



TEAL

—

Release the
potential!



Heléne Ählberg

- Masters in Economics and Behavioral Science
- 20 years as an organizational consultant
- Helps to transform organizations to a progressive and purpose-driven culture where people can thrive and grow
- Founder of the network Teal for Teal Sweden
 - Our purpose is to inspire and spread knowledge on how we can organize and manage companies in more modern and people centric ways.

What happens in the world?



What happens in Sweden?

- Am I in the right place?
- Sick leave due to stress and burnout is increasing
- Labor market with global competition
- Greater complexity to handle
- New generation enters the labor market
- The pandemic has changed where and when we work

GALLUP - GLOBAL RESULTS 2022

Area	Global	Europe	Sweden
Engagement	21%	14%	21%
General wellbeing	33%	47%	72%
Daily stress	44%	39%	36%
Daily worries	40%	37%	33%
Good time to change jobs	45%	44%	53%
Daily anger	21%	19%	11%
Daily sadness	23%	21%	17%

60% are emotionally distanced

19% feel really bad at work

GALLUP - GLOBAL RESULTS 2022

44% feel stressed at work

Reasons for stress:

- Unfair treatment at work
- Unbearable work load
- Unclear communication from managers
- Lack of support from managers
- Unreasonable time pressure

IT IS ALL ABOUT THE LEADERSHIP!

Paradigm shift



Profit



Hierarchies



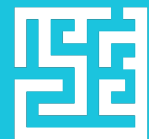
Controlling



Planning



Privacy



Complicated



Purpose



Networks



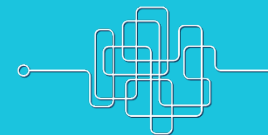
Empowering



Experimentation



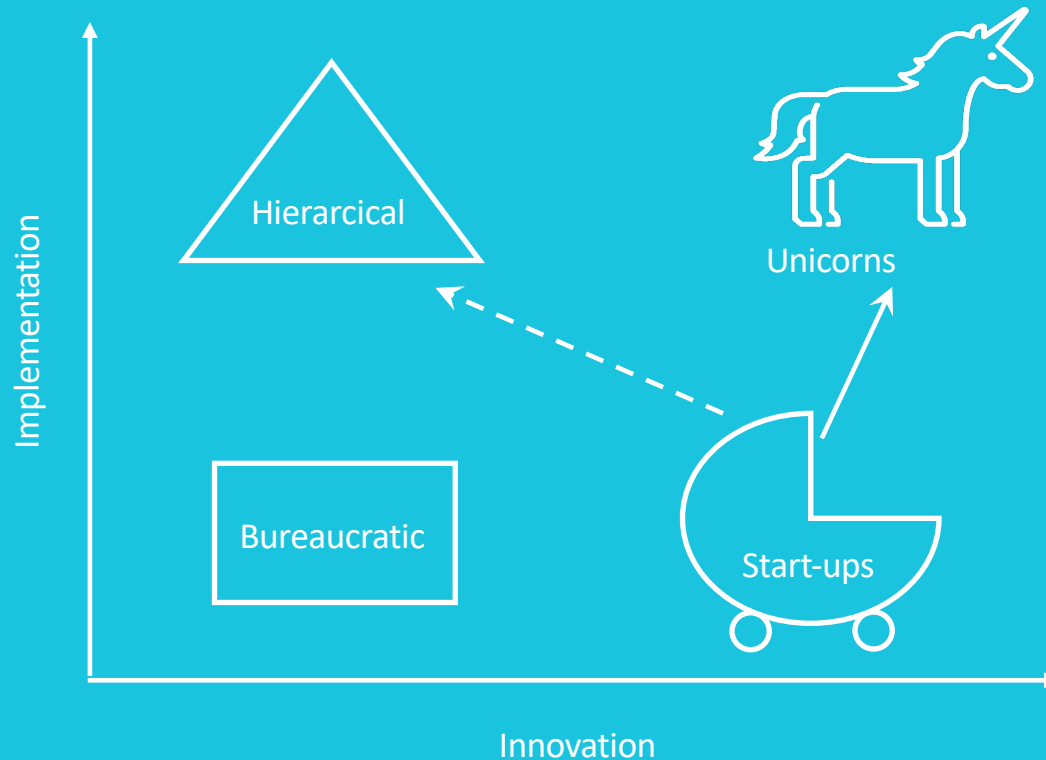
Transparency



Complexity

LEADING[®]
BUSINESS

Dare to do things differently!



There is a gap...

What co-workers need

Space to find their own way forward in how they should perform a task

A meaningful work and a clear direction

Support when they need it

Recognition and positive feedback



What they often get

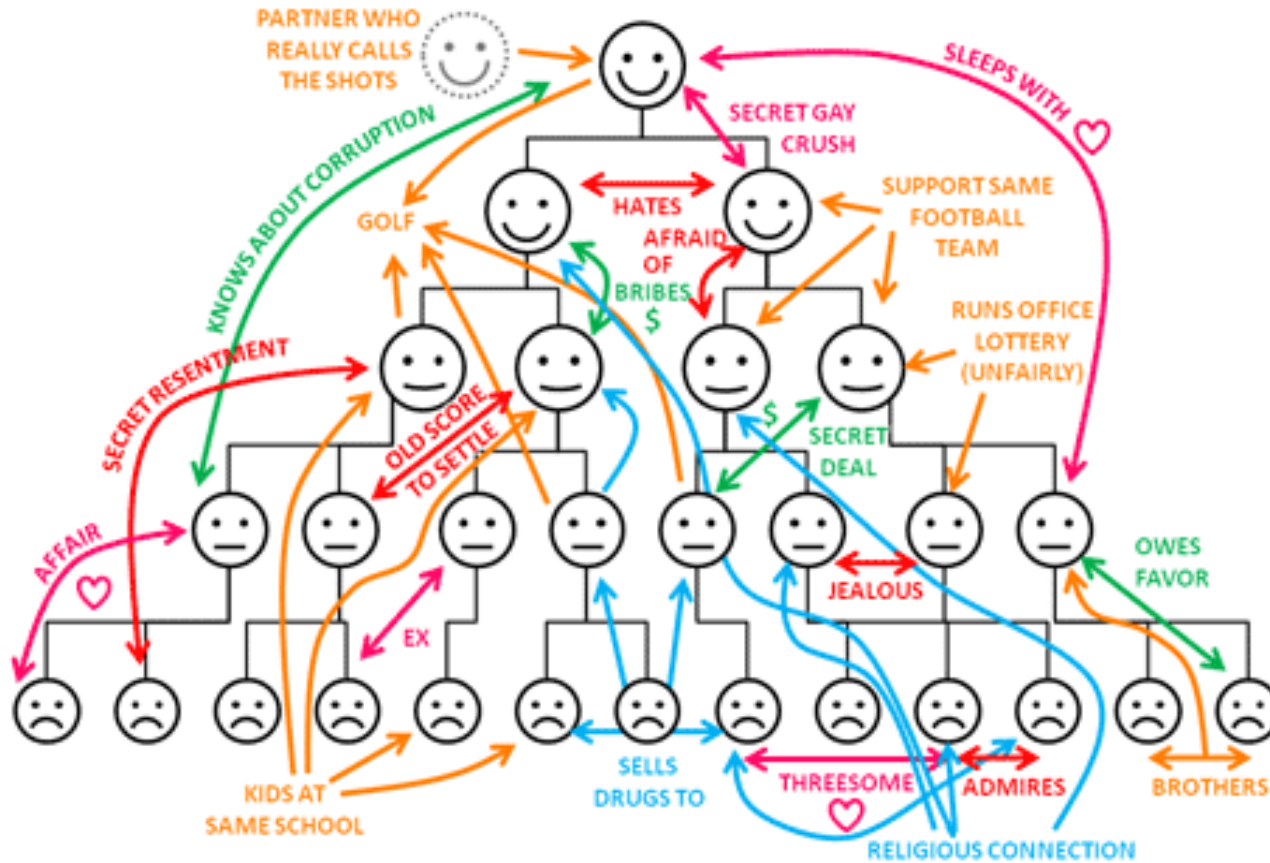
Micro-management or the boss interferes

Confusing or unclear instructions or goals

Too little information and support

Limited with feedback and some recognition

What do they really look like?



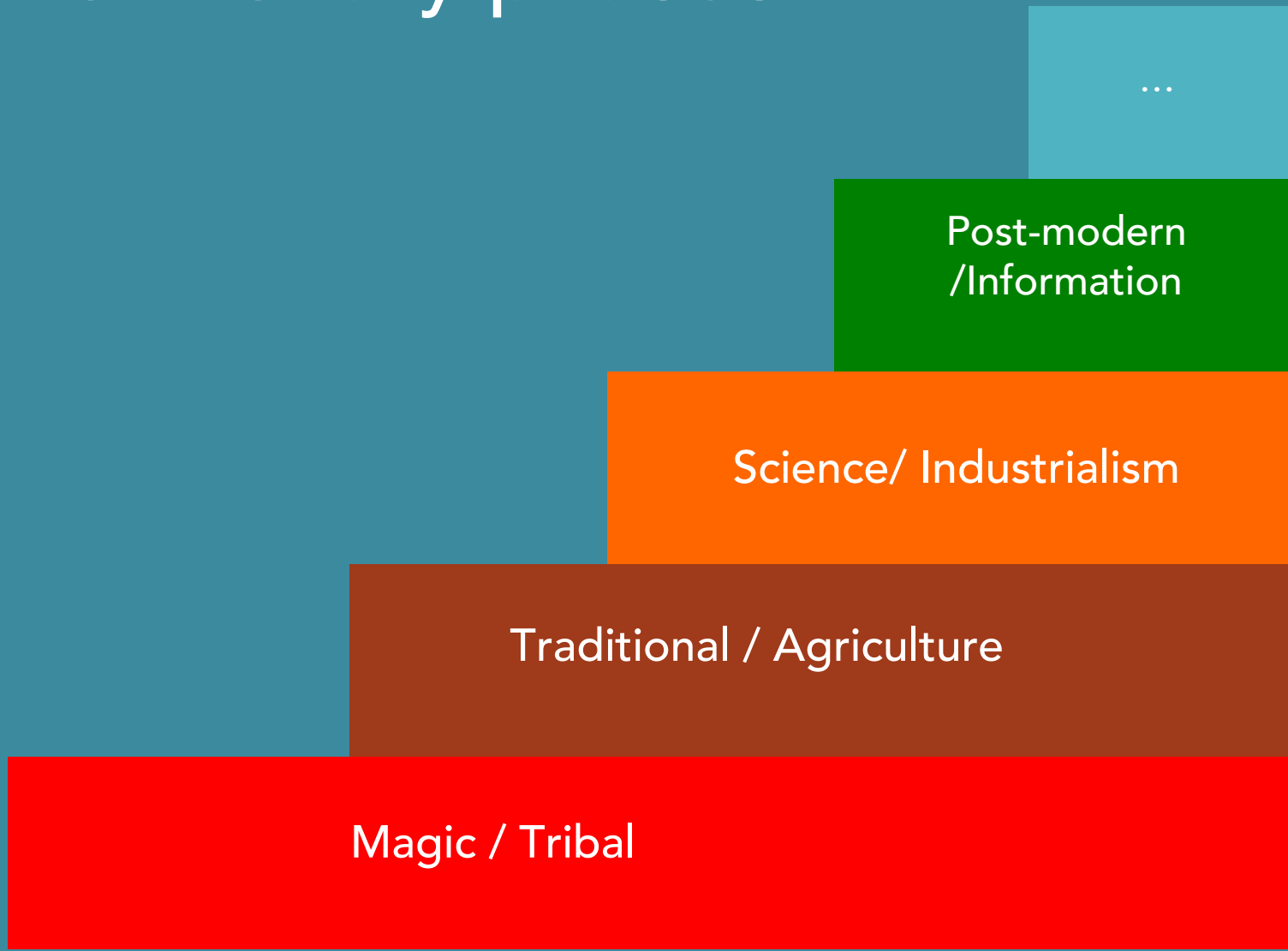
Where is the power in the organization?

Kim

Kalle

Pia

Evolutionary phases





Red organizations

Gang
Mafia
Mercenaries

Focus:
Power to the leader

Important breakthroughs:

1. Authority to give order
2. Distribution of tasks



Amber organizations

Catholic church
Army
Government
Public schools

Focus:
Belonging

Important breakthroughs:

1. Formal hierarchy
2. Repeatable processes



Orange organizations

Global companies
Hierarchical organizations

Focus:
Productivity & profit

Important breakthroughs:

1. Innovation
2. Responsibility
3. Meritocracy



Green organizations

Values-driven organizations

Several stakeholders

Focus:

Purpose

Important breakthroughs:

1. Values-driven culture
2. Empowerment
3. Social responsibility



Teal organizations

Pioneers but in increasing scale

Focus:
Distributed mandate

Important breakthroughs:

1. Self-organization
2. Wholeness
3. Evolutionary purpose

CHAOS!?

Principles of self-organization

- It doesn't happen once and then you are done with it
- A self-organizing team re-organizes continually
- Leaders can coach and inspire but not control or manage the team

What is required of the team?

- Common purpose and vision
- Common values
- Competence
- Motivation
- Ability to co-operate
- Trust and respect for each other
- Honesty
- Communication skills
- Continuity

Positive effects in practice

- ” We are all in the same boat”
- Everyone knows how we work together, common routines
- Shared responsibility
- Increased engagement
- Higher financial results and better business
- Improved communication and trust
- Feeling like a family

An aerial photograph of a coastline. On the left, a sandy beach meets the ocean. A road runs parallel to the shore, with a few cars visible. The water is a deep blue-green color. The image is partially obscured by a semi-transparent teal overlay in the center.

So, what does the path forward look like?

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Agile approach with “tailor-made”
process and support

Discussion:

- What are your spontaneous thoughts?

Discussion

- What opportunities do you see in working as a TEAL-organization?
- What are the challenges?