



# Deliberately Developmental Organizations

*An Exploration – Paris 2016*



# DDOs – What are they?

An organization that deliberately works on its own developmental processes.

- ▶ Developmental:

- ▶ Works to increase its capability and capacity to see, understand, and act in more and more complex situations.

The capability and capacity of its people, groups of people, the entire organization, and the interconnected systems in which it lives.

- ▶ Deliberately:

- ▶ Uses the daily work of the organization as the material around which to develop people—nothing extra.




# Why do DDOs matter?

- ▶ Better conditions for businesses (orgs) to prosper.
- ▶ Better conditions for people to flourish.
- ▶ Better conditions for larger systems to regenerate.
- ▶ No tradeoffs.



# How are DDOs different?

- ▶ They choose different starting assumptions about human:
    - ▶ Growth and development
    - ▶ Wholeness
    - ▶ Community
    - ▶ Regeneration / flourishing
  - ▶ They realize that there is no tradeoff between:
    - ▶ Profit and human flourishing
    - ▶ Between power and community
    - ▶ The tangible and the intangible
  - ▶ They enact these assumptions in their daily operations.
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# Decurion's Purpose – To provide places for people to flourish

We started with new assumptions...

- ▶ People are not only means, but also ends in themselves.
- ▶ People and groups naturally develop.
- ▶ Work is meaningful.
- ▶ There is no tradeoff between profit and people flourishing.

...and used them as criteria to design work:

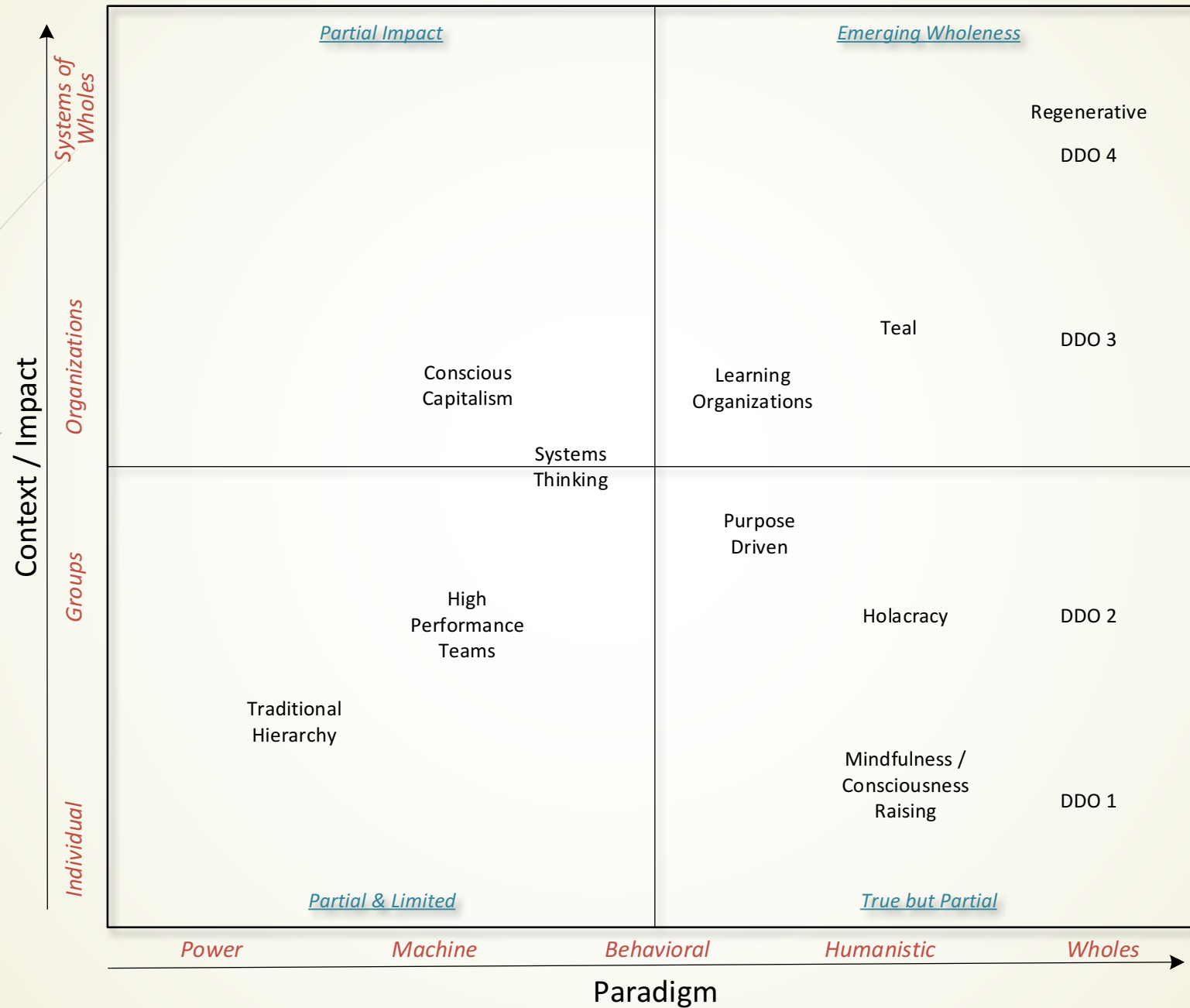
- ▶ Use both communal and hierarchical governance.
- ▶ Use Learning Community to generate communal intelligence.
- ▶ Acknowledge and manage both the tangible and the intangible.
- ▶ Use daily work as the material around which to develop people—nothing extra.
- ▶ Flourishing = Wholeness + Development + Community



# Stages of a DDO

- ▶ Different stages characterized by a primary focus on:
  - ▶ People
  - ▶ Groups of people (communities)
  - ▶ The organization itself
  - ▶ The interconnected systems in which the organization lives
- ▶ Each stage requires new assumptions, methods, processes, structures, and practices.
- ▶ Each stage draws energy from the next stage.

# Approaches to Organizational Design



How do DDOs compare?



# Regeneration



Regeneration is a paradigm and accompanying set of capabilities based on the awareness that every life form is unique and nested within other, larger living systems. Every life form grows and expresses itself in order to benefit the living wholes within which it is embedded and receives benefits from these wholes in return. It is capable of regeneration only to the extent that it is part of a larger, value-adding process.