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**ORGANIZATIONAL EVOLUTION
THROUGH THE DIFFERENT
BUSINESS MODELS: ONE CASE STUDY
APPROACH**

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ABSTRACT

Purpose: The main objective is to understand the ideology of organizations has to change through the mentality of leaders and employees. Traditional enterprises focus on profits, regardless of the environment, employees or society. Therefore it is important to know that there are other types of companies with evolutionary thoughts that are in tune with everything around them.

In addition to publicizing this type of company we also want to analyse its operation and activities and if it could be implemented in every organizations, regardless of its size or geographical location.

Design/Methodology: To achieve these objectives, we propose a research model based on the theoretical background that we test out in an exploratory way in the context of a company located in Castellon: Exclusivas Energeticas. To do this, we carried out a study based on questionnaires.

INTRODUCTION

First of all I want to mention that on this subject there were many authors and models to choose from. I have opted for evolutionary models because it can be applied to the company, individuals, the ecosystem and everything in general. Individuals and organizations have a very strong bond, as employees make up the values of the company.

Just as people evolve from childhood, adolescence, maturity, so does society, counting from when people lived in caves to the moment. Therefore, thoughts and models evolve and continue to evolve.

Today we are going through a difficult moment. For example, just as I am writing these lines, all the countries of the world are facing a critical state due to COVID 19. Drastic measures have been taken from day to another and affected the entire planet, companies have had to reorganize and reinvent so it can move on, just like the people.

If to what we commented above, we add the damage that we have been doing to the planet so far and that, if we continue with the traditional models, the result will not be a good one for humanity.

It should also not be forgotten that many employees of traditional companies are unhappy in their jobs or in the companies they work for and end up wearing a mask that often forget to take it off even in their own homes.

Therefore, we can conclude that traditional organizations often cannot adapt to current needs nor do they know how to act in such a changing environment as it is occurring today. Thus, it is necessary to study other kind of companies, ones that are in tune with the ecosystem and with society and not only because it has to obey the laws, but because they feel it and has it internalized.

Also, as I said, there have to be companies organized differently from the traditional if they want to act immediately in the face of changes such as COVID 19 and even look beyond and take advantage of the situation to help their core and society.

As for the workers, it is essential that they are motivated, happy and eager to work, as they are the engine of companies. With the right working environment and the right tools, people can do wonders.

Since high school, when I first met economy as a subject, I really liked it. At the university I studied the Bachelor in Business Administration and then the Master in Management

I chose this branch because one of my goals for the future is to have my own business. After reading Laloux and his approach to Teal companies, I really liked it and it is very much in line with what I see as ideal in an organization.

As I mentioned earlier, one of the most important assets about a company is the employees and often they are not allowed to flourish nor to use their full potential. Sometimes we have heard the expression: "I Don't Pay You To Think ". I find that very sad because anyone can contribute a lot if they are given the right tools and the right working environment.

In addition, I am working in a company in which from the beginning we have had a very good work environment and a lot of flexibility, both in terms of schedules and empowerment. Each person is capable of making their own decisions and assuming the consequences if the choice was not the best. Not many mistakes are usually committed, because among colleagues we help and support each other. There is not an environment of competitiveness but of collaboration.

Despite the many good things it has, there are always things to improve. When I've seen Laloux's ideas, I wanted to run a questionnaire to the employees to see which aspects of the organization are in line with the Teal approach and which are not.

Using the questionnaires I would like to see in which areas the employees consider the company should make some changes or improvements, and then show the results to the CEO and the manager.

CHAPTER 1 – THEORETICAL FRAMEWORK

1.1 Evolutionary Models

1.1.1 Abraham Maslow: study of Necessities

Reid-Cunningham (2008) explains to us that Maslow's idea was that people need to continuously self-actualization by themselves to achieve their goals in life.

Koltko-Rivera (2006) shows us in his book that there are five different levels on the hierarchical pyramid. Four of them are deficiency needs. The fifth one is also known as the term "meta motivation" and describes the motivation of people who go beyond the scope of the basic needs and strive for constant betterment. The desire to satisfy our needs will be stronger the longer the period of refusal. An example could be thirst or hunger.

Cloninger (2003) explains how are classified the necessities. We can find the basic ones on the bottom and the more complex ones on the top.

The main idea is that people are motivated by five basic categories of needs: physiological, safety, love, esteem, and self-actualization. The explanation for this order is that we seek to satisfy basic needs in the first instance and then move up in the search for the most complex needs (Daft, 2004).

- **Physiological:** These are the most essential of our needs like drinking when thirsty or eating when hungry. If someone is lacking in more than one need, they're likely to try to meet these physiological needs first. For example, when someone is very hungry or thirsty, can't focus on anything else than food or water. Another example could be the need for adequate sleep.
 - Now we are also going to see some examples of how these needs are being satisfied in a company. The physiological needs could be related to a safe work environment and the basic conditions to be able to work. Some examples could be proper light, clean facilities, heat in winter, or cool in summer.

- **Safety:** Once physiological needs are satisfied, the next one that arises is a safe environment. Even from childhood, we require safe and predictable environments and normally react with fear or anxiety when these are not met. Generally, we are talking about physical security, employment security, confidence that the resources needed to meet the body's physiological needs will be achieved, health, property, and so on.
- Baumeister, Roy F., and Mark R. Leary (1995) state in their book that belongingness needs do not emerge until food, hunger, safety, and other basic needs are satisfied, but they take precedence over esteem and self-actualization.
- **Belonging and Love Needs:** involves feeling loved and accepted; social belonging. This need includes friendships, family, and romantic relationships. Importantly, this need includes both feeling loved and feeling love for others. The absence of this love could lead to depression, loneliness, anxiety. Being part of a group and having social connections usually leads to better physical health.
 - Employees need to feel they are part of a group and their opinions matter, to be motivated. Leaders have an important task because they need to focus on understanding the needs of each follower and works continuously to get them to develop to their full potential (Avolio et al., 1999). The leader has to find a common goal between the employees' needs and the company's goals (Northouse, 2004).
- **Esteem:** the ability for someone to be comfortable in their own skin. Also, people usually need others to recognize their competence and to respect them. There are two types of needs when it comes to esteem:
 - Lower: the need for respect from others (status, prestige, attention, fame)
 - Higher: the need for respect from the self (independence, freedom, strength)

Leaders in companies should empower the employee and make them understand each one of them contributes to the success of the company. In

other words, make everyone feel valued and important (Laschinger et al., 1999).

- **Self-Actualization:** is the feeling of being fulfilled, of feeling that we are living up to our potential. Each person is unique so each one has its own image of what is self-actualization. For one person might involve having fortunes, for another helping other people, achieve a high status in the community, and so on. To sum up, self-actualization means is the feeling that we are doing what we believe we are meant to do. It could be defined as *“being more and more oneself, being all that one is capable of being”* (Lévy-Leboyer, 2003).

In a company, leaders must bust the creativity of the employees; let them think big and to have a vision of the future. One example could be offering challenging and meaningful assignments to encourage and explore employees' creativity and innovation ability to maximum (Ekvall, G., Arvonen, 1994).

Although Maslow didn't present his needs in a pyramidal hierarchy, we have this idea because of later researchers who studied him.

Maslow also admitted that meeting each need is not an all-or-nothing phenomenon. People don't need to completely satisfy one need to move on to the next one.

In addition to the five needs described above, Maslow also identified three other categories of needs: aesthetic, cognitive, and self-transcendental (Feist and Feist 2006), which led to a rectification of the hierarchy of needs.

Maslow discovered that two well-defined types of self-realization could be distinguished between self-realization: the merely healthy type and the one that went even beyond self-realization and "transcended the Ego" (Maslow, 1971, 335-352). Following the well-known classification that McGregor (1960) made of the leadership styles X and Y, he assimilated the X to those who had not yet reached the level of the needs of self-realization (the first 4 levels), the Y level to what he now renamed as self-realization "merely healthy" and, as an extension of the same, assigned the letter Z to those who reached the level beyond Y.

The emergence in the sciences of the Organization of "Theory Z" came from the hand of William Ouchi in 1981, after his well-known study of Japanese organizations (Ouchi, 1981). Its resemblance to Maslow's theory of the same name applied to the individual is high; however Ouchi does not quote Maslow any single time.

In his study Maslow came to find up to 23 distinguishing features of Z with respect to Y (Maslow, 1971, 335-349).

Abraham Maslow and his study of Necessities are very important because it had a strong influence on other researchers. This formulation still stands as a strong statement regarding the structure of human motivation. By the time of Maslow's death, many studies had been published about the needs hierarchy.

1.1.2 Douglas McGregor: theory "X" and "Y"

Now, we are going to see how in his book, McGregor (1994) relies on Maslow's theory to relate the concepts we have seen before with the company. He talks mainly about two theories: the "x" and the "y" and about two managerial styles: the participative and the authoritarian. To run a company, the entrepreneur has the option of choosing two different ways.

1.1.2.1 Theory "X"

In this theory, McGregor explains the organizational structure with a traditional view. The worker is considered a lazy being who tends to work as little as possible and whose only motivation is the money. They are seen as poorly informed, unable to manage change and conflict, and unambitious. Without exhaustive control, they would not carry out their work (McGregor, 1994).

They apply the authoritarian leadership which emphasis on the asymmetric power between leaders and followers, allowing leaders to put personal dominance and control over followers (Tsui et al., 2004).

Under this consideration, management must show leadership and exercise continuous control over employees to avoid their passivity. The behaviour of workers will be monitored, they will be provided with limited tasks and without relevant responsibility (McGregor, 1994).

As we said, entrepreneurs adopt authoritarian management and they point out what everyone should do and how. The rules are strict and there are strong sanctions, coercion, and punitive measures to keep employees working. Money and remuneration are used as a basic element of motivation.

The worker is looking for more money to meet his unmet needs so far. The style of management and control that marks the management does not serve to motivate.

The authoritarian management does not motivate the worker and does not allow satisfying some of the needs that are important for the employees. Having said that, it is logical to avoid work and avoid responsibilities (McGregor, 1994).

When authoritarian leaders initiate structures with strict rules and want their employees to obey their instructions completely (Aryee et al, 2007), members of organizations will have less efficacy and feel less empowered (Amabile 1988).

1984 (George Orwell)

We could relate this kind of authoritarian leadership in some way to the practices established by governments such as Franco, Stalin, etc. One of the best examples can be found in a book called Nineteen Eighty-Four and published in 1949 by the British author George Orwell. The futuristic world of 1984 is divided into three superpowers living in a permanent state of war. The Party keeps the citizens under perpetual surveillance, arresting and making disappear those who show any discontent.

At the head of the Party is the figure of Big Brother, whose face is on posters and coins. All citizens are forced to love and offer their unconditional loyalty to Big Brother. Besides, he considers 85% of the population, who were the proletarians, as ignorant beings unable to organize into rebellion. In the book, history is overwritten "on the fly". If the country is at war with one party and within a certain time with the other, any document is deleted or modified so that there is no sign of contradiction.

There is 24-hour surveillance, and people can't make a life of leisure or anything else that isn't approved by Big Brother. The ones, who don't do what the party wants, disappear one by one. This example would obviously be an extreme of the "x" theory.

1.1.2.2 Theory "Y"

Theory Y, on the other hand, obeys to a more current and increasingly used behaviour. The belief in this style of leadership is that workers strive, self-direct, motivate, and

organize themselves. Work for them is a natural thing, so they always show their most competent and creative side. This style allows the worker to boost learning and develop personal and professional growth (McGregor, 1994).

Robbins (2003) referred to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth and the chance to be responsible and accountable for results".

Management must line up the organizations and resources to meet its objectives, but employees are not passive but active elements in this big machinery called organization (Northouse, 2004).

In this case, the leaders or superiors believe that, by giving the right conditions and tools, their employees will perform the functions that correspond to them correctly in the best way. They also consider that the satisfaction of doing a job well done is a motivating factor.

If "X" theory is based on the principles of direction and control, "Y" theory bases its principle on that of integration. This is nothing more than creating a series of conditions that will allow the employees of the companies to achieve their objectives by guiding their own efforts so that the company can achieve success. It also tells us that the company will suffer as a whole if the needs and objectives of its employees are not taken into account. "The principle of integration requires recognition not only of the needs of the organization but also of the individual" (McGregor, 1994).

With this management, it does not mean that the authority will be excluded or that the employer will be permissive. In "Y" theory, it is assumed that it will be the workers themselves who will exercise self-control and self-direction to achieve the objectives of the company, but it needs a level of external influence, and this will be a matter for management. As the workers are more committed, control turns unnecessary.

McGregor tells us that it will be very difficult to make progress in the future if managers choose to use a management model such as "X" theory. And that "Y" theory makes innovation more possible. Viewed in detail from McGregor's study, we will now look at Ouchi and study in which he compares the way organizations manage and function in different countries.

1.1.3 William Ouchi, Theory “Z”

Ouchi's Z theory adds something new to the McGregor Theory X and Theory Y. As we said before, although this theory is very similar to theory z of Maslow, Ouchi never mentions Maslow's theory.

This theory is based on the premise that employees want to enter into partnerships with their employer and colleagues. They also have a strong desire for connection and they need reciprocity and support from the organization. Employees need the full support of the management and the organization must provide a safe working environment and the right facilities.

Another fundamental aspect is training. In the z theory, the generalization of skills is prioritized rather than specialization. Job rotation, together with continual training, fosters improvement in employees' knowledge about the company and its different processes while building a variety of skills and abilities (Ouchi 1982).

As workers spend more time training, go through different jobs, and master complex tasks within the organization, promotion becomes slower. Although all of this involves a long period of adaptation, it helps to foster employee dedication and loyalty and at the same time staff turnover significantly drops. That also benefits the company because the employees have the opportunity to develop their careers within the organization and they don't need to seek it "outside".

Let's see an example. Tesco is one amongst the expanded companies across the world. They motivate its employees by increasing their knowledge, skills and job satisfaction through training and development and providing relevant and timely reward and recognition. Tesco's growth has resulted in an exceedingly worldwide workforce of over 468,000 employees.

1.1.3.1 How is “Z” Organization?

As noted in his study Serralde (1983), in a type Z organization work is what man considers the highest point to feel realized, and that what he seeks is to fulfil his personal goals through the organization to which he belongs.

When talking about motivation, it is different for each individual, depending on the level of personal accomplishment that has, not for everyone is the same. "Understanding,

affiliation, and esteem are a natural consequence of coordination and congruence of work areas" (Serralde, 1983).

Bruce and Blackburn (1992) argued that "Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance, and to have low absenteeism and turnover". Job dissatisfaction leads to a lot of specific negative behaviours, including unionization attempts, substance abuse, stealing at work, undue socializing, tardiness, etc.

Workers have the freedom to act for themselves; however, it depends on what each one can achieve within a framework of interdependence and collaboration. *"Freedom is the best ingredient of personal security because everyone can set goals, with which they are highly committed, in their own areas of performance that have been established based on what they do easily and well"*. (Serralde, 1983)

Although we are commenting on the theories of authors who published their books a long time ago, many of the practices seen in z companies are currently occurring in so-called DDO companies (Deliberately Development Organization).

DDOs are organizations that are emerging in recent times as places that stimulate the development of each employee in their daily work, design the work so that each person is constantly expanding their capacity to contribute, that is, they promote a culture of all (Kegan et al., 2016).

In such organizations, people and their personal development is the key to success; however, they go even further: "organizations are more likely to thrive when they are deeply aligned with one of the employees' strongest motivations: growth (Kegan et al., 2016).

1.1.4 Peter Senge – Systemic Thinking

Research indicates the Teal stage of human development is inherently more complex and comes with an associated increase in cognition including systems thinking (Rooke and Torbert 2005; Laloux 2014).

One of the authors who focus on the systematic approach is Peter Senge in his book entitled "The Fifth Discipline" published in 1990.

Senge's proposal to achieve organizations open to learning implies the mastery of five "disciplines" (building shared visions, fostering personal dominance, improving mental models, team learning and dialogue, systemic thinking). For this author, the fifth discipline is the first of them: Systemic Thought (Senge, 1990, 21), the discipline resulting from the other 4 disciplines that converge to innovate the "intelligent organizations". (Senge, 1990, 11), following a well-known executive, postulates that "the ability to learn faster than competitors may be the only sustainable competitive advantage" (de Geus, in Senge, 1990, 11).

Systemic thinking tries to look at the totality of the system and not at the pieces individually; that is, we become expansive in our thinking rather than reductive.

By looking at the whole, we are more capable of seeing interrelationships and patterns over time. We also begin to understand that the presenting problem may be symptomatic of deeper issues within the system, and so we start looking for the root causes. In doing so, we move away from assigning blame and focus on the desired outcomes. (Senge, 1990).

What are the characteristics of systems thinkers?

According to The Systems Thinking Playbook, (pp. 3R4), a systems thinker is one who:

- Sees the whole picture.
- Changes perspectives to see new leverage points in complex systems.
- Looks for interdependencies.
- Considers how mental models create our futures.
- Pays attention and gives voice to the long term.
- "Goes wide" (uses peripheral vision) to see complex cause and effect relationships.
- Finds where unanticipated consequences emerge.
- Lowers the "water line" to focus on structure, not blame.
- Holds the tension of paradox and controversy without trying to resolve it quickly

Systems thinkers are those who think outside the box. They understand there are no right answers, only different paths to the same outcomes. They realize quick fixes will most likely lead right back to where they started from and thus develop patience with the idea that cause and effect are not closely related in time and space. They understand that things may get worse before they get better, but they have learned to

take the long view. In doing so, they are able to tap the creative synergy that exists in organizations.

1.1.5 Richard Barrett

Based on the fact that the organization is a living organism, Richard Barrett (2001, 2003) proposes a holistic model that allows us to understand and work on the evolution of the Organizations towards future models more consistent with the Internal and External Ecosystems, with people and their groups both inside and outside the organization. All this without losing sight the need to generate prosperity (financial, long-term, sustained value, value for employees, shareholders and stakeholders, and also social contribution).

The author builds on Maslow's Hierarchy of Needs, but goes beyond the Need for Self-realization and introduces Spiritual Needs, relating them to the development of Spiritual Consciousness: transformation, cohesion, inclusion and unity. Barrett (2011) defends that the human being, and also the organizations, are teleological systems oriented towards higher levels of consciousness as they go beyond the lower levels.

People move at different levels of consciousness at the same time. Those at the levels of spiritual consciousness experience a greater sense of connection with the world according to Barrett (2001, quoted in Geraiss, 2010, 49). Besides, people who are placed in higher needs change their individual interest in the common good.

Thus, as Geraiss (2010, 50) points out, understanding the seven levels of personal awareness has a great impact on the organization as it will boost creativity and employee participation.

Barrett (2001) argues that the seven levels of individual consciousness are directly translated into the levels of consciousness of the company's staff and individual interests are aligned with the interests of the whole resulting in Organizational Consciousness.

The success key for companies is the diversity; a society is intelligent when there is heterogeneity because it allows integrating different experiences and ideologies and therefore building a collaborative intelligence (Innerarity, D. 2013)

1.2 Wilber

We are going to delve more into Wilber because; it served as the basis and inspiration for Laloux's book.

Ken Wilber, American philosopher and writer, created a model to explain how the process of change takes place, interrelating two key variables:

- One is determined by whether the life experience is individual or collective.
- The other is given by whether this experience is internal or external.

The first of these two variables indicates that the process of change occurs in a dimension of the individual as a unitary system that evolves; but it is also possible thanks to the movements that are produced by the set of individuals that form a more complex system, and in which they interact with each other.

The second variable indicates that the change occurs from the beliefs and internal paradigms present in these individuals or systems; but it also occurs from the external manifestations or behaviours that they perform.

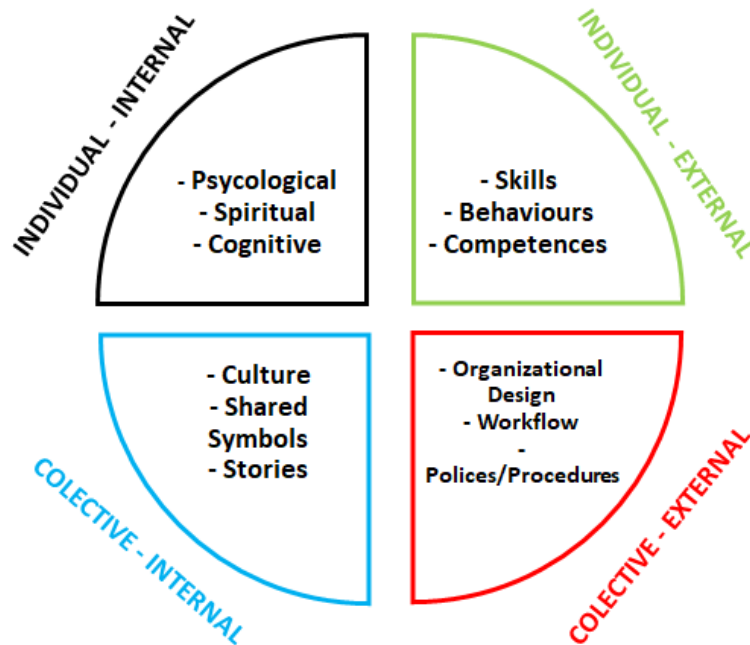
The combination between the two variables gives rise to the 4 quadrants that Wilber establishes as fundamental in his integral model.

Wilber comments on the motivation he had in creating this approach: "...instead of trying to determine which approach is right and which is wrong, we start from the premise that all are true but partial and, consequently, I do not intend to choose one and get rid of others, but I look for the way to articulate the different fragmentary truths presented by all of them..."

In conclusion, an integral approach is a way to relate, integrate and synthesize all the discoveries and knowledge made by humanity in an epistemologically coherent order, despite its different aspects and complexity.

1.2.1 Ken Wilber's 4 Change Quadrants

Figure 1. Wilber's four quadrants of the Integral Theory



Source: own elaboration adapted from Wilber (2000)

1.2.1.1 Individual - Internal

This first quadrant is determined by the spiritual, cognitive and psychological world of the person. Not all people have the same beliefs or, in Bill Torbert's words, the same logics of action when acting. Our level of adult mental development, our intellectuality, or our most mystical part, determines how we embrace and manage change.

1.2.1.2 Individual - External

The second quadrant shows the person's skills, behaviours, competencies, and maximum level of performance. This is the action derived from the cognitive level present in the first quadrant. In this second quadrant it is possible to "see" what lives hidden in the Individual/Inner quadrant. When this happens, we can begin (just start) to understand the logic and strategy of action of the person during his or her life transformation process.

1.2.1.3 Collective – Internal

The third quadrant is determined by the beliefs and inner experiences of the collective subject; that is, the culture of the group, the shared symbols, as well as the stories that speak about the system. This overall mind-set and vision is the integration of all the inner beliefs and paradigms of the people who belong to the group; and in turn, it transcends this sum of individualities to form something new that is characteristic of this collective consciousness (and sub-consciousness).

1.2.1.4 Collective – External

The fourth quadrant is where the culture of the group becomes visible. Policies, procedures, workflows, as well as organizational design, are manifestations of the system that show the mentality and vision of the system. This quadrant is the expression of the group, revealing its uses, habits, and customs.

These four quadrants are present in every cycle of life of any system of which we are part: professional, family, associative, citizen, etc. It is therefore a question of understanding this integral vision to realize the necessary movements (on an internal or external level; and on an individual or collective level) and thus promote the change we want to live. Because, since we are going to have to change, let us become part of the actor and protagonist of change, instead of being dragged by it because of having a too reactive attitude.

1.2.2 Spiral of consciousness

In addition to the four quadrants, or aspects of reality known by Wilber, the Integral model includes levels of consciousness development, generally also known as stages, waves or world views. These are unit structures within the psychological stream of events, in and around that the self will develop and grow, like ascent the rungs of a ladder. Every and each self, whether they are a child, student, farmer, little business owner or country leader, has reached a level of development, which is experienced by that person.

Beck and Cowan (1995), Beck (2000) extend the earlier work of C.W. Graves to show Spiral Dynamics. It sees human development as continuing through a minimum of eight general stages or 'waves' of development which will be expressed in any activity,

reckoning on life desires, issues and challenges that the self (or holon) should cope with. These stages have an ascending, successive and ranked order from physical safety to; being accepted, expressing individuality, maintaining order, achieving success, together with everybody, transcending – integration, pure power – ‘self’ realisation.

Beck and Cowan tells us the degree or stages of development are lot of like waves and sophisticated meshes; so they do not have clearly outlined boundaries. The primary six levels, beige to green are subsistence of 1st tier thinking levels. There's then a leap to second tier, into yellow and higher where ego could be transcended. The belief being that because the level of consciousness will increase through every biological process wave, and there will be a decrease in egoism.

(Wilber, 2000) describes the spiral of consciousness as *“a spiral of compassion, expanding from me to us, to all of us...Each succeeding stage incorporates its predecessor and then adds something new...As development moves from pre-conventional to conventional to post-conventional (or from egocentric to ethnocentric to world centric), the amount of narcissism and egocentrism slowly but surely decreases”* (pp.21- 22).

There are certain characteristics in each wave of development that are representative of the world view at that level and how the self responds to the life needs, problems and challenges experienced.

- **Beige – Instinctive/Survivalistic:** This level is the most basic, in such a way that the being at this level follows Maslow's hierarchy of needs: food, shelter, water, warmth and sex. In this phase the consciousness of one's own being or self-consciousness is hardly there

It can be seen in new-born infants, senile elderly, war torn societies and starving masses. “Approximately 0.1% of the world adult population, 0% power”, (Wilber, 2000)

- **Purple – Magical/Animistic:** This level emphasizes the collective or tribal vision and includes elements of "magical thinking" such as ancestral and animal spirits, curses and magical spells. Today sports teams and corporations often use this type of thinking to keep their members together and focused on remaining a "tribe" and meeting their goals.

It can be seen in gangs, sporting teams, native tribes and in third world settings. "10% of the world population, 1% of the power", (Wilber, 2000)

- **Red – Impulsive/Egocentric:** It is the point at which the being begins to exert his influence, which translates into a glorification of the ego itself, which can rise up like the gods of Olympus. Historically, an example could be the feudal lords which would be blindly obeyed because what they said was "right". It is here that the impulse to question everything is born, including the place one has in the world.

It can be seen in warlords, the military, corporate takeovers, misbehaving rock stars and mankind attempting to conquer nature. "20% of the world population, 5% of the power", (Wilber, 2000)

- **Blue – Purposeful/Authoritarian:** It is the social moment of transition from feudal kingdoms to empires ordained by religion. Good and evil are no longer vague ideas subject to discussion, they are solid truths written in books. At this level the life mission is to find one's role within the whole.

It can be seen in parenting, government, patriotism and religious fundamentalism. "40% of the population, 30% of the power", (Wilber, 2000)

- **Orange – Achievist/ Authoritarian:** This is a phase of disruption represented by scientific achievements. This is the level at which rational thought reveals the natural laws of the world. Historically, this is the phase in which the ideas of capitalism and communism are defined after the Industrial Revolution.

A competitive environment where winners gain perks over losers. It can be seen in materialism, Wall Street, high performance athletes and the fashion industry. "30% of the world population, 50% of the power", (Wilber, 2000)

- **Green – Communitarian/Egalitarian:** The coldness of reason begins to give way to a new model of thinking in which everything is relative and everything is connected, forming a network. Historically, green represents a postmodern life that values both social and biological diversity. People and societies closer to the upper levels of the spiral are able to coexist with more points of view than those of the first levels, but it takes a big leap into the second level of the spiral before you begin to appreciate the value of all those views and their contradictions.

It can be seen in environmental and community groups, postmodernism, human rights, animal rights and humanistic psychology. “10% of the world population, 15% of the power”, (Wilber 2000)

- **Yellow – Integrative:** represents a world resulting from the interaction of various systems; some are hierarchical, others are not. This level values spontaneity and excellence, equitable values and meritocracy. Yellow means the knowledge or awareness that the spiral exists, but also the ability to exercise assertive actions.

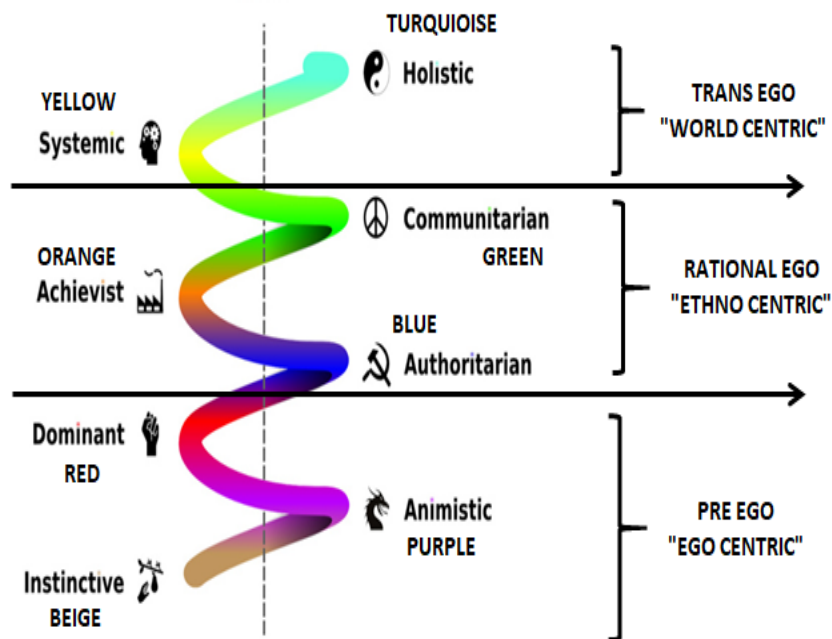
It can be seen in holistic medical practice, holistic governance in Bhutan and leaders such as Nelson Mandela. “1% of the world population, 5% of the power”, (Wilber, 2000)

- **Turquoise – Holistic:** From this stage everything can be appreciated in its proper dimension. Systems are woven together with awareness, creating a better whole. Different levels of interaction are detected on the spot. Turquoise vision is a state of vital flow that can be considered mystical when it is appreciated by those in the lower levels of the spiral.

It can be seen in the beauty of nature, expression of art, collective consciousness and the Dalai Lama “0.1% of the world population, 1% of the power”, (Wilber, 2000)

Spiral Dynamics offers Permaculture a chance to add meaning to the way we experience the world. It is directly relevant to the creation of sustainable, self-sufficient communities. This is a world we cannot always physically see, but unless we acknowledge that it, or something similar exists, our approach will remain partial, fragmented or broken.

Figure 2. The Spiral of Development and World Views



Source: own elaboration adapted from Wilber (2000)

1.3 Laloux

In 2016 his book *re-inventing organizations* was published. This book tries to show that it is possible to evolve towards organizational models that generate greater well-being for people and also economic stability for companies.

It refers to Ken Wilber and in his way of comparing the most significant models of each stage. And he highlights something he believes has been overlooked: "with each new stage of human consciousness, there has also been a great step forward in our ability to collaborate". All this has led to new organizational models.

For his study, around fifty organizations in many different sectors and geography have been studied.

As we said before, human evolution has been done in stages. The change from a stage to the other has not been continuously but by sudden leaps.

We have been through the tribal age, the age of agriculture, the scientific/industrial age, and so forth. Ken Wilber, author we studied before, refers to these stages using colours to make things easier to remember.

He said that, when the world is in much pain, it's in part because the current ways of being in the world increasingly out-dated and incapable of dealing with the challenges are facing. Because of that, transition periods are needed. The old is starting to break down but the new hasn't taken shape yet. Some people don't want to change and apply out-dated solutions and others leap a new perspective and manage to find solutions that were previously unavailable (some are stuck and others are more revolutionary).

1.3.1 RED (impulsive) worldview

It has an aggressive view of the world and power is what commands the most. Red organizations are like a wolf pack. Nowadays we find these characteristics in mafias or street gangs. The most important characteristics of this stage are loyalty and fear for the boss.

Usually, there is no hierarchy, the members are usually very impulsive and fear is what prevents this organization from disappearing. It is suitable in hostile environments such as wars or violent neighbourhoods but in stable environments has no sense.

The two key breakthroughs of red organizations are the division of labour and top-down authority.

1.3.2 AMBER (conformist) worldview

In this stage, it is believed that the world is unchanging. If people play by the rules they are saved and become part of the group but if not, they are forever excommunicated. People spent much energy trying to fit in. In other words, they are told what and how to do things, and also what is good and bad.

The most important characteristics of this stage are guilt and shame.

In this stage, organizations are like the army or the Catholic Church. It has clear ranks that stack up in a hierarchical pyramid. Everything is stable and certain and everyone knows what is expected of them.

The two key breakthroughs of amber organizations are replicable processes and stable organization chart. In the first one, all the processes are stable and replicable. Any

person can be replaced and the organizations will continue operating the same way. The second one refers to predictability; each person knows what is expected from him, depending on his hierarchy or job title. Each one has his role, with his "box" in the organization chart.

Current examples might be armies, religious institutions, government agencies, public school systems, where there is just one right way of doing things. The world is not changing for them and lifelong employment should be the norm.

1.3.3 ORANGE (achievement) worldview

Laloux tells us that in this paradigm effectiveness comes to replace morality as a way to make decisions. "The better I understand the way the world operates, the more achievements I can accomplish; the better decision is the one that leads to the best result"

Most of the actual companies have an Orange perspective, which means, the main purpose is to maximize profits and fuel capitalism rather than to serve humanity. (Gladwin et al. 1995; Balkan 2004; Debold 2005; Porter and Kramer 2011).

Although this approach has benefited scientific research, innovation, and entrepreneurs (Gladwin et al. 1995; Senge et al. 2008; Laloux 2014), it has also created serious challenges that are damaging the socio-ecological system in the pursuit of profit and growth (Gladwin et al. 1995; Senge et al. 2008; Laloux 2014; Hamilton and Kania 2015). One of the negative aspects of this paradigm is so-called corporate greed, financial debt, and over-consumption.

At this stage, everything is seen from the material perspective, which means, only those things that can be seen and touched will be real. It appears mostly in business and politics.

Employees are like gears in complex machinery. If some components or functions do not work as expected it's probably time to inject some oil to grease the wheel with a "soft" intervention, like a team-building exercise (Laloux 2014). Examples from actuality could be the big corporate companies such as Coca Cola and Adidas.

This stage has three important breakthroughs:

- **Innovation:** Change and innovation are seen more as an opportunity rather than a threat. If you are faster innovating and optimizing than the competition you will increase profit and market share. Another difference is the cross-functional initiatives, which don't exist in the amber perspective.
- **Accountability:** Top management defines an overall direction and cascades targets downward. People are given some freedom to find the best way to accomplish the targets
- **Meritocracy:** in the amber perspective, a humble priest could not become a pope, because he didn't come from a noble family. In orange thinking, anybody can move up the ladder (the smartest should lead the pack). Also, people are expected to change jobs every few years, life employment is no longer seen as an ideal.

Orange's shadow

- **Innovation gone mad.** Needs are create just for selling more staff which people really don't need. By doing this the natural resources are being depleted and ecosystems are being destroyed.
- **Success is measured only in terms of money and recognition.** When happiness depends just by reaching the top, people tend to experience a sense of emptiness in their lives. The Orange worldview is materialistic; there is nothing beyond we can touch. The idea of something bigger than us has vanished in this view.

1.3.3.1 Michael Porter

Let's explain one of the best-known authors, Michael Porter. Michael E. Porter, "How Competitive Forces Shape Strategy", Harvard Business Review, May 1979 (Vol. 57, No. 2), pp. 137-145. In the research published in 1980, Porter, explains that every company needs to have a strategy to offer added value to its customers (Porter, 1980 61-70). It puts a lot of emphasis on the rivalry that exists between companies and that to survive we always have to be better than others. For a long time, this has been one of the fundamental foundations of organizations and not only. Competitive thinking is

present in all areas, such as culture, education, health care, etc. Let's delve into the subject and explain a little the five forces of Porter, which he explains:

- Threat of new applicants: for the company, the best thing is that there is little threat.
- Supplier Power. For the company, it is not beneficial that suppliers have a lot of bargaining power.
- Buyer Power. As in the previous case, the fact that competitors can have direct power over prices is not beneficial to the profitability of the company.
- Threat of substitutes. If there are other similar products cheaper and/or better, it means a decrease in sales of their own products and therefore a decrease in profits.
- Competitive Rivalry. The more competitors, less market share and therefore less power in a single company.

All this leads companies to differentiate themselves from others, to obtain profitability. An example might be to gain a competitive advantage in prices or differentiation, but also through specialization in a niche market.

One of the models that Porter presents us through which companies can create value and gain a competitive advantage is the Value Chain. This seeks to maximize value while minimizing costs. Products go through a chain of activities and in each of them, the product gains some value. The chain of activities as a global computation gives the product more valuable than the sum of the separate activities.

This general concept can be used to examine all the activities of the company and see how these are connected. The way in which value chain activities are carried out determines costs and affects profits, so thanks to this tool we can detect which is the source of value of the company. Beyond focusing on departments or accounting costs, Porter's value chain focuses on the overall system and how inputs are transformed into outputs by the company, which are purchased by customers. With this more global point of view, Porter described a sequence of common activities for all companies, which are divided into primaries and support.

What is clear from all this is that all these aspects focus on profitability and have a limited vision. Neither the environment nor the connection with customers, suppliers, and competitors is taken into account (beyond seeing them as agents that are part of the system). Dominance and profitability are sought above all, so we can clearly relate this thinking to Orange-type companies.

1.3.3.2 Ayn Rand

Now we will see one of the most extreme cases of orange thinking. In 1957, the Russian-born American philosopher and writer Ayn Rand published her book *The Atlas Rebellion*. The book recounts the decline of the United States as a result of excessive government interventionism. In it, society is divided into two groups. On the one hand, the political class and religious cults who think that all economic activity should be subject to taxation. On the other hand, it was entrepreneurs and intellectuals who thought the solution was the opposite. Among these, there were protests, strikes by businessmen, sabotage, entrepreneurs who mysteriously disappeared. These movements were led by the philosopher and scientist John Galt who, from his mountain hideout, was pulling all the strings.

The conviction that the market is fair, as it rewards the best, one of Rand's basic ideas, and neoliberalism as such. Neoliberalism supports the liberalization of the economy, free trade in general, and a drastic reduction of public spending and state intervention in the economy in favour of the private sector, which would then carry out the responsibilities traditionally assumed by the State.

Its proposals serve as the basis of neoliberalism in its crudest and most shameless version. The winners, those who have succeeded, the rich are the best, and they do well to forget about the losers. Rand defends "The idea of man as being heroic, with his own happiness as a moral purpose in his life, productive achievements as his noblest activity and reason as his only absolute concept".

Their unconditional defence of selfishness has much to do with the present times.

This book served as inspiration for many people, especially entrepreneurs, but at the same time received a lot of criticism.

1.3.4 GREEN (pluralistic) worldview

So, because companies so far have looked out for their own good, regardless of the planet and the ecosystem, today we face a pretty big issue. For more than 40 years, our species has exceeded the planet's bio-capacity necessary to regenerate key biologically productive resources (Niccolucci et al. 2012; WWF 2014). This continued excess is causing a systematic degradation of the ecological system, as we are

depleting and destroying the ecosystem faster than it can restore itself (Wackernagel and Rees 1995; Kitzes et al. 2008). We have polluted the atmosphere, drastically changed the land use, altered the climate, and been the primary cause of biodiversity loss on the planet (Tompkins and Adger 2004; Rockstrom et al. 2009; World Wildlife Fund 2010; Fischer-Kowalski et al. 2011, Steffen et al. 2015).

In this Green stage life is seen as something more than success or failure and people are aware of what the orange paradigm projects on people and society, the constant obsession for everything material among, social inequality, the harm inflicted on nature and other things.

One of the most important aspects is equality; every voice has to be heard. People starve to belong and to create harmonious bonds with everyone. Leaders prefer to refer to their organizations as families or communities. Every member is important and has a place, peers look for each other, and people's happiness is important to the organization's success.

This stage has three important breakthroughs:

- **Empowerment.** Front-line employees are the ones facing each day's problems and so it is easier for them to find the best solutions to these problems. In these organizations, a leader must always listen to his employees, motivate them, and even develop them (Laschinger et al., 1999).
- **Values-driven culture.** In these organizations, shared values are really a key factor and they truly inspire employees. Employees tend to take better decisions being guided by shared values, rather than established rules. (Harrison, 1972; Peters y Waterman, 1982; Trice y Beyer, 1993). One of the main focuses of the CEO in these organizations is to get the culture right.
- **Stakeholder value.** Here there is no hierarchy between interest groups, as there is in orange organizations. The role of leadership in this regard should be to seek solutions that bring benefits to all groups. Businesses have a responsibility not only to investors, but also to employees, customers, suppliers, local communities, society at large, and the environment, and that they must balance all these interests (Freeman and Liedtka, 1997; Mahon and McGowan, 1998).

The contradictions of Green organizations

Green organizations have an inner desire for consensus and egalitarian decision making but they still use the hierarchical pyramidal structure of Orange. Sometimes there are no clear guidelines and the confusion arises; the decisions are made by consensus or is the boss who finally decides?

They really want to function without the pyramid but making decentralization and empowerment work on a large scale is not easy. So they use the hierarchical structure but ask managers to give up some control and empower the front line employees.

1.3.5 SUMMARY

Once we have seen these different stages, it must be specified that people at later stages are not better, but they can attend more complex perspectives.

Another aspect that has to be clarified is that no organization is 100% Orange or Green. Things are far more complex than that. Some organizations can have different processes in different stages. Sometimes different department acts in different ways, one like orange, other more like green, depending on the group and the leaders of each department.

If a company was a building, for each floor there can be as many worldviews as there are people.

Now we are going to see an example: How is compensation an incentive in each type of organization?

Red – The Boss decides whose incentives are increased or reduced. There is no formal process for the pay negotiation nor for formal incentives.

Amber – Salaries are fixed depending on the level each employee has in the hierarchy. At the same level, the salary is identical. There are no incentives and no individual salary negotiation.

Orange – Large pay differences are well seen because in the orange perspective it reflects people's merits and contributions. If employees accomplish the established targets, they deserve a sizable bonus.

Summary of the organizational models we have seen until now:

Figure 3. Laloux's organizational models



Source: Own elaboration

1.3.6 TEAL (evolutionary) worldview

In the book: *An Everyone Culture: Becoming a Deliberately Development Organization*, Kegan and Laslok tell us traditional companies are not really able to grow and reach their full potential because employees spend a lot of time hiding their fears, weaknesses and limitations to others. Therefore, they comment it is necessary to

change the way employees act, using the principles of "happy organizations" to make people happy and sorrows to be able to take the lead of organizations.

In the DDO companies (Deliberately Development Organization) there is a greater development in its members, but also generate more profits to the organization, than its competitors. Companies that invest in the welfare and happiness of their employees get greater economic benefits. The goal of these organizations would be "business excellence and the growth of people towards a more capable version of themselves through their work in the organization.

In addition Gladwin et al. (1995) describe the new paradigm necessary to change to sustainability as one in which economic activities and the human ones are inextricably linked with natural systems and the Earth needs to be kept healthy for the human survival and welfare. In the new paradigm, it is necessary to understand the Earth's natural cycles (Gladwin et al. 1995). It is understood that waste should not exceed natural capacity, harvest rates for renewable resources should not exceed natural regeneration rates, and human activities should result in no degradation nor loss of biodiversity of the ecological systems (Daly, 1990; Costanza & Daly 1992; Gladwin 1992; Hawken 1993; Robert 1994; Gladwin et al. 1995).

In the organizations we have seen so far, these two concepts are not reflected in the best way. This may be an indication that there are other types of companies. Laloux tells us in his book: Reinventing Organizations that the next level is Teal. Right now we are in a moment of transition between the companies that we consider traditional and we have already seen and Teal companies.

The next stage is teal-evolutionary and corresponds to Maslow's self-realized level. Maslow considers the change from green to teal very important in the human journey.

Laloux names it evolutionary because is still emerging. The worldview is no as fixed as the Amber, nor a soulless mechanism like Orange. In Teal we can become whatever we want, if we only put our mind to it. The world is seen as a journey where we can discover our true self and discover our unique potential. Pre-conceived ideas are left behind; people learn to listen within to go where life calls them.

The ability to concentrate to inner voices comes from a crucial psychological development: in Teal, we start to disidentify from ego. We learn see our ego from a distance and sometimes realize how our ego's fears, ambitions, and desires are secretly running our lives. We are able to reduce our need to control, to appear good, and to suit in. Many scholars note that this leads to a profound shift that increases our

capacity to trust others and to trust life. In this worldview, mistakes are seen as opportunities to learn from so they are no longer seen with fear, anger, or shame.

When we make decisions focused on the ego we will do it thinking on what others will think or what we can achieve by doing it. This means we are influenced by external factors. In Teal, we shift from external to internal in our decision making. We make decisions based on our inner rightness: is this decision lined with my ideals? Does it seem right to me?

The people who shift to a Teal perspective start to keenly sense the pain and emptiness in modern life, where we've separated from much of our true nature. We've got lost the community and our innate reference to nature. This realization often triggers a deep craving for wholeness, for reuniting with all of who we are, with everyone around us and every kind of life and nature. It is not driven by a moral imperative (we should look after nature!) but by a deep realization that we are all deeply interconnected, deeply one.

So, we talked about consciousness and now we are going to link the different stages (red, amber..) with each level of consciousness.

Levels of consciousness:

A consciousness state is defined by the degree of attention and awareness of the present moment and by the use of our mind/thinking (judging, evaluating, interpreting, comparing...) (ego vs no ego) (based on Glomb et al., 2011).

The consciousness levels are connected to certain states

Figure 4. Levels of Consciousness

	Low levels of consciousness (Red-Amber)	Medium level of consciousness (Orange-Green)	High level of consciousness (Teal)
State of consciousness	Mindlessness	Flow	Mindfulness

Source: own elaboration

Red and Amber; State of Consciousness: Mindless

- A reduced level of attention and vigilance (automatic pilot); not in the present.

- Reliance on past categories. Adherence to a rigid rule system governing behaviour, precluding attention to new information and fixating on a single perspective.
- Use of our mind/thinking (ego)

Orange and Green; State of Consciousness: Flow

- Directing attention to present-moment phenomena, but with a narrow attentional breadth (concentration)
- A high level of engagement in an optimally challenging activity that produces intense concentration and a strong feeling of control (Csikszentmihalyi, 1990)

Teal; State of Consciousness: MINDFULNESS

- Attention is focused on present-moment phenomena occurring both externally and internally and maintaining a wide attentional breadth (Dane, 2011)
- Feeling the undivided wholeness of existence (Wilber, 2000).
- No ego (not mind/not thinking; fully conscious; our true selves)
- Mindfulness is defined as a state of consciousness characterized by receptive attention to and awareness of present events and experiences, without evaluation, judgment, and cognitive filters (Glomb et al., 2011)

We have seen before than Orange speaks of organizations as machines and Green as families. In Teal organizations, it is used the term "leaving organism or living system".

It tends to wholeness, complexity, and consciousness. Change in nature is done suddenly and it doesn't need for someone or something to command and control it. Change is inevitable and we embrace and follow it.

This stage has three important breakthroughs:

- **Self-management.** They don't use traditional hierarchical structures anymore. Instead, they use distributed authority and collective intelligence.
- **Wholeness.** Teal organizations have implemented some activities to help the employees to drop their masks and be who they really are, to bring up the inner wholeness.

- **Evolutionary purpose.** As we have said before, Teal organizations are seen as "living systems" and like in nature, there is no prediction or control of the future, they must understand where are heading and let nature go wherever it wants to go.

Companies don't need to implement necessarily the three breakthroughs. Some of them might focus more in one of them, others in two or the most advanced in all three.

Now we are going to investigate more each one of them.

Breakthrough 1 - Self-management

Nowadays most CEOs and top leaders are usually overworked. That is because any decision that requires some coordination needs to pass by them. In pyramidal organizations, only the people on the top can make decisions. The people below have to explain to them the situation very quickly and with efficiency because their time is a scarce resource. So, many times they carry over or just take important decisions on a rash, which can lead to mistakes. Sometimes decisions made at the top can turn up to be poor also because people at the top simply use of politics or because people at the top simply don't have time to really understand what's going on in the field.

In environments where the complexity is low, pyramidal organizations can work well. The few people at the top can manage low complexity and make good decisions.

When complexity increases, pyramidal organizations are not efficient anymore. All the decision-making process cannot be done just by a couple of people. However smart they are, they cannot deal with all the complexity.

All the complex systems that exist in the world operate based on structures of distributed authority. Here we have some examples:

- **Birds in a flock.** For example, when they see a predator, the whole "cloud" changes immediately the direction and there is no collision. No bird is taking the lead; everything has to be done in a blink of an eye. They use coordination mechanisms, rather than hierarchy. Hierarchy and centralized decision-making could never master this level of speed and complexity.
- **The human brain.** 85 billion cells are working by the coordination mechanism. The brain is very complex and cannot operate with a pyramidal system, everything would collapse. The thoughts don't pass by a "boss" cell

and other few which would be the executive committee, to be approved, it has no sense.

- **The global economy.** There are millions of companies, billions of consumers which take a lot of decisions every day. It operates with the coordination mechanisms as we have seen in the previous examples and once again there is no boss, nor an executive committee trying to control everything. It would have been impossible.
- **The forest.** It is a hugely complex system; from microscopic species to huge animals or massive trees. The entire ecosystem lives in harmony and there is no mechanism of control. If winter comes early, for example, no animal or species is saying the others what to do or to hurry up, and yet every one coordinates perfectly.

So, as we have seen, in complex environments we need to upgrade to distributed authority and self-managing teams. In the Buurtzorg Company, there is no team leader, and management tasks are spread among the employees. Above the teams, there are no managers, just a regional coach, but he has no power over the team. He is there just to help.

There is no executive committee; no "head of" HR, finance, sales, or marketing, and the people working in the headquarters cannot impose procedures or guidelines from the top.

So, as we have said, the decisions are made by the people in the organizations are each one of them has the same authority. For small decisions, people simply go ahead and just make them. If the decision is more important, they look for advice from their colleagues. Finally, the very important decisions which really affect everyone in the company, like buying new machinery are made by everyone. That means, everyone is consulted about it. For example, in the Buurtzorg Company, they have a blog where they seek advice. Even the CEO, when he wants to change or implement something different, he shares his proposal in the blog and waits for the reactions. The next day the nurses read the article and they give their sincere opinion. If nurses agree with the proposal, Jos (the CEO) writes again to confirm the decision.

If the nurses do not agree, he does not move on with the implementation. He then updates the proposal or he looks into the situation with a group of people and came up with a solid proposal.

This type of decision making is very delicate, once something is published, there is no going back. Everyone can see what is posted and many different comments will arise (positive or negative).

Regardless of remuneration and incentives, there are no bosses to decide which employees get a pay raise or a fat bonus. None of the organizations Laboux studied really believed in individual or group incentives. In some of the companies, salespeople actually don't have any targets. This has been achieved thanks that all employees feel they are part of a group, that their opinion really matters within the company and they have an active position in the decision-making process. Each person knows the decision they make directly affects them and their teammates.

In traditional organizations, it's the leader who put pressure on the system, challenging subordinates to do more and faster. Many of the self-managing companies have found the opposite. In these companies, people are really efficient thanks to intrinsic motivation, calibrated by peer emulation and market demands. People are just told what the company wants and they do it. When companies don't let employees freely express their talents, something in them dies a little. When nothing stands in the way of our intrinsic motivation, we are really motivated.

From a Teal perspective, it's almost insulting to believe somebody will work better simply because you dangle a carrot before of his face. If someone isn't motivated to do great work, something is up. Let's speak about the problem and take a look at to find what blocks the person's inner motivation. But today, in many workplaces, we simply accept the majority aren't motivated, and we try to buy them off with the promise of a big bonus (even though research shows that bonuses aren't efficient or are even counterproductive). Rather than bonuses, many organizations researched in the book simply share a part of the profit with everyone when profits are abundant.

Now we are going to see another example of the base pay and how salary increases in a company called Morning Star in California. It is the world's largest tomato-processing company and it is highly profitable.

At Morning Star, pay increases are self-initiated. One a year, employees write a letter in which they state what raise they deserve. They also share opinions with colleagues in the same area which also wants to volunteer for the salary panel the same year.

Sometimes the salary panel tells colleagues they've aimed too high or sometimes it tells them they've been too humble. Most of the time, the demands are in line with reality. People are remarkably good at estimating their value.

The panel has no authority to force an employee to accept the advice, but if someone seems to be really unreasonable, the panel can invoke a conflict resolution mechanism to find a solution agreeable to everyone.

Like many other practices, the way self-managing organizations deal with pay forces us to grow up, to behave like adults.

In the absence of an influence hierarchy, many natural, health hierarchies start to emerge. Because there's no team manager space becomes available for other natural and spontaneous hierarchy to spring up—fluid hierarchies of recognition, influence, and skill. Channel decisions and resource fluidly to the foremost appropriate person. The purpose isn't to make everyone equal; it's to permit all employees to grow into the strongest, healthiest versions of them.

Breakthrough 2 - Striving for wholeness

Nowadays organizations tend to push everyone to wear a professional mask. One example could be the uniforms employees need to wear, for example, the bishop's robe or the doctor's white coat. This uniform seals our perception of that person and we know he will act in some pre-determined ways, which are accepted by everyone. While a person wears a uniform, he won't fully belong to himself.

By one hand, companies fear that if everyone shows themselves as they really are, with their emotions and moods, everything will turn into a mess.

On the other hand, employees are also afraid to show up with all of who they are. By doing that, they might expose their selfhood to criticism or ridicule and others could use it against them. So many of them prefer to avoid feeling vulnerable and think is better to play safe and wear a professional mask. Even more than that, some people have been wearing the mask for so long they really forgot are wearing it; they don't take it off even at home.

In most organizations showing up from ego is acceptable, it's the norm, while you show up from a deeper place and soon you will feel exposed. Our inner ego wants to win arguments; it seeks for success and recognition and wants us to rise above the others.

Today, it doesn't take long to know that showing up with our masculine energy is valued. It's good to look determined, to own answers, to be actively building the long term. And it doesn't take long for us to appreciate, albeit unconsciously, that showing up with our feminine energy (whether we are a man or a woman) isn't a career winner: taking care of each other, being reflective, slowing down, sharing vulnerability - these traits won't get you in line for the next promotion.

And so we all end up appearing much more determined than we really are, hiding our doubts and vulnerabilities, losing touch with a vital part of which we are.

So, we have said both the company push the employee to wear the mask and the employee also fear to do it. Many times we bring so little life to work and because of that many workplaces feel lifeless. Even self-management companies have problems to build a community.

Many of these companies introduce some practices to help employees feel safe enough to show their true themselves. When finally that happens, everything looks magical. There is a level of vibrancy and aliveness in some of these workplaces that I had not seen before. Work becomes a vehicle where colleagues help each other reveal their inner greatness and manifest their calling. Much of what makes the workplace unpleasant and inefficient simply vanishes.

Now we are going to see some examples of the practices we mentioned above:

- In Sounds True Company, they let employees bring their dogs at work. And it seems something special happens in the presence of the dogs. When someone pets a colleague's dog, they subtly build community.
- In Patagonia, the company hosts a Child Development Center for employees' children. It is normal to hear the children laugh; they visit their parents' office. Even sometimes, mothers are nursing their children during a meeting, is something normal for them.
- In other companies, they ground rules to create a safe environment. These are simply behaviours the colleagues wish to see and which ones are unacceptable. Of course it takes more than a document to bring values, and for that, many companies have chosen to start right at the beginning; that is, with all new recruits. They also do all-hands meetings, value days, or annual surveys in order to enhance the ground rules.

- Some of them have created reflective spaces. An example could be a quiet room somewhere in the office where people can reflect in a busy day. Other organizations have gone further and also created collective moments of self-reflection. These practices could be meditation sessions or just sharing the struggles with the colleagues and learn from them, storytelling, etc.
- As we know, meetings tend to be places where we show off our ego, we want to win every argument. And yet, meeting can also bring out the best of each one of us. Almost all of the teal organizations studied in this book have implemented some practices to help participants keep their ego under control and bring more wholeness to the conversation. For example, in Heiligenfeld whenever a conversation comes from ego or might lead to something unsafe one of them rings a bell and no one can talk until there is no sound produced by the bell. This is perfect to get the meeting back on track.

Nowadays people and managers tend to be consumed by the work. Most of them use to work overtime and therefore professional life gains preference over personal life. Few manager dare to cancel an important meeting for their child's school play, or just because the wind today is perfect for surfing, or for any other reason. In self-managing companies, people can change working hours when they needed to, but they are expected to find a solution to fulfil the commitments they have. It is a mutual support because the company may also need the help of the employee for some specific task for example.

Another important topic is the evaluation of the employees' work done. In teal companies, this topic is not scary nor is uncomfortable like in the traditional ones. In Sounds True for example, people reflects on their own performance and aspirations and then they share their thoughts with their peers. A list is made for each person with the thing the peers love from each one, and the other with the things each one of them could improve. Feedback and ideas are given to further nourish and stimulate their self-reflection.

Annual appraisals don't need to be dispiriting and lifeless, if it is properly focused, these annual evaluations could be turned into rituals of celebration and deep inquiry into our selfhood and calling.

Breakthrough 3 - Evolutionary purpose

Nowadays every company has a mission statement which inspires and guides the employees.

Traditional companies see the world as a dangerous place with competitors everywhere trying to steal their market share. The only opportunity to survive is to make more profit and gain more market share over the competitors. With this on-going battle, who has time to think about the mission?

In the Teal organizations, the word “competition” is almost never heard, which is the opposite of orange companies who are obsessed with it. When a company has a noble purpose, there is no competition. Whoever wants to help achieve the goal on a wider scale is considered an ally not a competitor. Jos de Blok for example wrote a book explaining Buurtzorg’s method in great detail and gave a copy to all his competitors. He even gave talks to them and he never asked to be paid.

On one hand, in today management, companies work by the premise strategy and execution. The CEO defines the winning strategy in order to predict the future. Then, the he indicates the course and the crew sets the sails in the right direction. The companies are like machines: the boss programs the machine and tells it what to do.

On the other hand, Teal organizations are seen not like machines but as a living organism. The role of the leader is to listen to where the organization naturally wants to go and help the company get there. When we do this, we always sail with the wind at our back. A change is done, from predict and control to sense and respond. With this perspective we continuously adjust to the reality in front of us. By doing it, we might even discover a shorter way, a more beautiful one or even a new destination.

The deep challenge here is that it requires letting go of our comforting illusion of control. None of the companies studied by Laloux had a strategic plan for the next three of five years. These companies just listened to new opportunities and adapted accordingly. Everybody in the company can be a sensor and initiate changes, not just the CEO or the managers.

The goal of this is not to give everyone the exact same power. It is to make everyone powerful. People are sensing what’s needed and use the advice process to make it happen. For example in Buurtzorg, when they have a meeting, they let an empty chair that represents the organization and its purpose. Anyone participating in the meeting can sit on the empty chair to become the organization’s voice.

When we talk about budgets, most of teal organization doesn't make them because paying to mucho attention on the numbers may distract people from what needed. Other teal companies do very simple budgets when they have to make an important decision but when it is done, everyone forget about the budget: budgets are not used to monitor performance.

CHAPTER 2 – EMPIRICAL WORK

2.1 Description of the case-study: Exclusivas Energeticas

First of all we are going to make a short summary of Exclusivas Energeticas and then we will see some questionnaires that we have passed to the employees of this organization to comment on the results.

Exclusivas Energeticas is a small company; it has less than 20 employed employees and less than 5 self-employed.

It is a consultancy firm dedicated to counselling large companies in Spain on energy issues. The most common activity is the contracting of electricity and gas and the motorization of consumption. It uses its own revolutionary system that collects information of all kinds, such as customer consumption, index measurements that are downloaded automatically, makes future predictions of the different electricity and gas indexes ... It also has alarms to warn customers to lock a price for example or if the contracted consumption has been exceeded, etc.

The company has a traditional organizational structure, as people are divided into departments with their corresponding managers and all report to their superior. There is also a committee that meets periodically to solve current problems and propose different strategies and guidelines to follow.

Before starting with the questionnaires, it should be mentioned that the respondents belong to different departments, so it can cause ambiguity in some the answers.

We will now proceed with the questionnaires:

2.2 Questionnaires

First of all we are going to make a short summary of Exclusivas Energeticas and then we will see some questionnaires that we have passed to the employees of this organization to comment on the results.

Exclusivas Energeticas is a small company; it has less than 20 employed employees and less than 5 self-employed.

It is a consultancy firm dedicated to counselling large companies in Spain on energy issues. The most common activity is the contracting of electricity and gas and the motorization of consumption. It uses its own revolutionary system that collects information of all kinds, such as customer consumption, index measurements that are downloaded automatically, makes future predictions of the different electricity and gas indexes ... It also has alarms to warn customers to lock a price for example or if the contracted consumption has been exceeded, etc.

The company has a traditional organizational structure, as people are divided into departments with their corresponding managers and all report to their superior. There is also a committee that meets periodically to solve current problems and propose different strategies and guidelines to follow.

We will now proceed with the questionnaires:

Table 1. Human resources practice questionnaire, green/orange or teal approach

ORANGE-GREEN PERSPECTIVE	1	2	3	4	5	TEAL PERSPECTIVE	MEAN	STANDARD DEVIATION
Recruitment is carried out by human resources personnel	0	2	4	6	2	Recruitment is carried out by future co-workers	3,57	0,90
During the recruitment, the suitability of the candidate to the job description is sought	2	3	5	3	1	During recruitment, it is sought that the candidate fit within the organization and with its purpose	2,86	1,12
The process of employees incorporation is purely administrative	1	2	4	5	2	For the incorporation of new employees take place some of the following facts: training in real skills or in business culture, rotation for different	3,36	1,11

		positions in the organization		
Training trajectories are designed by the resource department	0 0 2 11 1	There is freedom and personal responsibility for the choice of training	3,93	0,46
Each job has a title and job description	2 5 1 5 1	There are no job titles, employees can freely flow from one function to another	2,86	0,89
The organization does not take responsibility for the choice of purpose or vocation of employees	2 4 3 4 1	Recruitment, training and evaluations are used to find the common ground between the personal vocation of the employees and the purpose of the company	2,86	1,19
Fixed work schedule	1 1 0 4 8	Flexibility in the work schedule, as long as they meet the requirements expected from them. They are allowed to combine personal commitments within the working hours.	4,21	1,21
The company focuses on individual performance	1 1 1 7 4	The company focuses on team performance	3,86	1,12
Individual assessments are carried out by a hierarchical superior	2 5 4 2 1	Individual evaluations are conducted by peers	2,64	1,11
Evaluations are objective and based on past individual performance	2 2 8 1 1	Assessments are a personal inquiry into learning and vocation	2,79	1,01
Decisions about employee compensation are made by hierarchical superiors	7 3 3 1 0	Decisions about it are self-determined by employees	1,86	0,99
There are individual bonuses and incentives	3 4 0 6 1	There are no individual bonuses or incentives, the profit	2,86	1,36

		is shared equally		
There are large salary differences due to a meritocratic structure	2 2 3 5 2	Salary differences are smaller, because basic pay is guaranteed to all employees	3,21	1,26
Intense competition for the few promotions available	0 1 7 2 4	there are no promotions, structuring of functions is carried out through equal agreements	3,64	0,97
With the promotion system, structures are created in which each department manager has great power over part of the organization he leads	0 3 4 6 1	In the absence of promotion as such, there is a personal responsibility to take part in any matter, even if outside the scope	3,36	0,89
The CEO/MANAGER along with the approval of human resources has the authority to carry out the dismissal of a subordinate	1 0 1 6 6	Dismissals are very rare and are the last step of a conflict resolution mechanism	4,14	1,06

Source: own elaboration

Most employees consider recruitment is carried out by future co-workers of new entrants. They also consider that it is slightly taken into account if the person fits into the organization and its purpose, but the main objective is for the person to fit into the job description. The incorporation process is seen more than just an administrative process which includes certain activities such as instruction in business culture and training. Almost all respondents consider that they are free to choose the type of training and that it is not designed by the Human Resources department.

Almost 80% of those surveyed consider that performance is evaluated at the team level and not individually. Regarding evaluations, opinions are widely distributed, approximately half consider that they are carried out by the boss, while the other half consider that it is carried out between colleagues. Also regarding the evaluation that is used to analyse vocation and personal learning, it has a slightly higher percentage than the thinking evaluation is based simply on performance.

As for decisions related to remuneration, things are very clear. The vast majority of those surveyed consider to a greater or lesser extent that these decisions are made by hierarchical superiors, although in terms of incentives the results are very divided, some receive bonuses and personal incentives and others do not.

Regarding salary differences, although opinions are divided, the majority consider that there is a guaranteed minimum pay for all employees, but there is also an important percentage which considers that although the differences are not high, they are not small either. When it comes to promotions, most respondents feel that there is not strong competition for it.

About half of the staff considers they have well defined job titles and the other half considers they can freely switch from one role to another. The point that is most aligned with the Teal perspective is the schedule flexibility. Twelve of the fourteen respondents say they can combine working hours with personal activities. Despite this, we cannot consider it 100% Teal, since there is an exhaustive control of the total hours worked and usually there is a schedule that must be met, people cannot choose the working hours every day, but yes sometimes.

Regarding dismissals, Twelve of the fourteen respondents consider that the dismissal process is based on the Teal approach, as there are so few dismissals and as a result of a conflict resolution process.

To see it more clearly, in the same order as in the questionnaire 1 we are going to see the means of each of the previous questions in the following image. Also, the vertical red line is the overall mean of all questions. In this graph we can see that there are some that tend more towards teal and others more towards orange / green.

Figure 5. Means of Table 1



Source: own elaboration

The activities that come closest to the teal approach are:

Table 2. Activities with teal approach from Table 1

TEAL APPROACH	There is freedom and personal responsibility for the choice of training
	Flexibility in the work schedule, as long as they meet the requirements expected from them. They are allowed to combine personal commitments within the working hours.
	The company focuses on team performance
	Dismissals are very rare and are the last step of a conflict resolution mechanism

Source: own elaboration

The activities that come closest to the orange/green approach are:

Table 3. Activities with orange/green approach from Table 1

ORANGE/GREEN APPROACH	Individual assessments are carried out by a hierarchical superior
	Evaluations are objective and based on past individual performance
	Decisions about employee compensation are made by hierarchical superiors

Source: own elaboration

Table 4. Human resources practices, questionnaire with teal approach

EXAMPLES	OUR COMPANY DOES IT	OUR COMPANIES DOES'N DO IT BUT I CONIDER IT INTERESTING	IT DOESN'T HAVE IT BUT I DON'T CONSIDER IT INTERESTING
Decisions are decentralized	5	7	2
Decision making takes into account what would help achieve the organization's goal	11	3	0
All company information is transparent (including company financial data)	4	7	3
Behaviour rules are value-based	11	3	0
In the organization there are places of reflection (silent places, etc.)	2	9	3
There are reflection exercises carried out in groups	1	10	3
Meditation exercises or silent exercises are performed	0	9	5
The workplace is decorated by the employees	7	3	4
The office is open to children or pets	4	6	4
Anyone can participate in the meetings	4	7	3
In meetings all participants are listened to and ego is kept at bay	8	6	0
In case of conflict, there is a conflict resolution process that is standardized and consists of several steps to follow	4	9	1

External Agents can make proposals that help fulfil the purpose of the company	6	6	2
I can dedicate some time to things that I am passionate about, which may not have to do with the company	4	5	5

Source: own elaboration

When making decisions, the purpose of the organization is taken into account, however, people think the process would improve by decentralizing decision-making. In addition, most employees consider that full transparency (including financial data) would be good.

Almost 76% of those surveyed consider values to be a representation of what is meant by acceptable and unacceptable behaviours. Eight people consider that in meetings all participants are listened to and the ego is kept at bay, while six of them do not see it that way, although they consider it would be good to introduce it.

Nine out of fourteen respondents would like to have both places of reflection and spaces for silence and meditation exercises, more than 70% consider that it would be good to introduce reflection practices in group, while only three people do not consider it of interest.

Most of them affirm they can decorate their spaces, three of them cannot but see it as an interesting proposal and the remaining four are not interested in this topic.

A question with few clear results is to bring children or pets to work, the results are very ambiguous. 28.5% affirm that there is no problem to bring the child or pet, 43% consider that it is not allowed, but they would like it, while the remaining 28.5% do not consider it relevant.

One of the interesting questions is the participation in the meetings, since 64% think that not anyone can attend these meeting, but they would like to. 28.5% of them consider the company does allow free participation, while the remaining 21.5% affirm that they cannot but neither are interested in the subject either.

Almost 65% of the staff consider interesting to spend time in resolving conflicts, while 4 people consider that the steps to follow for conflict resolution are already standardized.

There is also a person who says that the company doesn't have it defined, but does not consider it interesting either.

Three people says that agents external to the organization could make proposals helpful to fulfil company's purpose and four of them consider this practice is not integrated into the company but they would find it interesting. Two of the respondents do not even find it interesting to apply.

Finally, four people consider they can dedicate time to other things that interest them, even if it has nothing to do with their work, while another five do not see it that way but they do consider it as an interesting option. The remaining five say they haven't, but they don't see it as useful either.

In conclusion, I would like to highlight the practices integrated in Exclusivas Energeticas and those that are not, but have turned out to be of interest to employees.

Table 5. Integrated or Interesting Activities from table 4

INTEGRATED INTO THE COMPANY	Decision making takes into account what would help achieve the organization's goal
	Behaviour rules are value-based
INTERESTING PRACTICES	In the organization there are places of reflection (silent places, etc.)
	There are reflection exercises carried out in groups
	Meditation exercises or silent exercises are performed
	In case of conflict, there is a conflict resolution process that is standardized and consists of several steps to follow

Source: own elaboration

Now we move one with the last Questionnaire.

Table 6. Questionnaire about employee satisfaction level

QUESTION	PUNTUATION					MEAN	STANDARD DEVIATION
	1	2	3	4	5		
I am happy and satisfied with the company	0	0	3	7	4	4,07	0,70
I consider the company cares about me	0	1	2	7	4	4,00	0,85
I like what I do and I feel motivated	0	0	3	7	4	4,07	0,70
I consider they take into account my opinion and contributions	0	5	2	5	2	3,29	1,10
The working environment is healthy	0	0	0	6	8	4,57	0,49
In the workplace I can be myself and I do not have to use any mask	0	0	0	7	7	4,50	0,50
I consider the salary is commensurate with my abilities and contributions within the company	1	3	3	5	2	3,29	1,16
I consider the salary as an important source of motivation	0	1	2	10	1	3,79	0,67
I prefer intrinsic motivation (the ability to contribute things and feel valued) rather than extrinsic motivation (salary and incentives)	0	1	2	6	5	4,07	0,88
I feel expendable/ essential, where 1 is completely expendable and 5 absolutely essential	1	4	7	1	1	2,79	0,94
Within 5 years I would like to still work in the same company	0	1	6	1	6	3,86	1,06

Source: own elaboration

If we compare this third questionnaire with the first one, we see that the values are higher and the deviation is smaller.

The first three questions have very similar means. Employees are satisfied in the company, they feel valued and their work motivates them.

The next question has a slightly lower average, since they consider their opinion is not taken into account. This question has a high bias, which means the opinions are very

different. Instead, the work environment is very healthy and people feel comfortable, to the point where each employee feels free to show themselves as they really are without fear of being criticized, they do not have to hide behind any mask.

The salary question is another of those with the lowest average; the staff considers the salary they receive is not entirely in line with their abilities and contributions within the company. Again the deviation is high, which indicates opinions are divided. In addition, people have quite clear that salary is an important source of motivation, although they would actually give it up in exchange for intrinsic motivation, such as the ability to add value and feel valued. This is a bit worrying for the organization since we have seen employees do not feel fully valued.

The staff is not at all well-off within the company since most of them feel expendable.

Finally, the employees would see themselves in the long term within Exclusivas Energeticas, although again the responses are diversified.

CHAPTER 3 CONCLUSIONS

3.1 Conclusions of the evolutionary models

As I mentioned in the introduction, these business models evolve as society and individuals do.

We have started with Maslow where he comments people evolve and once they manage to satisfy basic needs, goes on to the following. At the most basic are the physiological needs and at the top are those for self-realization and spiritual. We have also seen these needs also occur in organizations, not just in personal life.

Maslow's study has served as a reference for others we have seen before. For example, Mc Gregor comments on the different theories, where in theory "X" workers are considered lazy people who need to be controlled, but in theory "Y" an evolution can already be notice, since employees are valued and it is understood that for the organization to function properly, the worker has to be motivated.

In Ouchi's "Z" theory, it is already commented that employees have to feel self-fulfilled through work, so the conditions and environment have to be provided so they feels integrated and can flourish both personally and professionally within the company.

Furthermore, Richard Barrett (2001, 2003) adds that companies have to be seen as a living organism, since nowadays most organizations look like machines without souls. For this, Peter Senge (1990) tells us that we must look at the totality of the system and not at the pieces individually; that is, we become expansive in our thinking rather than reductive. This is achieved through systematic thinking and only then, organizations will be able to start the learning process. Systems thinkers are those who think outside the box. They understand there are no right answers, only different paths to the same outcomes.

In Wilber's study we have gone a little deeper because he is the author that serves as an introduction for Laloux. Wilber, based on the work of Beck and Cowan (1995) introduces us to the different types of evolutionary thoughts and represents them by colours. These range from the basic survival instinct to the holistic perspective.

Later on, Laloux uses the spiral used by Wilber to relate his study to organizations. One of the clearest conclusions of this book is that until now, society and companies have evolved in stages.

In recent history and thus far, the predominant ideology has been orange. In it, results are sought above anything else. It searches to achieve the financial objectives over the consequences it might cause. Meritocracy is encouraged and people who want to reach the top stand out, or shall we say, there is no place for failures.

Although it is true that all this has helped innovation and discovery of many technologies, it has also gone a bit out of hand. Needs that didn't exist are being created just so companies can sell products people don't really need.

With this what is achieved is that customers feel a void they can fill only with material things; most of the employees will be unhappy because they always have to wear a mask to appear strong and happy, and because they continually have to achieve the objectives that the company asks of them (they are always under surveillance) they experience a lot of stress. Since this type of company works by hierarchy, managers and CEOs also have a lot of pressure because all decisions go through them, they have to work overtime, be always in meetings and need to have an answer for everything. What we are saying is they are always exhausted, stressed and most of the time dissatisfied. Many times the only solution companies find are very high wages for them.

In addition, another fundamental aspect is the environment. Since the main objective of these companies is to achieve higher profits, many times the damage caused to the

environment has not been taken into account. For this reason, we are now at a point when global warming is a very serious and irreversible problem. It is time to change the mind-set and think about future generations, we need to in tune with the environment and society, so that human beings can continue existing as a species and do not self-extinguish.

Obviously the comments on these types of organizations have a fairly radical approach, but we put it this way so that a need to create companies with a different thinking is clearly seen.

Green organizations have realized the damage that traditional companies have caused and what they are looking for is harmony with the environment and the empowerment of employees. Despite this, they are not completely complete, because they continue to use the hierarchy as a model of operation.

Today, there is an emerging new model that is gaining notoriety, the so-called TEAL (evolutionary) worldview.

From a Teal perspective, the company is viewed as a living organism. These types of organizations have a noble purpose in which they strongly believe. They comment that anyone who wants to help meet that goal can do so, no matter if they are a competitor or not. Anyone seeking to fulfil a noble purpose on a higher scale cannot be called more than an ally. This objective is in tune with nature and adds value to the society. It does not seek profit as an end goal.

It seeks to put aside the ego and encourage the participation of all employees in the development of the organization, the opinion of all people is important. Hierarchy and middle managers are eliminated and work is done in teams where all are equal. The CEO just supports the staff and proposes new ideas, but he never imposes them.

Decisions are therefore made by people; anyone is capable of detecting something that is not working well or a new opportunity and acting. They work through coordination mechanisms, allowing the organization to change at any time; it is very efficient in highly complex and changing environments. Therefore, the objectives and guidelines for the medium / long term are eliminated, because at any moment a change can occur. They just watch what's going on around them and just go in the same direction as the environment, not into the headwind just because they want to follow a strategy imposed by the bosses.

Since they focus on people, new ways are always sought to make employees happy and accomplished. It is important that the masks are removed and that each one expresses his feelings without feeling weak or thinking that others may hurt him.

Another interesting feature is the flexible schedule. People can perfectly combine work with personal life. For example, Laboux tells us that an employee can perfectly cancel a meeting because he has to attend her son's function, without having to give explanations or feeling bad either.

After having seen all this, I think that in general the mentality of companies should change towards Teal approach.

Today we are facing difficult times, for example right now we are suffering a pandemic due to COVID 19. Governments, companies and people have to leave aside their ego and help each other so these problems can be overcome; with a traditional mind-set, it is very difficult to deal with all this.

We have to slow down a bit and think about everything around us and a little less about money. People during confinement have realized time is important and we have to make the most of it with the people we love and doing what we really enjoy. We have realized we have to take more care of the environment and fauna, because once we were out of quarantine, people really wanted to spend time in nature and feel in tune with it.

Should be mention that, in recent years we have seen that, for example, the United Kingdom has separated from Europe, in the United States someone who claimed to create a wall with the border of Mexico has won the elections. Those are ideas of separatism and "xenophobia" towards others, when I consider it really has to be the opposite. We have to live in a global world, with diversity. No matter where people come from, what is important are their attitudes, not the nationality.

I think this can be achieved over time if we start to change our mind-set little by little and let go of the ego in everything we do.

3.2 Conclusions of the questionnaires

The objective of the questionnaires was to see if the practices carried out in the company are more focused on orange thinking or revolutionary teal thinking.

It also seeks to see if employees are happy and detect areas where it could be improved in order to show the results to the CEO of the company.

The general conclusions are quite promising.

On one hand, in the first questionnaire we have seen that employees are free to choose their type of training, there is flexibility in the work schedule, the company focuses its attention on team performance and not on the individual and there are few dismissals, which is very good news, because that many times it is a sign people are comfortable in the company.

On the other hand, the areas to improve are the individual assessments, which are carried out by superiors and not by colleagues. This, for example, could be changed to a model that is based on group evaluation, where each employee asks for the opinion of their colleagues on the aspects they do well and in which they could make a change to adapt more to the group ideology. In Exclusivas Energeticas, these evaluations are based on objective results and past events, but not on what can be learned and given a vocational focus for the future.

Lastly, salaries are set by the managers and the CEO. It is one of the most complicated areas to implement changes. The organization could carry out group evaluations annually, where each employee suggests to colleagues if their salary should be increased and how much or if, on the contrary, they are charging according to their abilities and contributions within the company. As discussed in the book, people are remarkably good at estimating their value. In addition, colleagues from each department and in general tend to know perfectly the work that each person performs and their abilities. I consider it difficult for this to change from day to night, but these conclusions could be put in writing and passed on to the CEO for him to assess, to serve as a reference when making decisions about salaries.

As for the second questionnaire, we see that employees are really interested to have a place where they can be in silence as well as in reflection or silent exercises, both individually and in groups. The first one is difficult to implement right now, as the office layout does not allow it, but the company could foster reflexion exercises. For example,

one hour per week, everyone in the office or just the people interested in could join the meeting room to create a moment of meditation and reflection.

Another important aspect that should be implemented is a procedure conflict resolution, as employees consider that it does not exist. A set of instructions should be written down in order to know how to proceed when conflict arise. I should mention that there are usually no conflicts between employees

As regards the third questionnaire, the results are encouraging. As for the things to improve, we have seen employees do not feel their opinions are fully taken into account. They also feel the salary should increase because it is not in balance with their abilities nor with their contributions in the company. However, they value intrinsic motivation more than a high salary. The company should give employees more empowerment and make them feel more valued. The information should be more transparent and the employees should be more included in the decision making, or at least they should be consulted or asked when the company takes important decisions which might affect them. At this moment, all this takes place in the company committee and most of the times the employees find out once decisions are made. Because of this, they may also feel expendable, which was another of the worrying questions in this third questionnaire.

3.3 Limitations and future research

Evolutionary models encompass many authors. I have mentioned a few which I consider being important, although there are many more and I may not have commented some of the important authors. Also comment that, I have had faced time constraints to carry out this project so I have not delved as much as I would have liked. It is a very interesting subject and I am aware that I could give more of myself.

As for the case study, it has only been carried out in one company, with few workers and from different departments. The conclusions cannot be generalized, since the results are very determined in this particular case. Clearer conclusions could have been drawn if the questionnaires had been conducted to more than one company.

As I mentioned, it's a very interesting subject and I would like to delve into it more in the future. As I said before, I would like to have my own business in the future, so my intention is to conduct more surveys with different companies once the time comes.

Being such a forward-looking subject, I am sure I will have the opportunity to retake the study of the Teal approach.

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