

FIFTY SHADES OF TEAL

OR

SHIFI HAPPENS



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Integral Facilitator© – Cohort 3

SHIFT HAPPENS – mantra for the Tealing Facilitator

Humans getting together

In the early days of an organization, people tend to meet often to align with and update one another. To prevent the typical meeting syndromes - ego showing up, some people's voices drowned out by others – it is valuable to integrate a meeting practice that invites people into wholeness. It can be as simple as starting with a moment of silence or a round of thanking. To start our meetings in the POD coherent and present we used the ritual of lighting a candle and Kathie saying these words:

“I light this candle representing spirit and fire. The spirit and fire that lives in you. Lives in me. Lives everywhere. Is in constant motion and with the lighting of this candle can be seen. As I light this candle I am reminded of the people through time who have come together to be present with each other and to be for each other. Today as I glance around this flame I see we are surrounded by people from time outside of time who are with and for us and the work we are about to embark upon. We are in sacred space.”

Humanity has been evolving since the beginning. The same is true for organizations. We humans have come together in many different ways to get work done. Each time we humans changed the way we came together to get work done we did it because of the prevailing worldview and consciousness.

Researchers from many different fields have discovered our organizations and we as humans tend to develop in stages. These stages have had several different names depending on the fields of study and the researchers involved. For our presentation we have chosen to use the terms that Fredrick Laloux uses in his book Reinventing Organizations (RO). These terms are Red, Amber, Orange, Green and Teal.

Fredric Laloux studied 20 organizations using strikingly similar structures and practices. Structures and practices we would not have seen even 50 years ago. There seems to be a coherent organizational model emerging in the last 20 to 30 years. Laloux calls this the Teal stage.

Research has found that every new stage of development was the beginning of a new era in human history. One thing now being noticed is each new stage brings with it a new ability to collaborate, and that brings the new organizational models. You and I, we, seem to be entering a new era of human history.

Surprisingly, one of the ways to get a glimpse of this new era is to study where we have been. Knowledge and experience of the stages help us do that. It appears we need to know how to occupy and work with each of the stages if we are to play a part in escorting in this new era. At this stage of history all other stages are present and current thinking is that 60% to 70% of the world's population is operating from Amber or Red stages.

Our POD process

With help from our mentor Lauren we got a definition of the juiciness for us in RO: “We want to alleviate painful struggles in groups/organizations by exploring how Laloux’s work can be helpful for us as facilitators.”

Significant episodes in our process:

1. Mike helped us facilitate our first meeting. This made it possible for us to start up with clear LR structures and to initiate a POD-culture with the ground rules from the cohort.
2. Laurens participation and feedback put a lot of energy and pride in our group. Our groups shared intention and present culture were seen and given as feedback to us.
3. Kathie presented her ritual of lighting a candle and we used it every time to create depth and coherence.
4. Gilles called his frustration at our Greenish way of working. Which made us more self-aware as a group. We decided to study more the Green – when is green “just” green and when is it an included and transcended Green in Teal.
5. Nina’s example from a facilitation using Red skills made us realize how difficult it is to integrate “tougher” sides from the more primitive stages.
6. At a collaborative meeting where we all together made a grid/petal with intentions, breakthrough, shadows etc. of every stage – we experienced much aliveness and energy being specific and working on it together that we wanted to share it with our IF friends.

Our PODs intention has changed a couple of times. At first, we were eager to get a fixed intention for the POD – to get a structure and a direction. Later in the process we just went with the flow.

- A) First intention: To be a Teal Pod – that we ourselves strived to be working as a Teal Group. This felt too ambitious and we renamed it Tealing Pod – so it was more focused on the invitation to go for the Teal stage – more than to succeed and BE a teal pod. The Tealing was more dynamic and energizing for us.
- B) Current intention: ***To explore how to help develop tealing capacities in groups/organizations and to give ideas to our fellow classmates about our findings. To encourage enthusiasm for the stages of development and share a tool we developed and found helpful.***

So – to be able to go for this intention we had to know the levels both on a mental level and on a more pragmatic and embodied level. Our exploration started by studying Laloux’s descriptions of the stages and looking closer at the groups or organizations, which we meet or facilitate (including our own POD).

Ex. “What do we see / notice in the group?” “What stage or stages are they operating from?” “How do we scale it (as teal / not-teal)?” “What is the basis for this distinction?” “What do we do to work with it and invite to a more tealing or evolving group positioning?” “Or what do we do that did not invite to a more tealing positioning?”

We have learned....

We have learned that knowing and using the stages in our work as facilitators can support:

- Analyzing/naming the manifestations of a groups culture and shadow
- Flex/flowing in the “diagnosis” – shift happens
- Understanding and accepting the logic and value of all stages
- Discover, accept and integrate our own stage-shadows as facilitators – Self as instrument
- Adjusting our narratives and energy to the specific group stage
- Make simple tools and questions to invite to inclusion and transcendence



The Babushka-dolls can be a metaphor for the inclusiveness of the stages.

The teal stage is not empty and something to achieve in itself. It’s all about discovering the forms and shapes in the other stages and include them as well.

Note: We use the term “to add a shade of teal” to emphasize that the tealing invitation has an including intention at first – later transcendence might happen. The green and teal stages are currently emerging. The majority of people and groups are at amber and orange. Each stage must be valued as is. No stage can be skipped or leapt over. The best that can happen is to include the stage (as is) and invite transcending it to the next stage. This transcending may only be from amber to orange or orange to green. The teal stage is inclusive, pretty sure it is probably not the ‘final stage’ and not sure teal is ‘the best’ as it knows the values of all the other stages and the appropriateness of those stages given the purpose/intention of that group.

Four Tealing Facilitator tools (not yet Fifty...):

Tool 1 - The PETALS (see page 8):

The petals can continuously to be worked on and be expanded to include more information. This is how far we have taken it. Our intention with the petals is to help the facilitator and the group to 1) analyze and highlight (UL, UR, LL, LR) the manifestation of the stages in various areas (intention, decision-making, conflict-resolution etc.), 2) to support the inclusion and transcendence to a higher stage when that is appropriate.

For example if we are facilitating a group, we can look at the intention for the group. Which stage of development is it operating from? Is it a “We want to discuss how to make the best product on the market”? In the petals = Orange. This can be used as facilitator information (UL), and as an investigation (UR): Ask questions, naming it. Or as (LL) negotiate their shared intention and maybe invite to a more green or teal intention/purpose.

Another example: If the facilitator notices that conflict is shut down in favor of equality and harmony = Green. Like before – this can be used as information, to name and to explore, or to invite to take a step further into shining light on the present culture or introduce tools for conflict resolution or decision-making.

The petals can also be used to make a linear analysis – if a lot of the areas are named as operating from a certain stage, it is likely a pattern of a stage and not just a single area that are stuck.

The facilitator can offer a feedback schedule (LR) in which the team can state their observations of patterns and habits of the group.

Tool 2 - CARDS:

Cards can be used when the facilitator and a group is exploring the group stage – for example in order to find areas to focus on and develop.

Each person gets a Red, Amber, Orange and Green card. Each card contains some key words significant for the stage and on the back is written some shadow dimension. No Teal Card.

Instructions:

The intention is to find specific manifestations of the different stages. It is NOT a competition to be at a higher stage than they are; it is to identify the current level. The group answer questions in each area and assess which stage they are operating from in that area. When they have shown the card for a given area, they briefly explain why they chose that color. After each specific area is discussed, they can be asked which stage is the group operating from overall. This is an art not a science.

Example:

Which stage-patterns are mostly current regarding to this groups intention/purpose? To the strategy? Facilitation style? Conflict resolution? Decision-making? Overall, which stage is this group mainly operating from? At which stage might the biggest shadow be hiding?

The purpose of the cards is not necessarily to agree upon the “right” stage, but to be curious about the culture and functioning stage. To have fun while finding the areas that could be worked on.

Tool 3 - BIG MIND:

If the group is familiar with the different stages, the facilitator can ask: “Can I talk to the Red/Amber/Orange/Green Mind, please?”

(For example voices of strong force, primitive impulse, punishment, fear = Red)

This to invite these voices in to include and transcend. We are aware that the use of Big Mind as a transformative tool requires additional training.

Tool 4 – Embodiment:

The floor is arranged as the petals – with tape or threads. The team can answer questions by placing themselves in the petal they find appropriate (for example questions like the cards tool).

The embodiment can also be about “playing a scene” or solving a specific problem where the manifestation comes from the current petal.

Other embodiment exercises are a) walking as the specific stages, b) playing music and dancing all together with the different energies.

Perspectives

In our POD we grew very enthusiastic about the use of the stages and the petals to invite to more wholeness and inclusiveness – in us as facilitators and in the groups we facilitate. It gave us a model and a structure to help us name the potentially “strange phenomenon” aka culture in groups and organizations in a way that can be fun - not judgmental or wrongdoing or competitive. Instead a helpful way to point out where it can be valuable to focus and maybe add some shades of teal.



Our hope is that more and more humans, groups and organizations get curious to investigate and evolve their belief systems. We constantly have to remember that this is of course a map and must be used with a light touch. The map is NOT the territory, but a part of a meta theory/framework and as such need to be used in conjunction with other theories and/or practices. They are an injunction that needs to be tested by practice and if not useful, modified or rejected. As Wilber would say "don't end up eating the menu" (inspiration from IntegralMENTORS facebook page).

This TED talk is a beautiful example of why work with an evolutionary purpose. Pardis Sabeti's talk encourage us to keep on believing in the necessity of human collaboration for the sake of all:

http://www.ted.com/talks/pardis_sabeti_how_we_ll_fight_the_next_deadly_virus?utm_source=newsletter_weekly_2016-02-06&utm_campaign=newsletter_weekly&utm_medium=email&utm_content=bottom_left_image

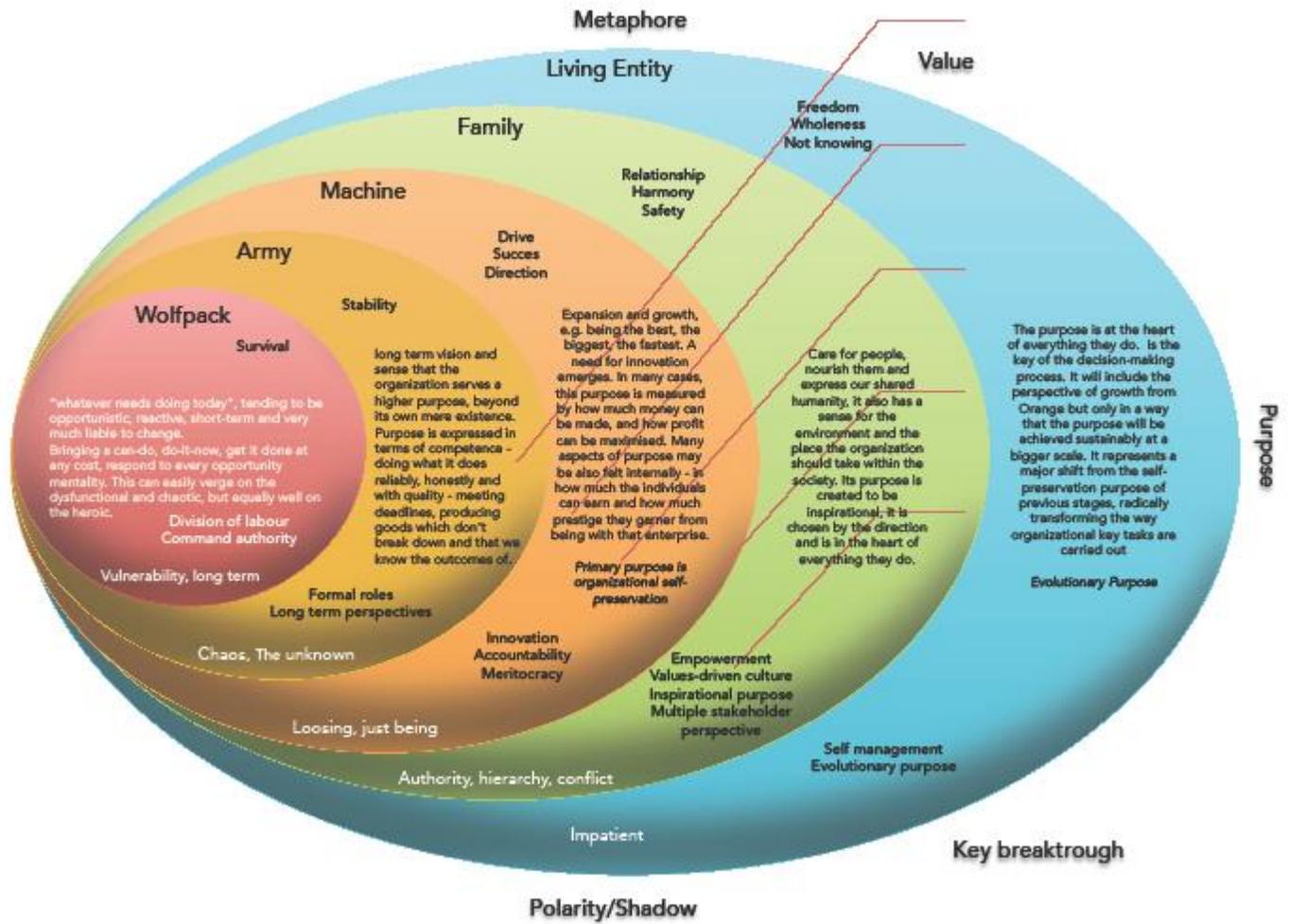
Let's end this report by giving a shade of Teal-Magenta - Hopi Elders Statement:

**"You have been telling people that this is the eleventh hour.
Now you must go back and tell people that this is the hour!
And there are things to be considered:
Where are you living?
What are you doing?
What are your relationships?
Are you in right relation?
Where is your water?
Know your Garden.
It is time to speak your truth.
Create your community.
Be good to yourself.
And not look outside of yourself for a leader.
This could be a good time!
There is a river flowing very fast.
It is so great and fast that there are those who will be afraid.
They will hold on to the shore.
They will feel that they are being torn apart, and they will suffer greatly.
Know that the river has its destination.
The elders say that we must let go of the shore,
push off into the middle of the river,
keep our eyes open,
and our heads above the water.
See who is in there with you and celebrate.
At this time we are to take nothing personally,
least of all, ourselves.
For the moment that we do,
our spiritual growth comes to a halt.
The time of the lone wolf is over.
Gather yourselves!
Banish the word struggle from your attitude and your vocabulary.
All that we do now must be done in a sacred manner and in celebration.
We are the ones that we have been waiting for."**

- The Elders, Oraibi, Arizona Hopi Nation

THE PETALS:

Organizational development stages



Links and resources:

We have read and discussed most of these articles, parts of books or websites:



Abstract :

- <http://jarche.com/2014/05/reinventing-organizations-review/>
- http://www.summary.com/book-reviews/_/Reinventing-Organizations/

Video :

- Author about the book (1h42): <https://www.youtube.com/watch?v=gcS04B12sbk>
- Excellent video explaining the maturity model of Laloux : <https://vimeo.com/121517508>
- Interview on Integral Life (must be member) : <https://www.integrallife.com/ken-wilber-dialogues/reinventing-organizations>

The Book on slide share:

- <http://fr.slideshare.net/ChrisHill29/reinventing-organisations>

Specific resources

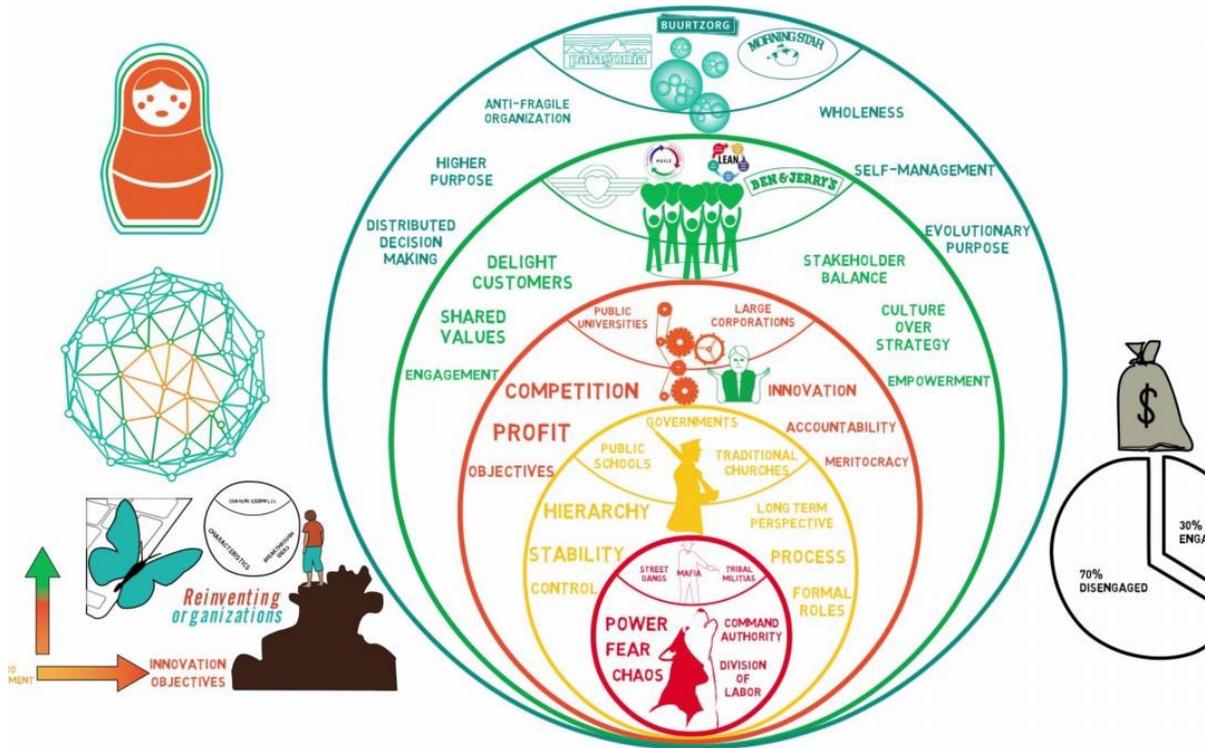
Reinventing organization Wiki :

- http://www.reinventingorganizationswiki.com/Main_Page

Facilitation in green and teal organizations:

- <http://integralleadershippreview.com/14108-1130-reinventing-organisations-and-the-teal-impulse/>
- <https://shar.es/1GWmKT>
- <http://discourse.reinventingorganizations.com/>
- <https://open.buffer.com/wholeness/>
- <https://tendirections.com/blog/>
- <http://www.reinventingorganizationswiki.com/Meetings>
- http://www.reinventingorganizationswiki.com/Safe_Space

Organization maturity model :



Link to our PODs first version of a more complex tool – THE GRID:



Organizations development stages

<https://docs.google.com/spreadsheets/d/12GWPRpXe-HS97oECcwAloJU5bwmse-tvHEsfKHi7lgg/edit#gid=0>