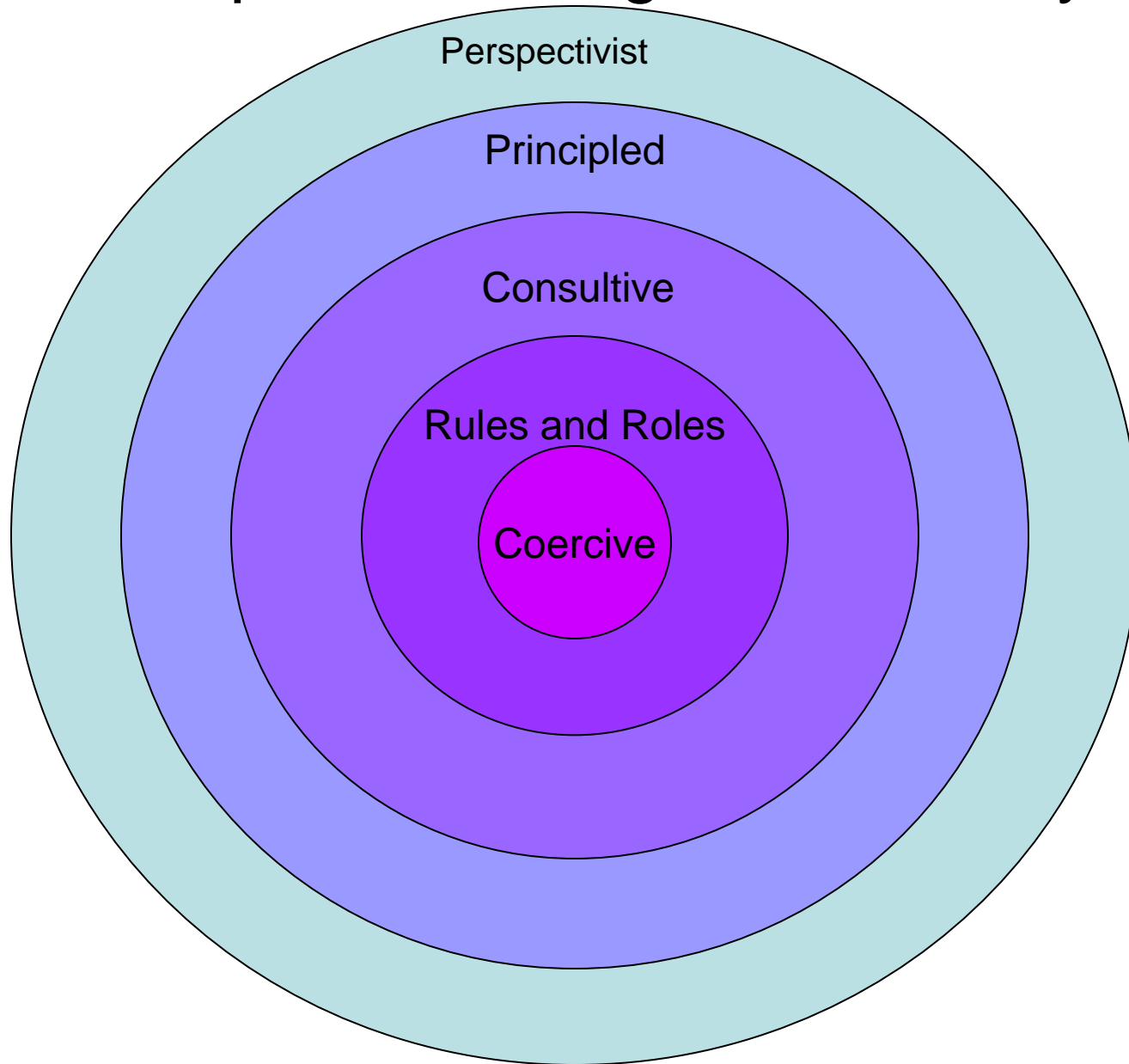


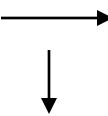
Developmental Stage Holonarchy



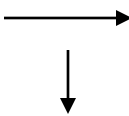
Attributes of the Different Stages

Stage → Variable ↓	Coercive	Rules and Roles	Consultive	Principled	Perspectivist
<u>Management</u> aims, attitude toward employees, style and influence, team relationships	Indulges own whims about work, employees are replaceable units, uses fear and intimidation, no teams	Wants all to follow rules, regards employees as needing detailed direction, parent-child relationship, no lasting teams	Sees employees as effective if managers lead them well; sees them as knowing how to do work, consults them for input, decides what to do, then persuades them it is the right thing.	Sees employees as adults, capable of doing the job, manager only has to provide resources and facilitate the group to get the work done. Manager doesn't lead, but facilitates.	Manager and employees equally empowered, little difference between the two. If a manager exists at all, it is for legal purposes. Job shifts according to system construed.
<u>Teams</u> Teamwork, cooperation, collaboration, group processes, aims, trust, involvement, influence	No teams, employees compete with each other for boss's favor, sometimes brutally, no trust, alliances only for gain	Teams only used for special tasks, constrained by rules – limits effectiveness, some trust if rules are followed, all want to belong and be cared for.	True teams form around leaders and tasks. Leaders keep authority, delegate some to those they trust. Employees build some trust in leaders.	Work group is true team, leader varies from task to task, High trust between members. They develop principles for performing work, derive specifics from these	Team members shift and change as they come and go into and out of other teams. Trust and collaboration are very high; each member contributes as needed for team success.

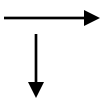
Attributes of the Different Stages (cont.)

Stage Variable 	Coercive	Rules and Roles	Consultive	Principled	Perspectivist
<u>Communication</u> Quality, flow, timeliness, feedback	Top down mainly, very little up, low quality, intermittent, no feedback up allowed.	Almost all communications about rules, punishment for breaking, mostly one-way, low quality.	More down than up, but some back up about work and task. Quality can be high at times. Feedback up if manager allows.	High quality, timely, accurate information flow between team members laterally. Manager facilitates team communicating up organization.	Information flows according to the need to make the construed system function, in whatever direction is defined by the system. Best spokesperson informs the rest of the organization.
<u>Goals and planning</u>	Goals set by boss, planning mostly performed by boss	Rule-based processes establish goals, perform planning.	Manager consults workers, determines goals. Some planning in groups, Manager pushes group to finish and then decides.	Team determines goals based on what organization needs, what team can do. Group goals are everyone's, not management's	Goals and plans are determined by the construed system needs, developed by the most appropriate member or group.
<u>Problem Solving</u>	Problems identified and solved by boss, minimal input from workers.	The only problem that exists is not following rules; managers try to write rules to preclude problems.	Some group problem solving, identification. Manager leads, and decides action.	Team identifies problems, determines root cause, and implements corrective action.	Problems are identified and solved according to the system needs, by the most appropriate member or group.

Attributes of the Different Stages (cont.)

Stage Variable 	Coercive	Rules and Roles	Consultive	Principled	Perspectivist
<u>Decision Making</u>	Boss makes the decisions, may delegate minor decisions to favorite of the moment.	Management makes decisions by writing and re-writing the rules – very cumbersome and out of touch with current reality.	Manager consults workers, gathers information, then makes decision and persuades subordinates of rightness of decision.	Decisions are by team consensus, which is <i>not</i> unanimity, but a learned process skill. Decisions are bought into by all members, but not necessarily to the same degree.	Decisions are made by whatever process is most apposite for the system, by the most apposite member or group.
<u>Organizational Structure</u>	Boss and workers.	Very long vertical chains of managers, needed to write, enforce rules. Basic pyramid.	Somewhat flatter, formed around managers and/or tasks, Smaller numbers in groups.	Teams formed around work processes; flat within the team. All are approximately equal on the team itself.	Groups form around construed systems and perform functions apposite for those systems.
Percentage in American Business today.....	5%	60%	25%	10%	Too small to measure

Attributes of the Different Stages (cont.)

Stage Variable 	Coercive	Rules and Roles	Consultive	Principled	Perspectivist
Who has control?	Boss only	Mostly boss; some workers rebel and are “dealt with”	Boss shares with workers in order of those the boss favors and trusts.	Control shared almost equally with boss and workers.	Whomever is the best informed and appropriate person or group.
Degree of employee empowerment	None	Very little – some “straw bosses” to help catch the rule-breakers.	Ranges from a little to a lot, depending on the manager and his degree of trust and favoritism.	As much as employees care to take.	Total
Equivalence with Maslow’s hierarchy of needs	Physical security	Social belonging	Achievement	Self-Actualization	Nirvana (not defined by Maslow)

Moving to the next higher stage

- Organization members must learn and successfully apply new skills, as well as learning new information.
- Skills require coaching and mentoring to use effectively, cannot easily be taught in a classroom.

Moving to the next higher stage (cont.)

- The skills required to move from Rules and Roles to Consultive are:
 - Managers listen to workers to elicit their knowledge about the task at hand. This enables the manager to make higher quality decisions. (*Listening, feedback, informing others.*)
 - Managers adopt the attitude that workers have valuable knowledge and can contribute to the planning process. (*Seeing value in others contributions.*)
 - Workers develop some trust for managers and learn to articulate what they know to the managers. (*Listening, feedback, informing others.*)
 - After deciding how to proceed based on what they learn from workers (and other sources), managers convince all the employees that the decision they made is the right one, demonstrate why it is the best decision, and engage them as members of the team to perform the task. (*Informing others, inclusion, persuasion.*)