."* (Question Pro, 2017) *"Context, Not Control"* (Netflix.com, 2018)	Planning based on the study of data and its users. Instead of control they prefer to give context.
Change management	*"We spend lots of time debating strategy together, and then trust each other to execute on tactics without prior approvals. Often, two groups working on the same goals won't know of, or have approval over, their peer activities. If, later, the activities don't seem right, we have a candid discussion. We may find that the strategy was too vague or the tactics were not aligned with the agreed strategy. And we discuss generally how we can do better in the future."* (Netflix.com, 2018)	Changes are discussed and debated.

The Netflix analysis has been made from the **contrast of different sources**, several of which are studies that have been carried out previously because of the spectacular success of the company worldwide. Together with the information obtained from them, the information has been triangulated with the company's announcements by its

managers and employees, as well as with the anonymous information of current or former employees.

There is no doubt that the company works, sales and growth are excellent, **employee satisfaction** is high (especially with salaries) and provides a great service to the world of entertainment. However, from the analysis it can be concluded that at the organizational level, it does **not risk** too much. It maintains an organic and flexible structure to some extent, without excessive complexity and focused on performance. The most important thing is talent and performance, for this they allow a high degree of conditioned freedom. That is, there is freedom within a predefined context that guides decisions aligned with the company. The degree to which this context restricts more or less the ability to decide depends on the point of view of each individual.

Despite this, the model is consistent, because it allows the development of tons of content that would otherwise diffuse between the chaos. And in accordance with this structure, salaries are a fundamental part of the company, since they reward such talent and efficiency. Other tools that are used to make everything work so well are **feedback and culture**. Both things focus on being able to generate a good work environment by polishing any possible conflict quickly with very fluid communication levels.

On the other hand there are opinions of workers who have felt isolated socially due to the extreme involvement with efficient work, there seems to be no interest in losing even a second of time, which may be counterpoised for some. It should also be noted that the brand image that the company intends to give leads to making exaggerated decisions that could be interpreted as a way to "hang on to medals" at the **social level** systematically, without really believing in the ideologies implicit in the conflicts.

PRINCIPALES FUENTES
NETFLIX MANAGERS
GLASSDOOR
NETFLIX CASE
NETFLIX.COM

4.2.4. Contraste.

VARIABLES/ COMPANIES	SPOTIFY	NETFLIX
STRUCTURE	Structure based on independent teams Guilds encourage communication between teams Teams are free to complete projects as long as they are aligned.	Organic, functional and simple. Importance of alignment as a form of coordination. Multitude of projects of all kinds simultaneously
HUMAN RESOURCES	Effort of the company to seek the passion of each one. Possibility of growing depending on the potential. Overpaying The rules are a good base but they can be broken to shine.	Gathering talent according to the needs of the manager. Performance and performance as an indicator of a great workplace. Salary as the main source of motivation and reward. Inspire instead of directing
DAILY LIFE	. There is no leader per squad, leadership emerges according to needs. Unresolved problems when a computer does not work. The balance with the quality of life benefits the state of mind.	Continuous feedback to solve conflicts. Some values may seem overly sensitive. Importance of happiness and good attitude of employees.
PROCESSES	Clear and transparent proposal. Continuous changes and implementations to improve the application. Minimum payments to artists. Continuous change	The company raises the purpose of each thing. Brand image based on social sensitivity. Changes are discussed and debated.

When comparing both organizations we found remarkable similarities to have both organic structures with a well-defined culture and clear purposes. In them there is a high level of satisfaction of both employees and customers, led first by high salaries and the second by the excellent service they offer.

When analyzing what most values each one internally started to appreciate the differences. In Spotify there is a greater tendency to passion and creativity, because the company must not produce content by itself, but offer the music of third parties in the best possible way. That is why freedom is greater and the best possible incentive to an imaginative environment. On Netflix, on the other hand, the productive need is much greater, therefore talent and efficiency are fostered to be able to follow a high rate of production and creativity.

The role of the work teams is fundamental in Spotify and something less essential in Netflix. This is because the second raises a more conventional system of work in which feedback and good attitude are the factors to be taken into account. However in Spotify the squads are independent and with variable and adapted leadership, this generates a chaos beneficial for creativity. Therefore, we can conclude that although both companies operate at a very good level, it is Spotify that presents a greater degree of organizational awareness, undoubtedly helped by the advantages offered by not being tied to a constant production model.

5. CONCLUSIONS

5.1. Attentive or concentrated organizations?

After the realization of the present work, it is concluded that our understanding of the process of organizational change is still small and partial. It has shown itself to be a truly complex field of study, due to the abstraction of certain points and the conditioned individual mentality. Now, there is no doubt that the new ways of approaching the organization that are emerging are bringing enormous benefits.

The initial intention in this work was to face two organizations with different levels of consciousness to make comparisons that show how they are different from each other, however it has ended up getting something different than expected. It is not a quantitative difference, rather a qualitative one. We can not say that some outperform

others because they are at a higher level of consciousness, rather what is observed is that certain companies know how to get the most benefits out of their level, and they have chosen an approach that is better suited to their environment. It is not possible to compare companies as if they were all the same or they all wanted the same, despite belonging to related sectors nuances are very important.

If we focus on the first comparison, both companies are video games developers, but what they look for with their products is completely different. In the case of EA, they have adopted an orange organizational system with aspects of amber to be able to face their strategy of achieving a high level of sales and extensive control over important licenses. And without a doubt that is something that they do very well, that system of conscience works for their purpose, except for the fact that they have too many people dissatisfied, not only the clients but also the members of the company itself. In this way the jump to Riot Games in level of consciousness is abysmal, being this second the closest to a Teal organization of the whole analysis.

This statement is based on the combination of the three characteristics that Laoloux defines (self-management, plenitude and evolutionary purpose) together with those raised in my systemic approach to change (IE, organic organization, complexity ...). In Riot chaos reigns, with each team making decisions with total freedom. Each individual is encouraged to present their ideas to others and work on the things that they like, always with a purpose. The company is constantly evolving and adapting to the environment, listening to feedback from both inside and outside and acting accordingly. It behaves as an organic organism, a complex adaptive system, and this is ideal for its business model. They only have to worry about a videogame and the enormous mass of loyal customers that its product has, and that they consum daily. To have them satisfied they must surprise them and listen to their needs, and what better to do so than a team made up of people who love the game and understand their community. With freedom and proper attitude they achieve much more than with rigid rules and a chain of command. Riot is an attentive company, has observed the changes around it and has raised a bold model that works for them.

So, if the companies do what they do is adapt the level of consciousness that most interests them, can we say that there is a change in the organizational paradigm really? Maybe just some companies have adopted new models because it suits them, but most will remain in classic models like EA. Simply observing how the sector of these two companies has evolved can answer the question. The video game revelation of

recent months is the Fornite, absolutely inspired by the League of Legends (Riot Games) in their approaches. Consumers, adapting to new technologies, increasingly seek a new type of experience, which is greatly benefited by attentive organizations that listen to them and adapt themselves. After analyzing this case, it can be concluded that it is a feedback process of tuning between companies and their environment. In this way, if the organization is able to learn to detach itself from the strategy (tension) and pay attention to what surrounds it, it will encourage learning.

All this is reinforced by the second comparison made. The two titans of their respective fields, the largest provider of music today and the largest provider of films and series. These two companies have come to replace two old-fashioned business models such as video clubs and record stores. The Internet has changed the way in which audiovisual entertainment is considered and these companies have detected and adapted it, quickly leading the market. As we have said before, the world changes (Internet), therefore the needs change. These two companies, observing and listening to the new situation, have decided to focus their business practices in another way.

At Netflix, during the last few years, a distribution and a creation company have merged together. For this reason there is not a single level of consciousness that fits completely into it and combines elements of orange organization with green, with the latter being the one that has been predominant after the analysis. Elements such as the emphasis on alignment, as opposed to chaos, or the motivation in money instead of purpose away from green ideals of consciousness. But on the other hand, its high involvement in social and political causes, its organic structure and its motto to inspire rather than direct the sample as a company that wants to be attentive, but only with one eye for now. I have come to ask myself on several occasions to what extent these beautiful practices are one more form of marketing, being aware that their target market consists mainly of young and involved people. However, in the absence of conclusive evidence to the contrary, Netflix is aware of the changes in the environment and adapts to them in order to offer and create quality audiovisual content with social awareness and an innovative mindset, without neglecting the money as an important priority.

The company with which it is contrasted is Spotify, that with a level of consciousness not very superior, raises things differently. Spotify, unlike Netflix, does not have to create, it only distributes music from third parties online. Therefore, it can use ther energies for innovate to offer the service in the best possible way, which means that the company lives in change. The approach reminds Riot Games by having independent teams with total freedom, with the difference that alignment is more

important here. Not being a creative company, changes can not be so chaotic, and for this reason it is important that the organization moves with a certain understanding, internal communication is very careful. That is why Spotify is a company as green as its logo, which looks after its members as a generous family (big EI), offering large salaries and excellent employment conditions without asking much in return. It is interesting to note how this family is not as generous with its artists as with its employees, who feel exploited and would withdraw their creations from the application if it were not so relevant worldwide. However, this is not reason enough to judge the company, since the simple fact of distributing on Spotify offers a great promotional tool for artists on its own. With all this, and the appreciation of other practices such as emerging leadership according to needs, the pursuit of employee passion or its clear and transparent purpose, the organization has an approach to the Teal consciousness that may increase with the passage of time.

Therefore, of the companies analyzed, two can be considered attentive, another is on the way and, the one that is not, begins to be outdated by the trend of the environment. That is why the tension is shown as something insufficient in the current and next business framework, according to the contrast made by the variables of Laloux and the systemic approach proposed in section 2. Both tools have proved effective when assessing Organizational levels of consciousness and it would not be unreasonable to repeat their use in future studies of the field.

At the beginning of this project, questions such as the usefulness of these new approaches or the possibility that traditional companies could incorporate them successfully, were put in doubt. After the analysis, the success that these practices have given to the contrasted companies can be clearly affirmed. For the second question, it is something that can be seen in Netflix in its gradual transition from the orange to the green world. In the next point some actions that can facilitate the leap of consciousness to organizations will be exposed.

5.2. Promoting change

The organizational examples presented in this paper are not cases that can be overlooked, they belong to organizations that the new generations consume daily, and they idolize and hate in equal parts, as a result of friction.
The new paradigms are real and work, and due to the progressive change of needs, they will be implemented more and more frequently. I would not be surprised if soon

companies like EA react by imitating these companies to keep competing for the changing market.

If this is something that is already happening, I think it would be convenient to adapt the field of Business Administration to these new paradigms, to prepare both theoretically and practically its members for the new situation they are facing. It does not make sense that a person who wants to undertake in the sector of online music distribution, does not make use of the tools that the industry leader (Spotify) has already shown that work. In this way, not only would it help to know and correctly apply these new approaches, it also would encourage them to do so.

Now, there may be many companies that want to adapt and evolve to a new level of consciousness, but they are not clear what factors work to do it. Next I will present a table with possible actions for an advance of consciousness, developed from the contrasts made.

VARIABLES	*ACTIONS*
STRUCTURE	Search for an organic structure. Encourage work in independent teams, with levels of alignment adjusted to the purpose of the company High levels of freedom of decision among people, encouraging initiative
HUMAN RESOURCES	Look for passion and talent, and reward those things. Rewards from all kinds. To achive the porpouse as the most important. Emerging and variable leadership. You have to make people shine, develop their potential to the fullest and look for more.

DAILY LIFE	Importance of feedback and communication.
	Attacking the problems as a team and seeing them as a way of progress are not something to avoid.
	Promote a good attitude and work environment, but without demanding or pretending a false smile.
	Try to find the quality of life of employees
PROCESSES	Clear and transparent purpose.
	Creativity and imagination
	Flee from fear and reward initiative.
	Continuous change Level of chaos adjusted according to the purpose.

To conclude this project it is convenient to point out the evident existence of both methodological and theoretical limitations present in each of its sections, since to cover a complex field like this without leaving anything out is impossible. On the other hand, companies are being analyzed externally, and as much as the information has been carefully triangulated, we must be aware that a lot of important information will be hidden internally. The last limitation I have found is the influence of the theoretical framework with which I have interacted during my student years. In order to carry out this study I have had to ignore much of the internalized knowledge in order to be able to see situations from different approaches, this effort is a limitation to be taken into account.

It is important that, progressively, more studies are developed on the topics discussed here. When proposing new approaches, we begins to flee from the limitations of a single and stubborn vision, fostering knowledge as something broader. In this way, getting closer to understanding the organizations of the future, may be the best way to understand ourselves and create an environment in which we really want to go to work

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