

Class# 10

Management Innovation & Governance



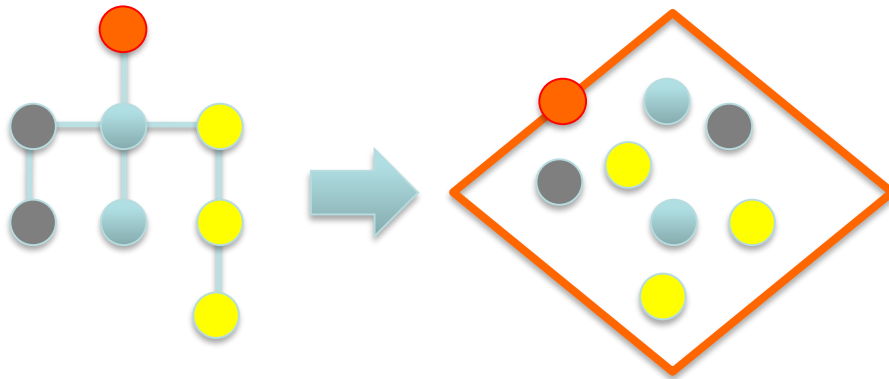
Reminder



*I believe that our very survival depends upon us
becoming better systems thinkers*

Margaret J. Wheatley

MORE COMPLEXITY TO COME...



Complicated

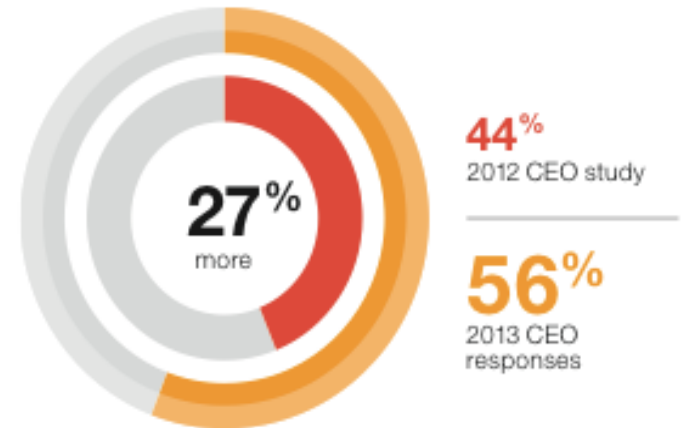
Complex

Trust in Process

Trust in People

Figure 21

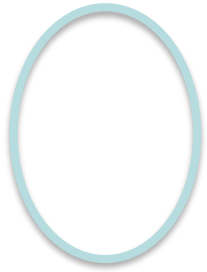
Sbeer value: CEOs are opening up their organizations to empower individuals and facilitate collaboration



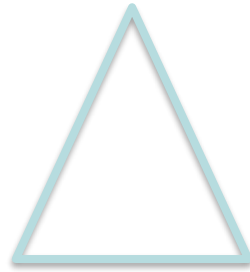
Fuente: IBM Institute for Business Value

...And **ORGANIZATIONS ARE NOT READY YET!**

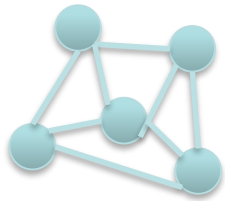
GOVERNANCE MODEL



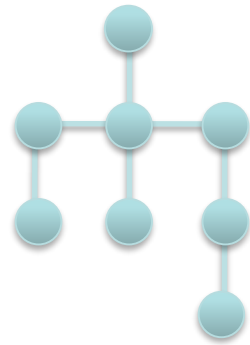
Nomad Age



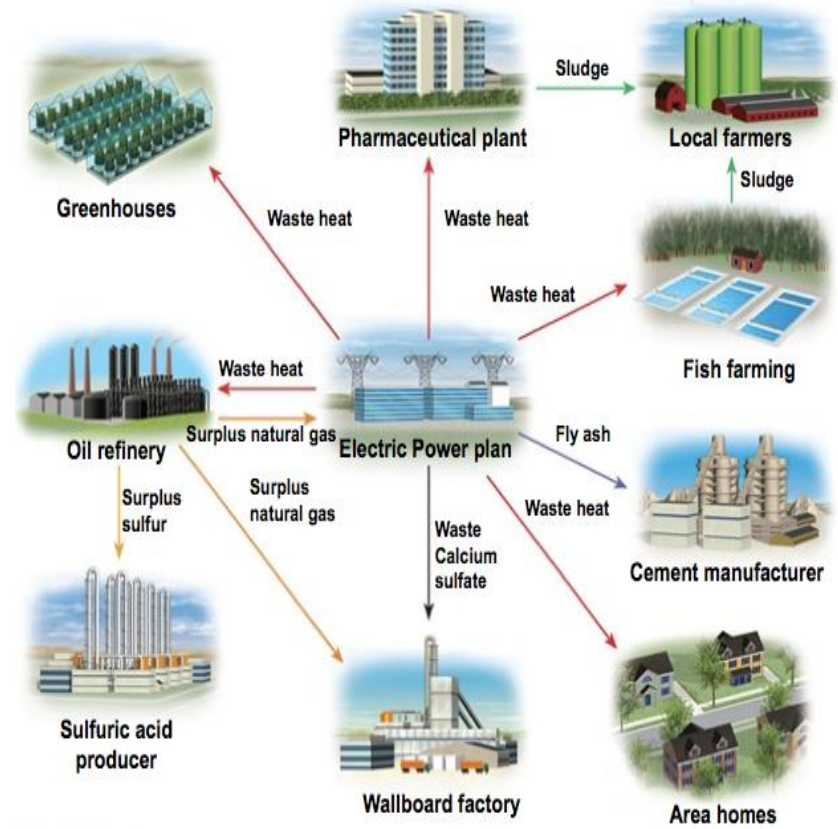
Agriculture Age



Information Age



Industrial Age



Ecología Industrial, Kalundborg, Dinamarca





RED ORGANIZATIONS

Street gangs

Mafias

Mercenary armies



AMBER ORGANIZATIONS

Catholic Church

Armies

Government agencies

Public school systems



KEY BREAKTHROUGHS

- 1 Innovation
- 2 Accountability
- 3 Meritocracy





KEY BREAKTHROUGHS

- 1 Values-driven culture
- 2 Empowerment
- 3 Stakeholder model



GREEN ORGANIZATIONS

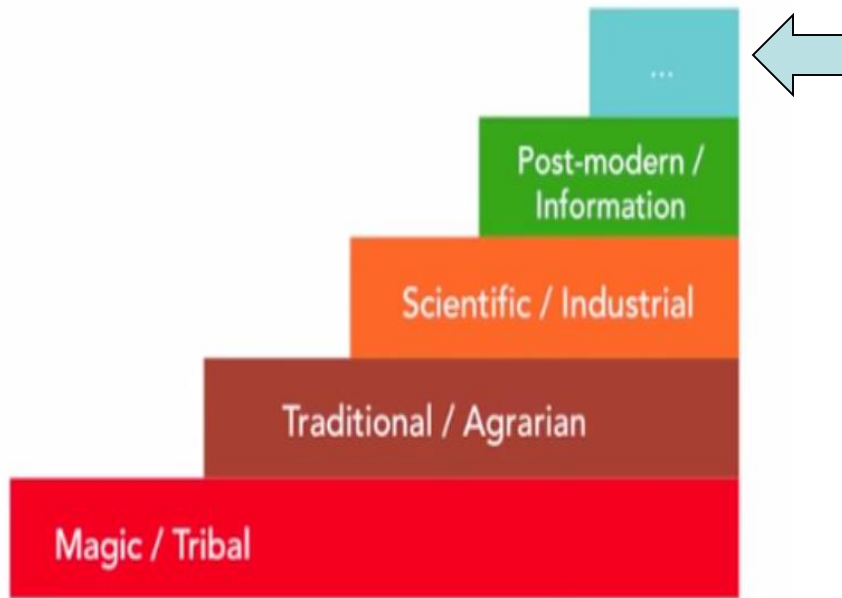


Starbucks

Southwest Airlines

Zappos.com

Ben&Jerry's

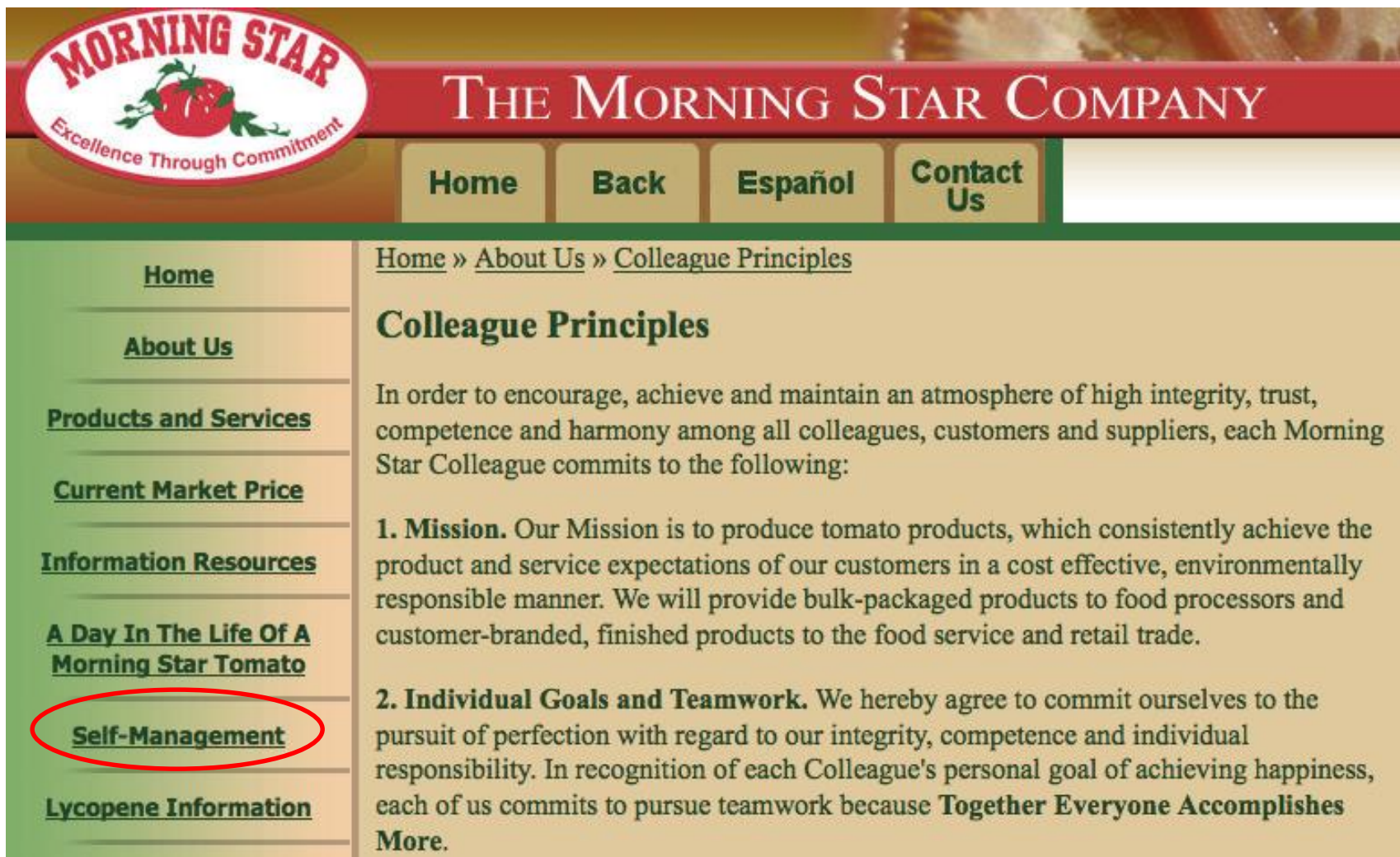


3 BREAKTHROUGH

Self-Management

Wholeness

Evolutionary Purpose



MORNING STAR
Excellence Through Commitment

THE MORNING STAR COMPANY

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Colleague Principles

In order to encourage, achieve and maintain an atmosphere of high integrity, trust, competence and harmony among all colleagues, customers and suppliers, each Morning Star Colleague commits to the following:

- 1. Mission.** Our Mission is to produce tomato products, which consistently achieve the product and service expectations of our customers in a cost effective, environmentally responsible manner. We will provide bulk-packaged products to food processors and customer-branded, finished products to the food service and retail trade.
- 2. Individual Goals and Teamwork.** We hereby agree to commit ourselves to the pursuit of perfection with regard to our integrity, competence and individual responsibility. In recognition of each Colleague's personal goal of achieving happiness, each of us commits to pursue teamwork because **Together Everyone Accomplishes More.**

MORNING STAR SELF-MANAGEMENT INSTITUTE

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CHRIS RUFER ON HARRY BROWNE PROGRAM

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COMMUNITY OF PRACTICE

Join our network of business leaders, researchers and consultants to connect and collaborate with others interested in Self-Management.

Become a Member

How Many brains do we have?

HEAD BRAIN PRIME FUNCTIONS

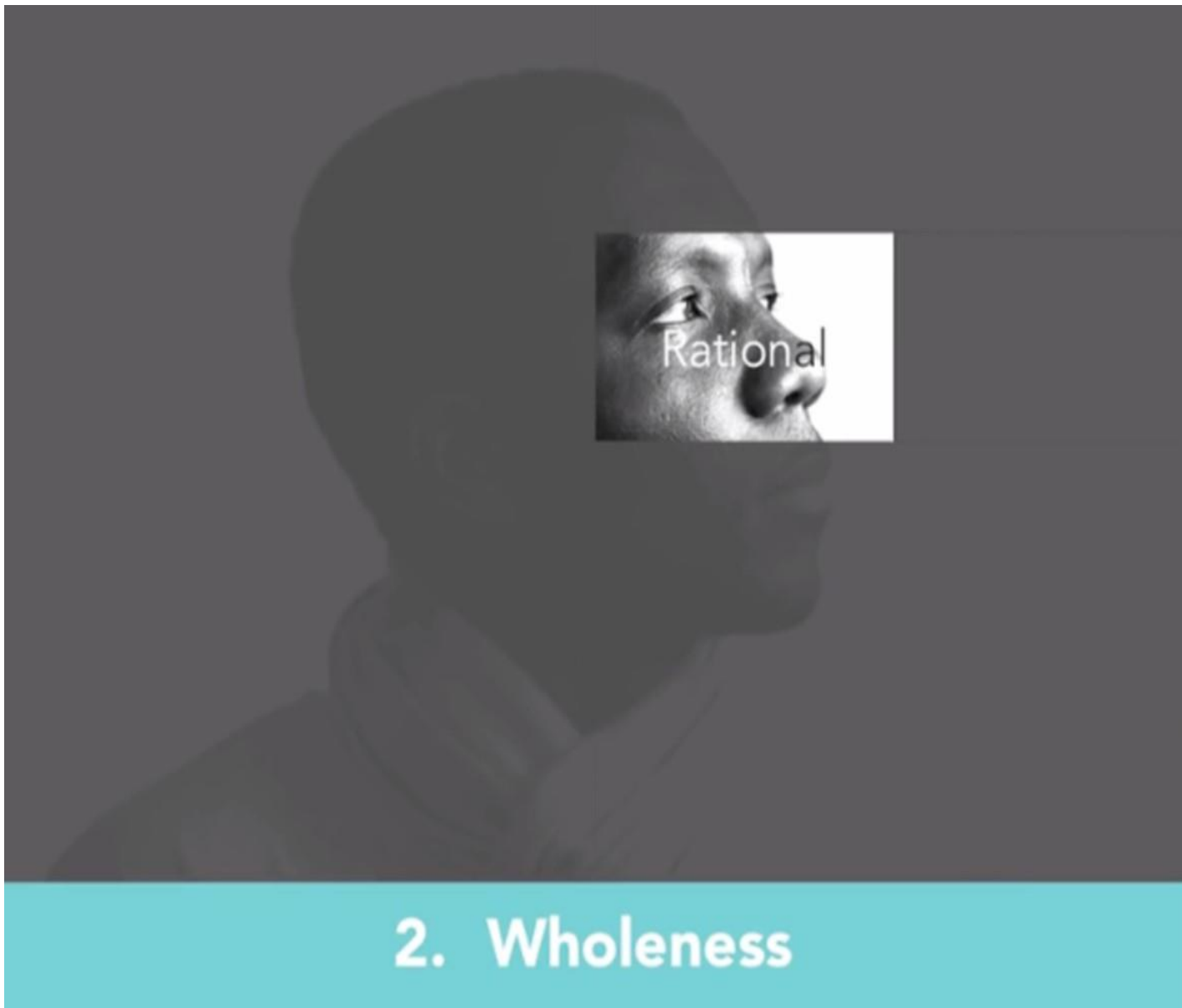
- COGNITIVE PERCEPTION – cognition, perception, pattern recognition, etc.
- THINKING – reasoning, abstraction, analysis, synthesis, meta-cognition etc.
- MAKING MEANING – semantic processing, languaging, narrative, metaphor, etc.

GUT BRAIN PRIME FUNCTIONS

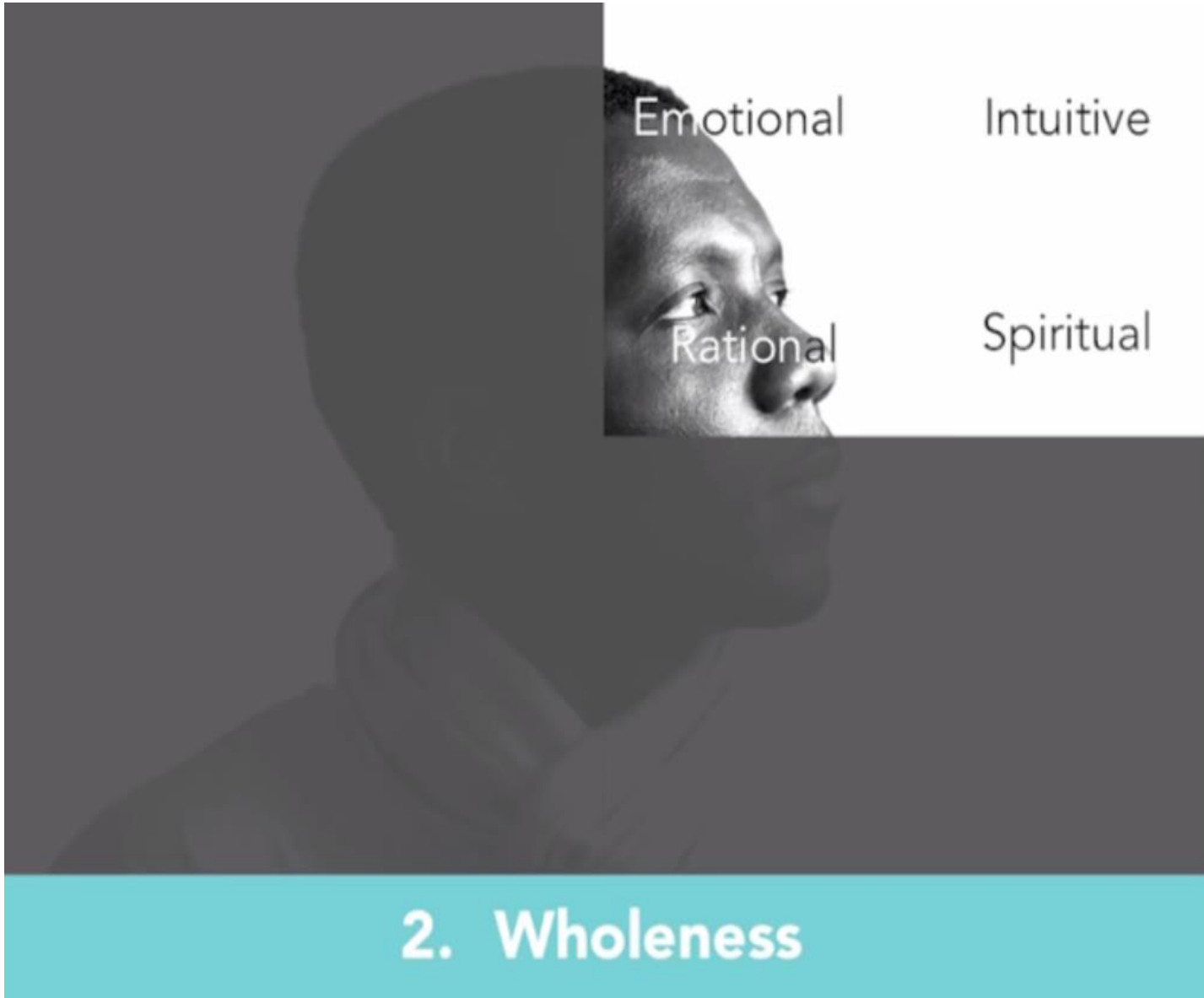
- CORE IDENTITY – a deep and visceral sense of core self, and determining at the deepest levels what is 'self' versus 'not-self'
- SELF-PRESERVATION – protection of self, safety, boundaries, hungers and aversions
- MOBILIZATION – motility, impulse for action, gutsy courage and the will to act

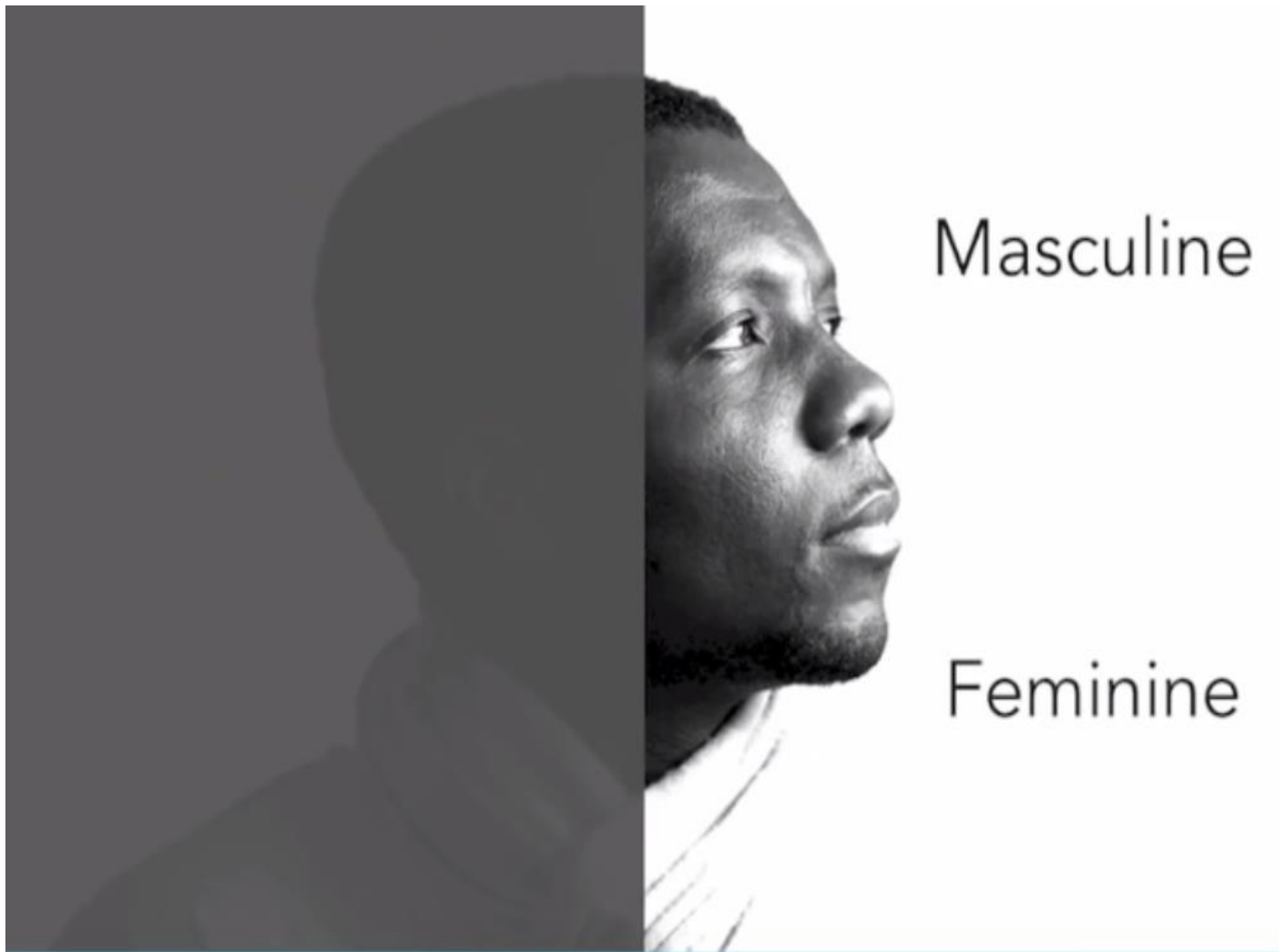
HEART BRAIN PRIME FUNCTIONS

- EMOTING – emotional processing (e.g. anger, grief, hatred, joy, happiness etc.)
- VALUES – processing what's important to you and your priorities (and its relationship to the emotional strength of your aspirations, dreams, desires, etc.)
- RELATIONAL AFFECT – your felt connection with others (e.g. feelings of love/hate/indifference, compassion/uncaring, like/dislike, etc.)

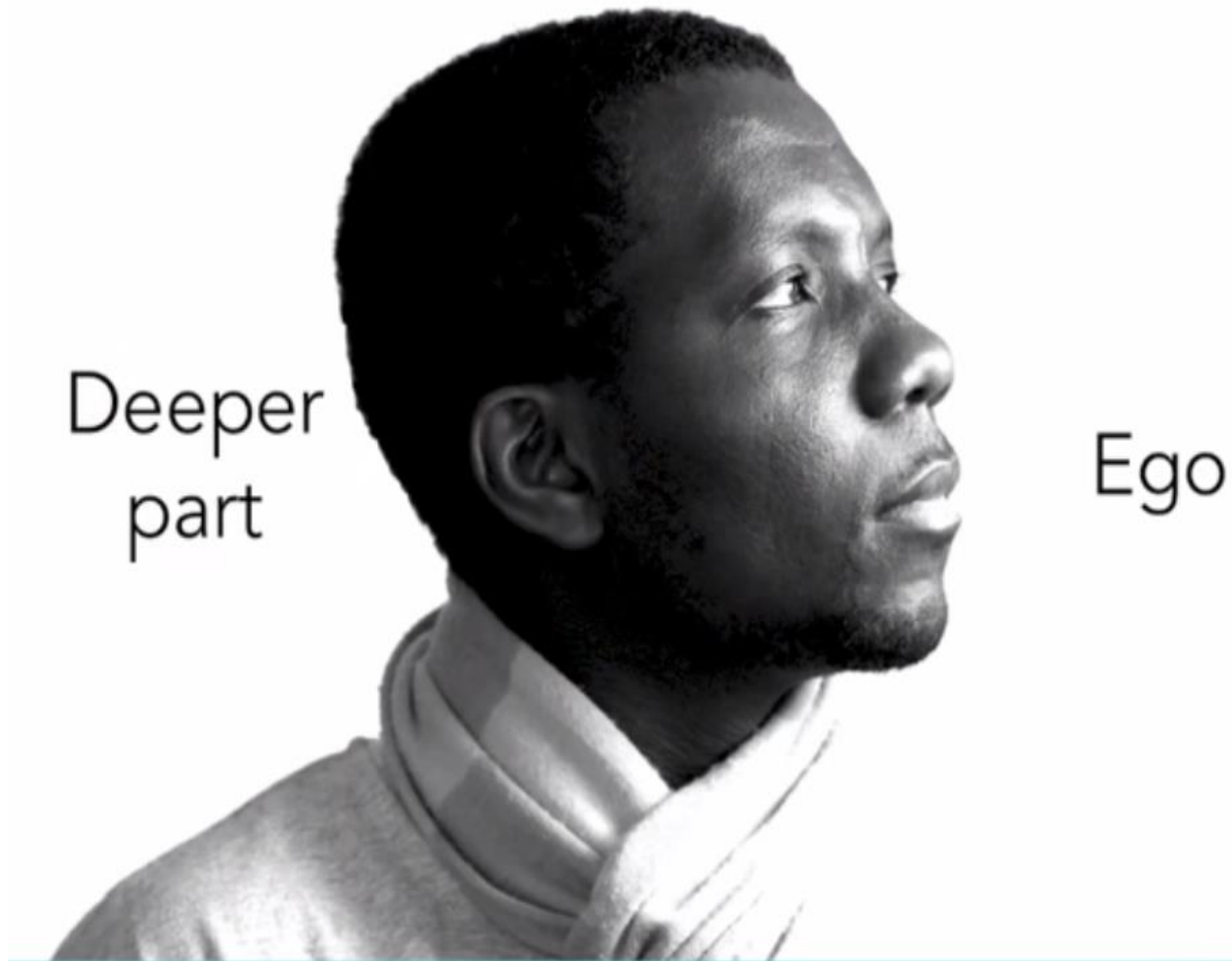


2. Wholeness





2. Wholeness



2. Wholeness

What kind of **leadership** do we need?
Who's more capable to lead towards
Sustainability?

