



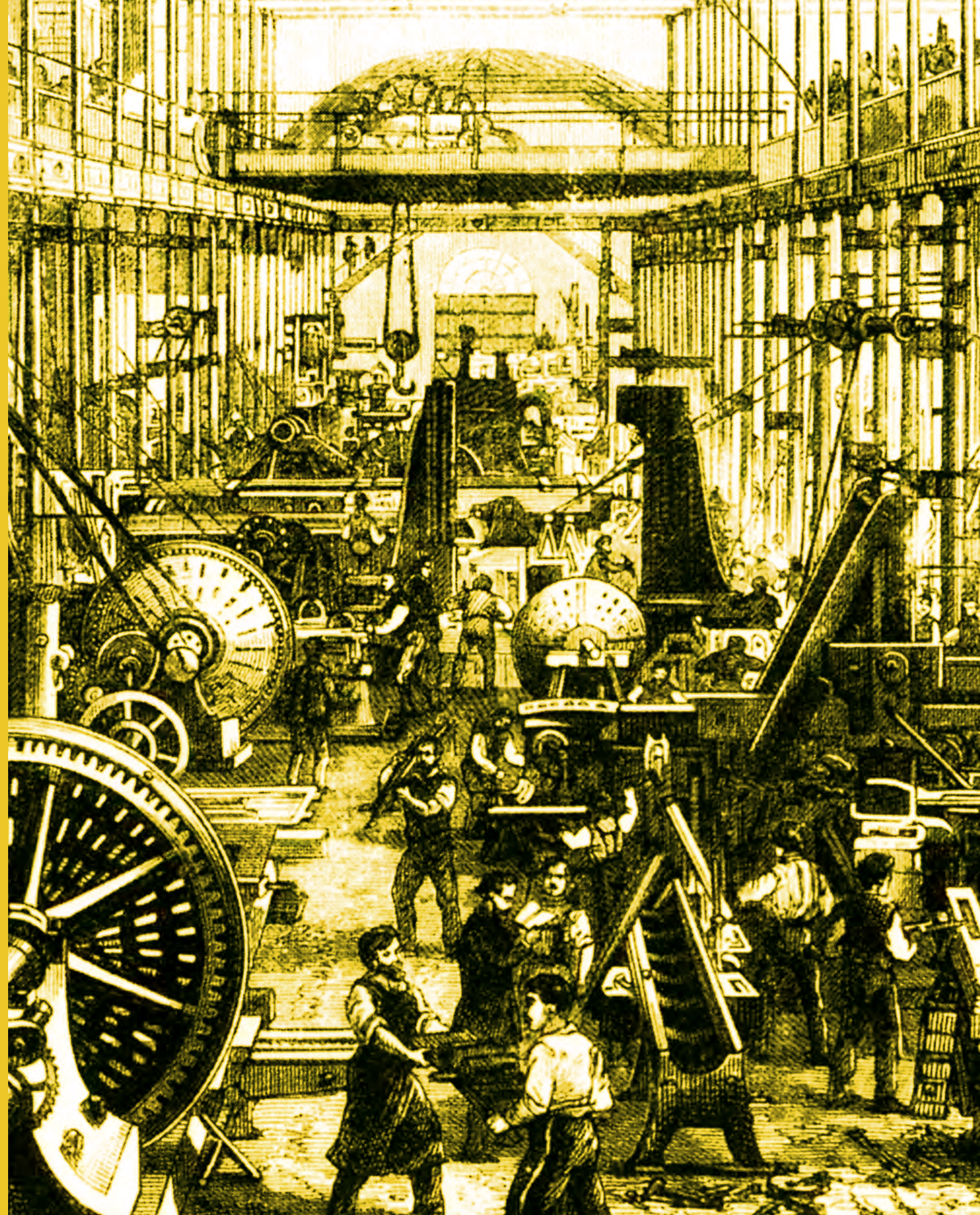
# UNBUILDING YOUR BUSINESS

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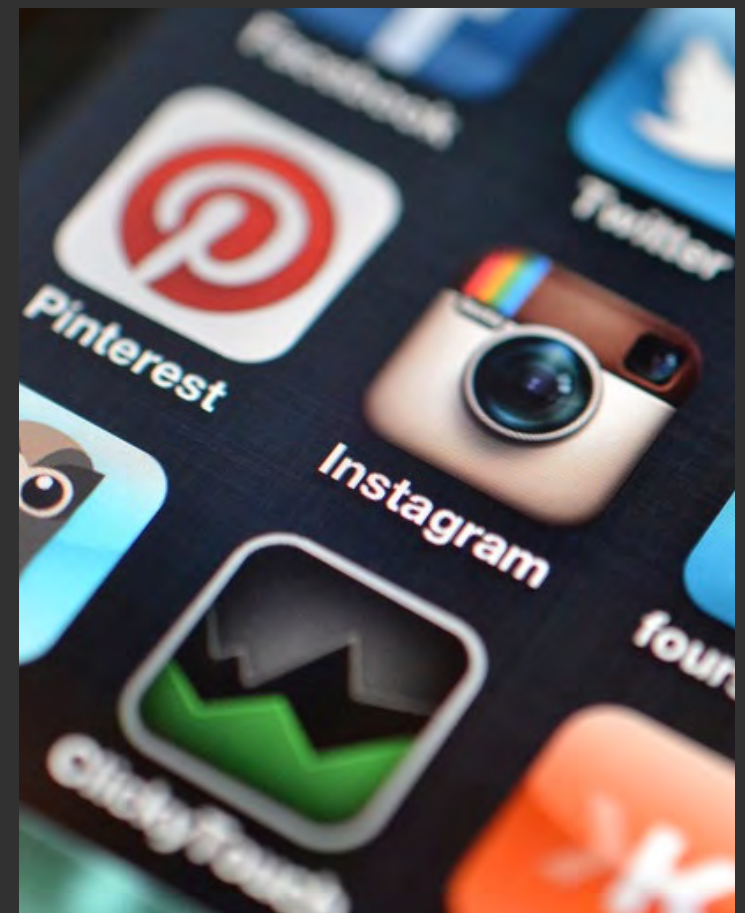
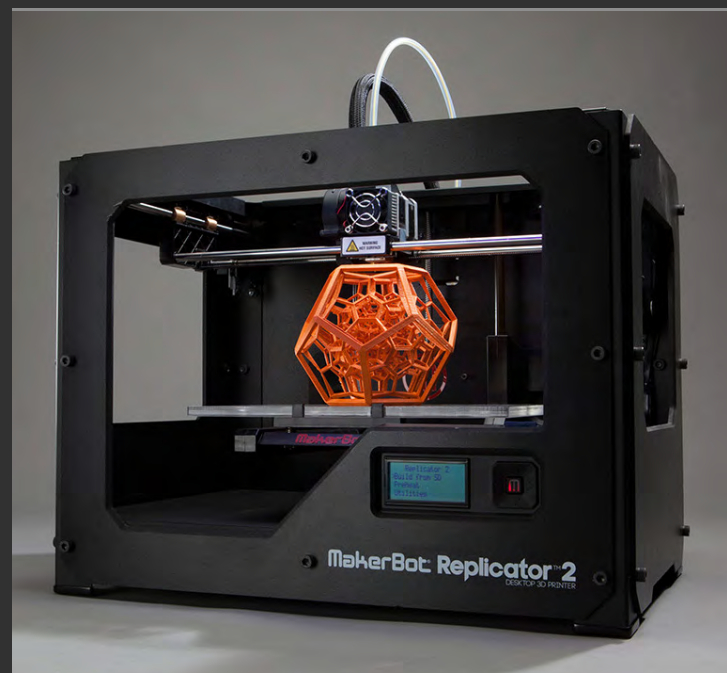
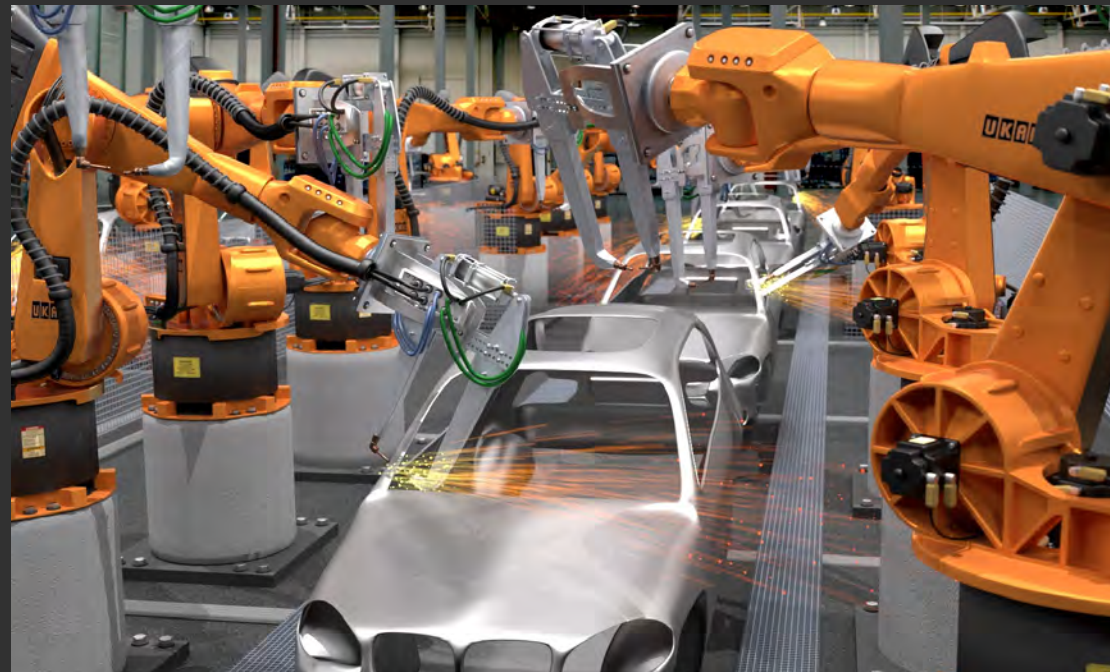
DRUPAL CAMP JOHANNESBURG 2016



# The Industrial Age 1756 - 1900


















# WORKFORCE ENGAGEMENT

US vs REST OF WORLD

## USA

ENGAGED

 20-24%

DISENGAGED

 50%

ACTIVELY DISENGAGED

 26%




# WORKFORCE ENGAGEMENT


US vs REST OF WORLD

## USA

## Rest of World

ENGAGED

 20-24%

 2-3%

DISENGAGED

 50%

 67%

ACTIVELY DISENGAGED

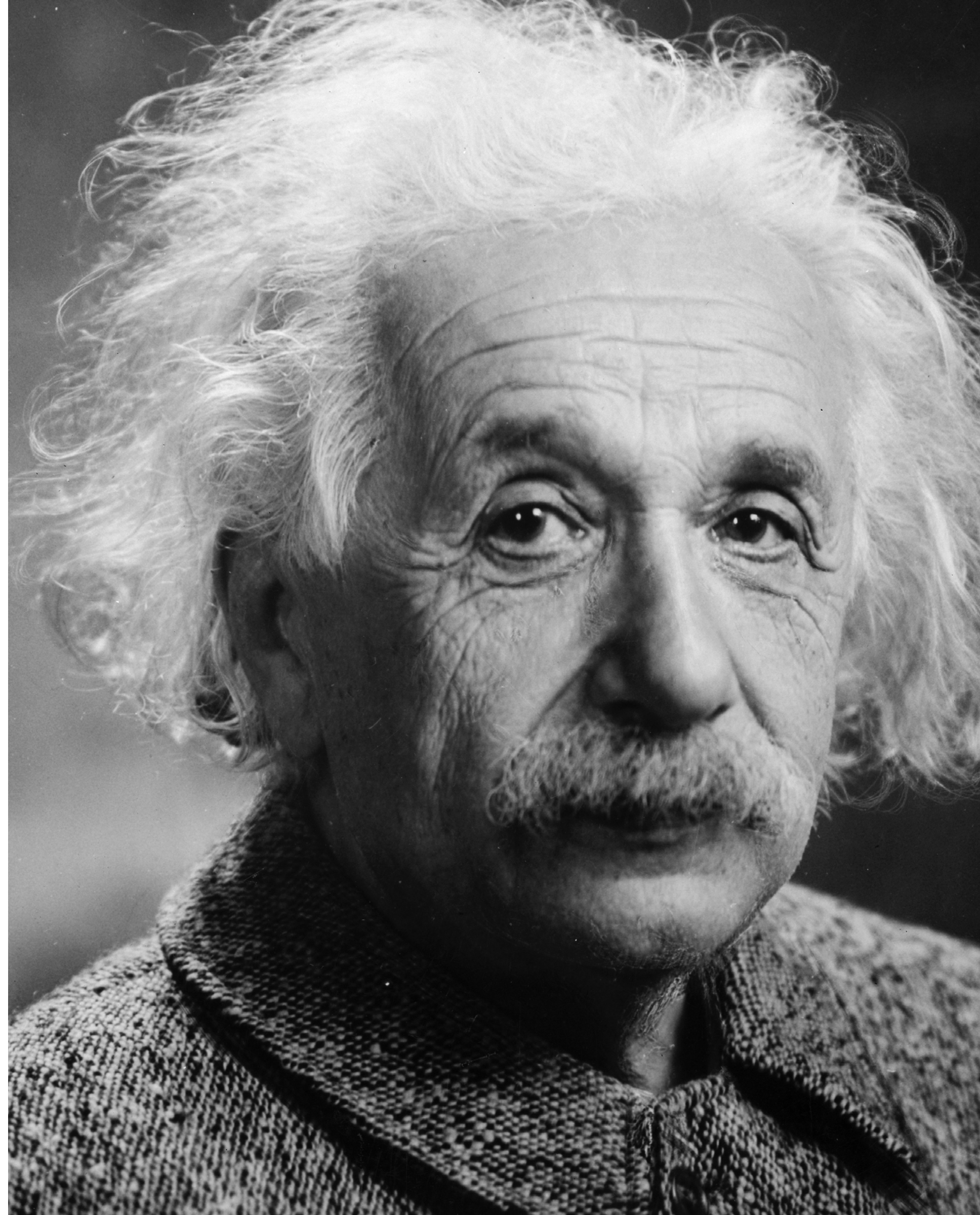
 26%

 30%

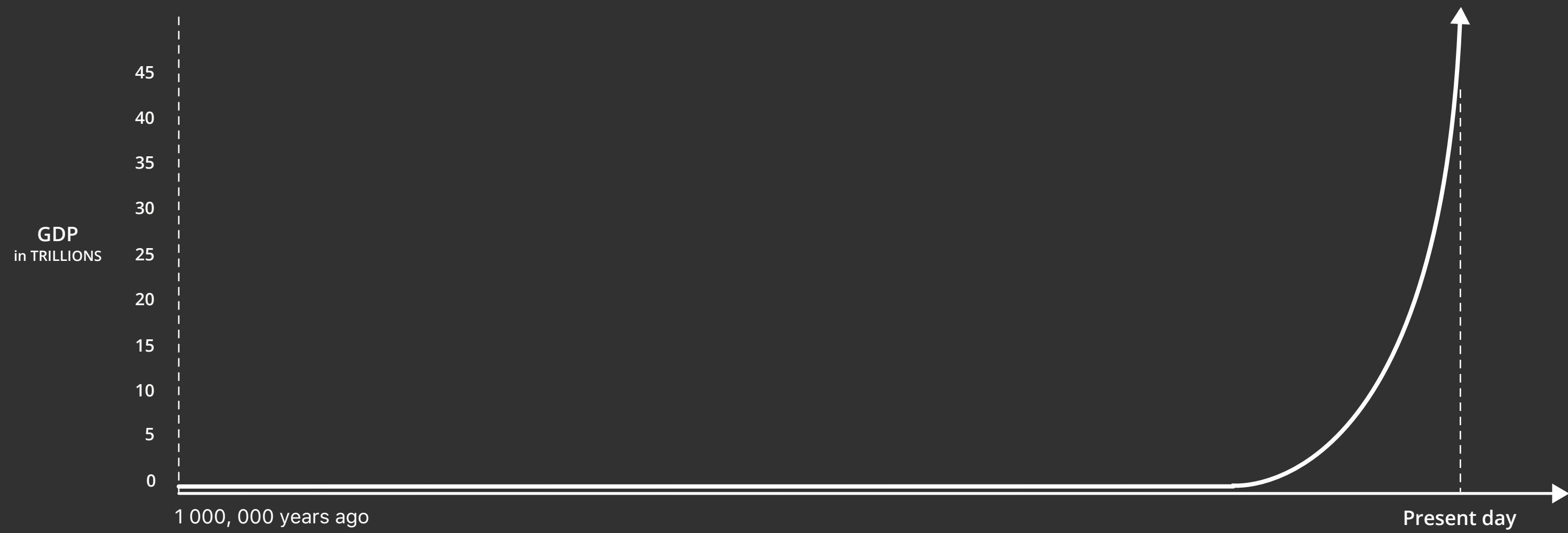




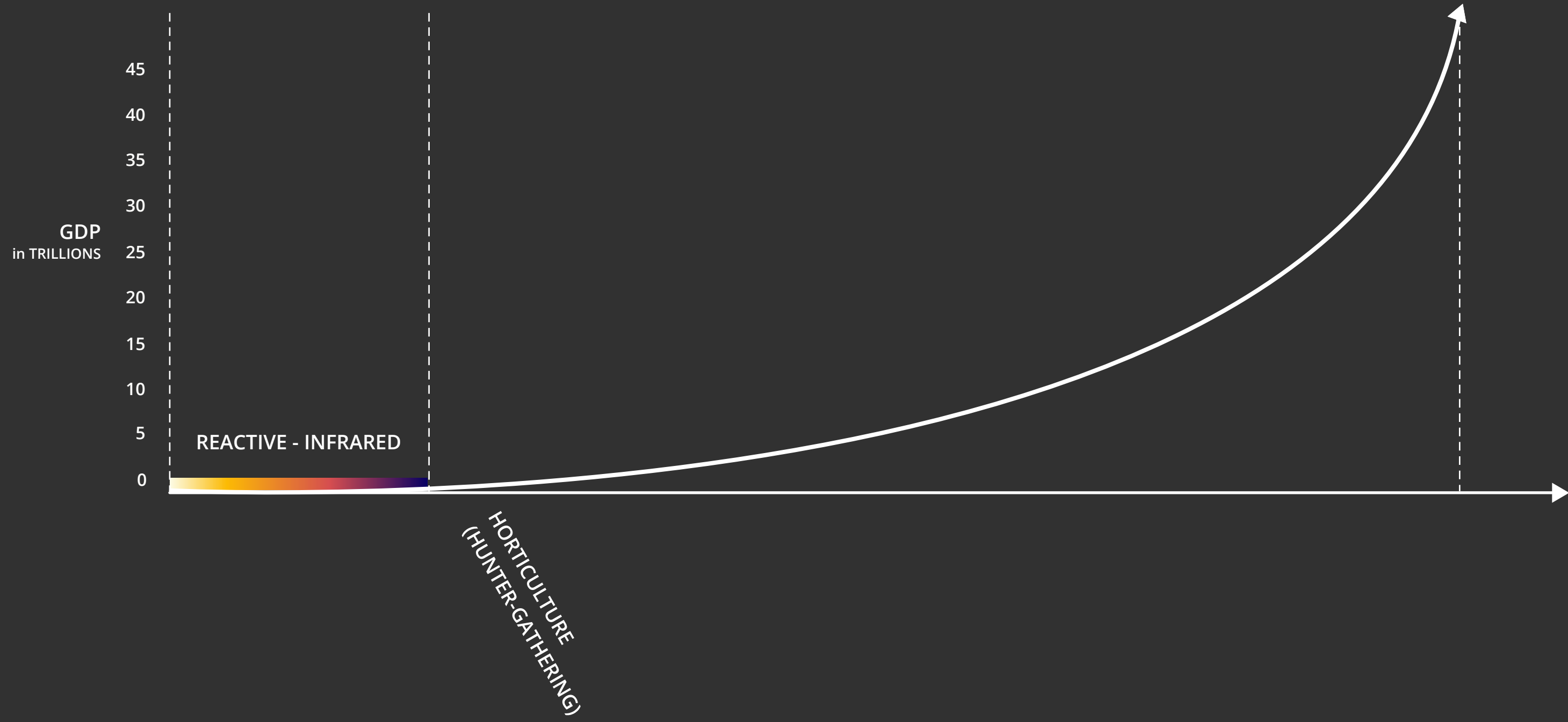
**“WE CANNOT SOLVE OUR PROBLEMS WITH THE  
SAME THINKING WE USED WHEN WE CREATED THE  
PROBLEM.” - EINSTEIN**



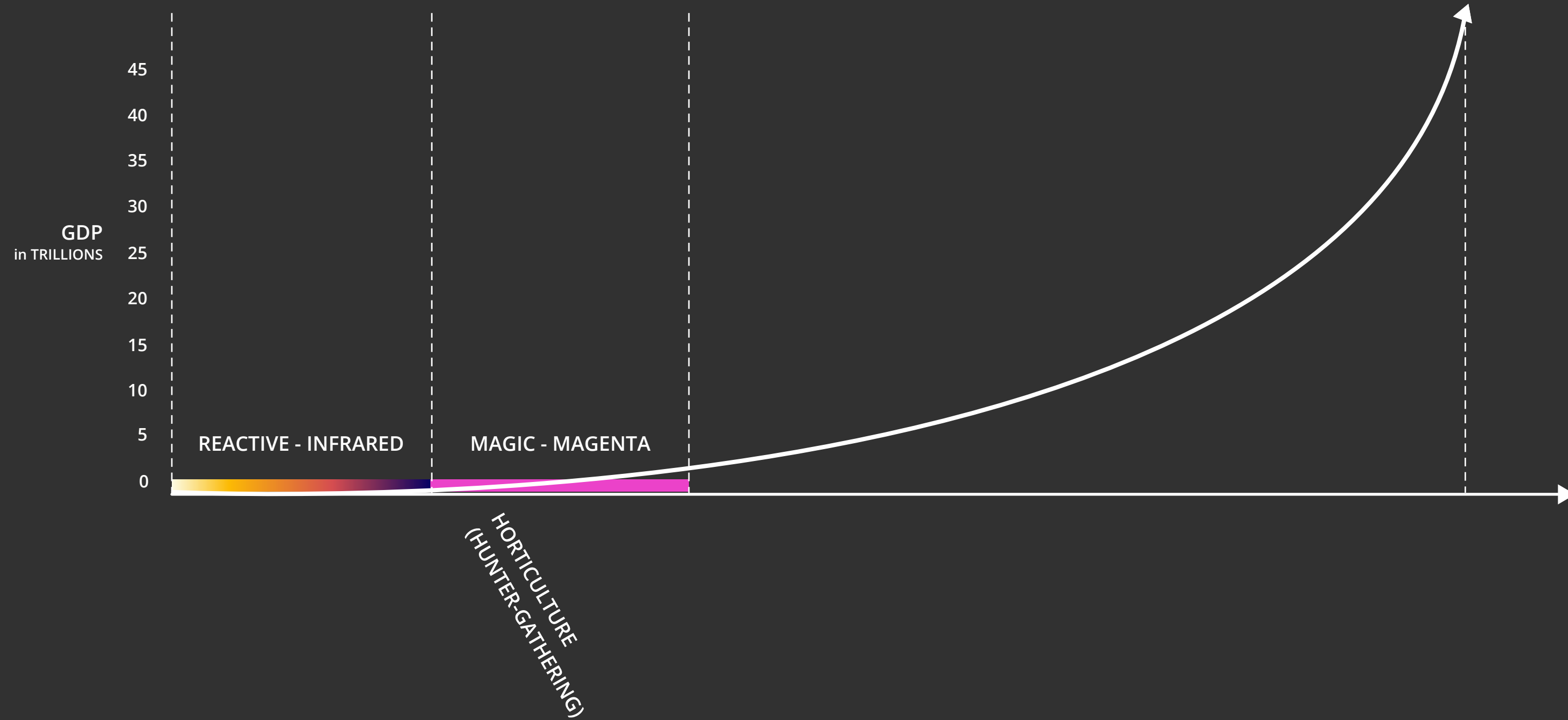














# IMPULSIVE RED

KEY BREAKTHROUGHS & METAPHOR



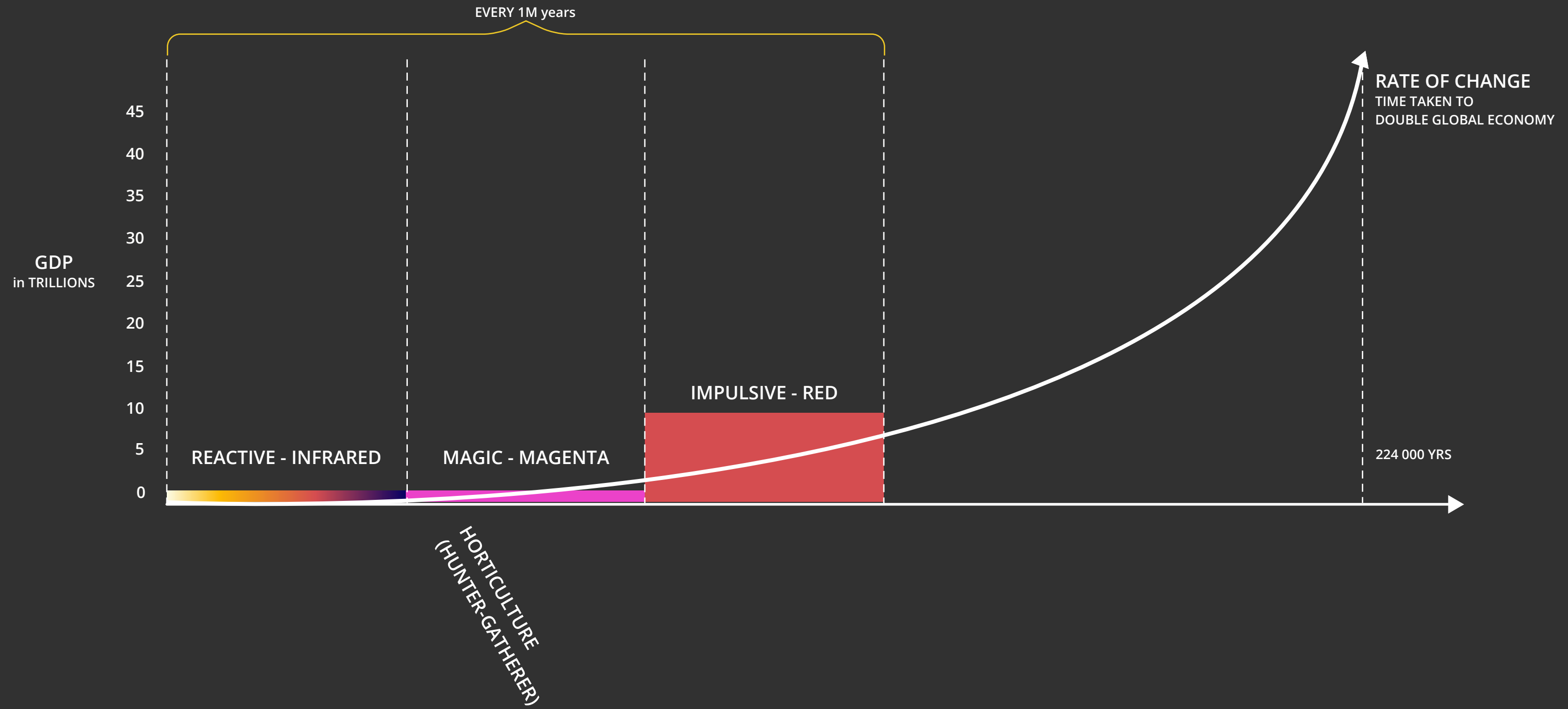
01. COMMAND AUTHORITY

02. DIVISION OF LABOUR





RATE OF GROWTH  
ABILITY TO SUPPORT GROWTH IN POPULATION OF 1M PEOPLE





# COMFORMIST AMBER

KEY BREAKTHROUGHS & METAPHOR

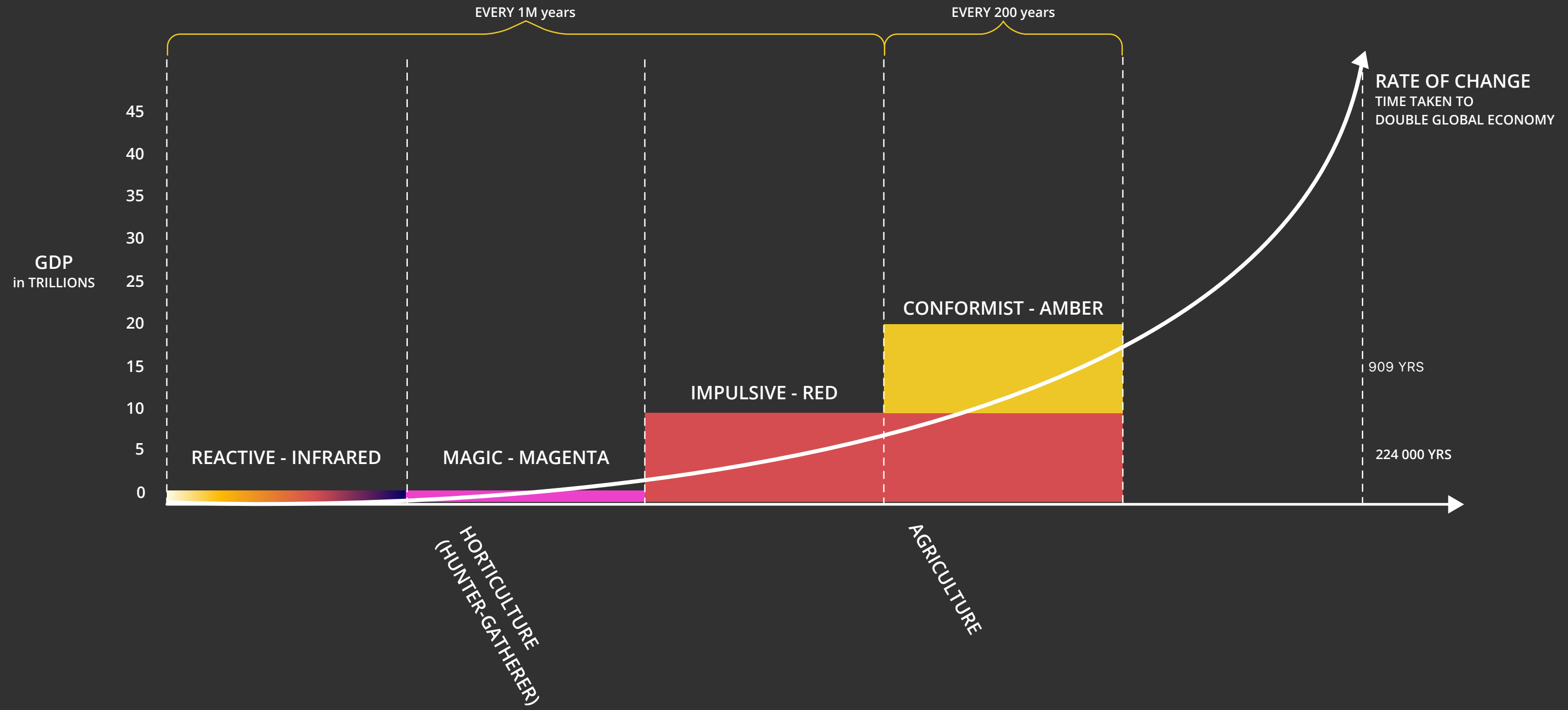


01. LONG-TERM PLANNING

02. FORMAL HIERARCHY



RATE OF GROWTH  
ABILITY TO SUPPORT GROWTH IN POPULATION OF 1M PEOPLE





# ACHIEVEMENT ORANGE

KEY BREAKTHROUGHS & METAPHOR



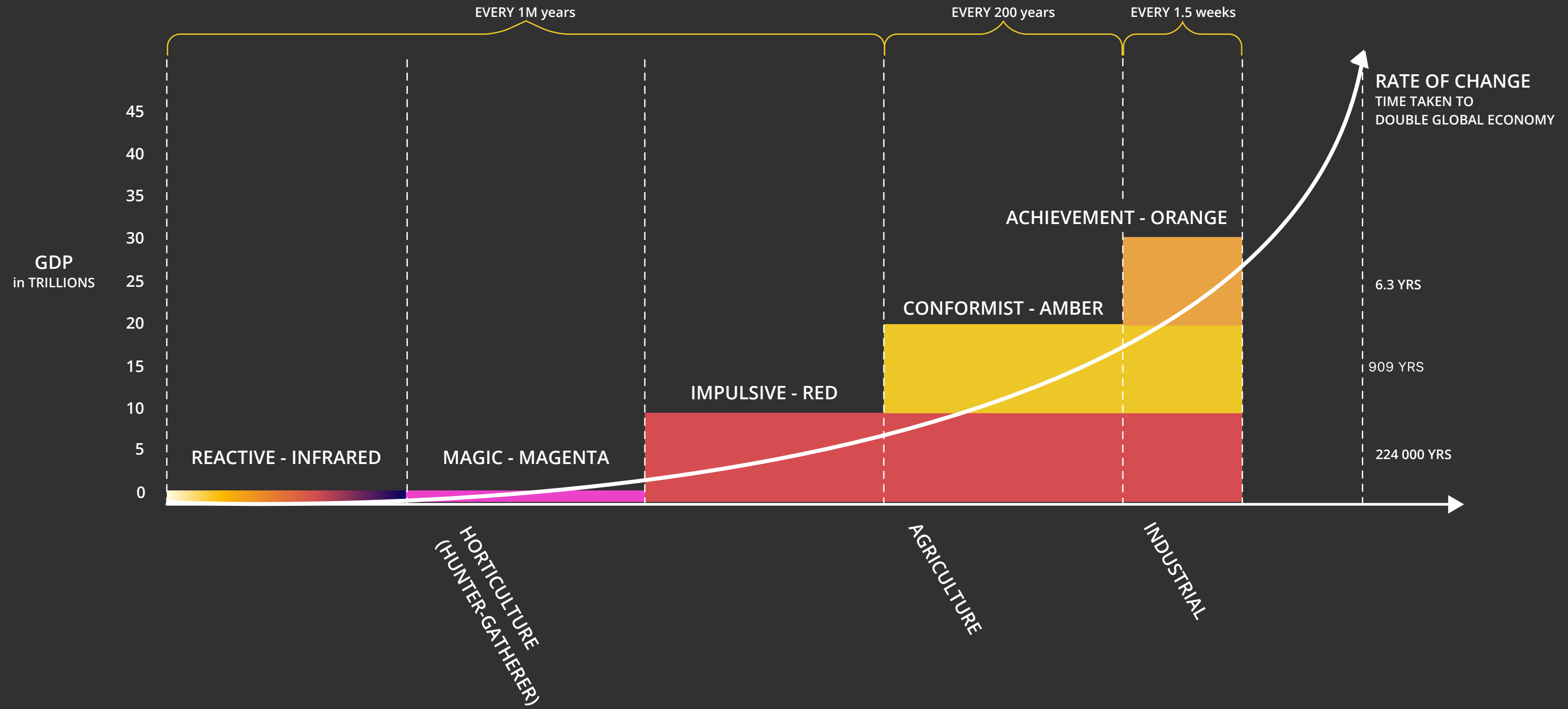
01. ACCOUNTABILITY

02. INNOVATION

03. MERITOCRACY



RATE OF GROWTH  
ABILITY TO SUPPORT GROWTH IN POPULATION OF 1M PEOPLE





# PLURALISTIC GREEN

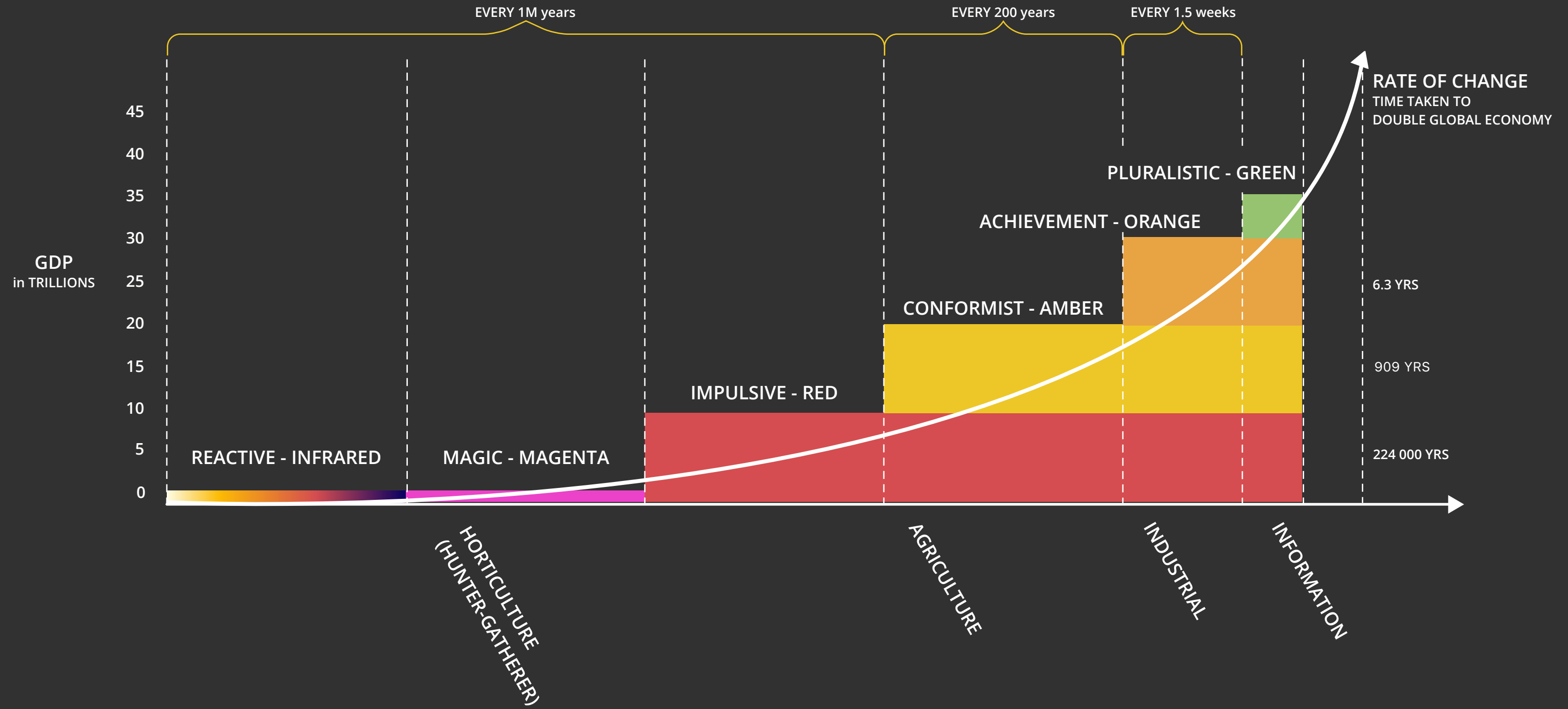
KEY BREAKTHROUGHS & METAPHOR



- 01. VALUES-DRIVEN CULTURE
- 02. EMPOWERMENT
- 03. MULTIPLE STAKEHOLDERS



RATE OF GROWTH  
ABILITY TO SUPPORT GROWTH IN POPULATION OF 1M PEOPLE





# ORGANISATIONAL MODEL INSIGHTS

## #1: ACCELERATING EVOLUTION

Although organisational models are fairly new, they are developing at ever increasing rates.

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## #2: CO-EXISTING MODELS

Never before have so many different models co-existed.

- Red on fringes of legal society
- Amber in government, army, schools
- Orange in business & politics
- Green in non-profits, tech start-ups



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## #3: EGO DEVELOPMENT = KEY DRIVER

Internal changes in perspective & ego bring about external changes in organisations

- Blissfully, ignorant oneness of Infrared & Magenta
- Fierce power-hungry Red
- Change-resistant group ego of Amber
- Self-aggrandised & materialistic Orange
- Enlightened and purposeful oneness of Green





**“THE MOST EXCITING BREAKTHROUGHS OF THE  
TWENTY-FIRST CENTURY WILL NOT OCCUR  
BECAUSE OF TECHNOLOGY, BUT BECAUSE OF AN  
EXPANDING CONCEPT OF WHAT IT MEANS TO BE  
HUMAN.” - JOHN NAISBITT**





# **DISIDENTIFYING WITH THE EGO**

**WHAT HAPPENS IN THE ABSENCE OF FEAR?**

**IS THIS RIGHT FOR MY LIFE?**

**AM I BEING TRUE TO MYSELF?**

**AM I IN SERVICE TO THE WORLD?**

**MORE TO LIFE THAN MONEY?**





# TEAL

## KEY BREAKTHROUGHS & METAPHOR



**01. SELF-MANAGEMENT**

**02. WHOLENESS**

**03. EVOLUTIONARY PURPOSE**





# TEAL

## SELF MANAGEMENT

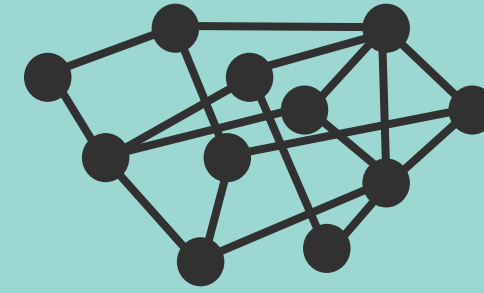


### 01. SELF-MANAGEMENT

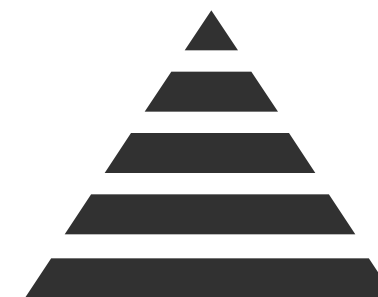




# HIGH COMPLEXITY

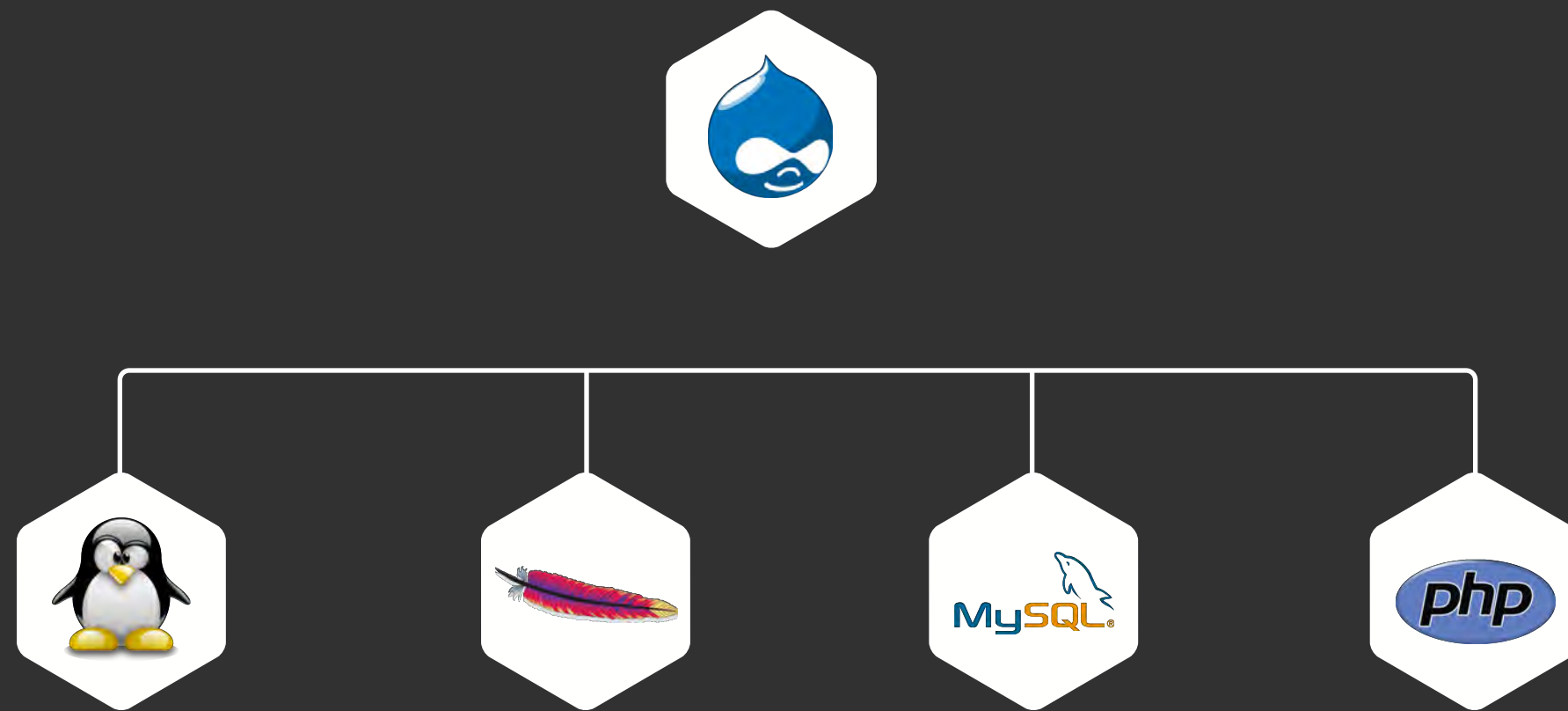


# LOW COMPLEXITY





# OPEN SOURCE = SELF MANAGEMENT





Windows Vista™



# DAVID & GOLIATH

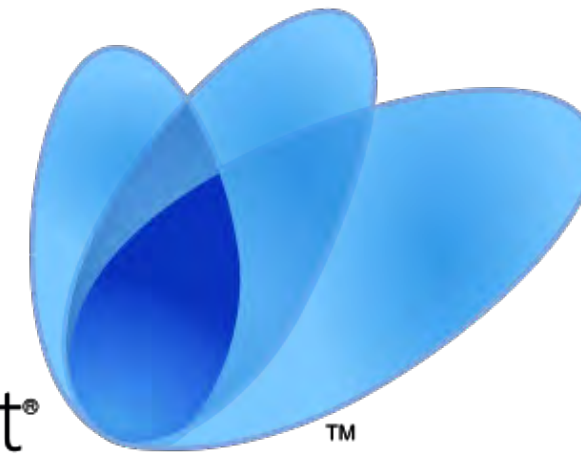
THE POWER OF SELF MANAGEMENT



**WIKIPEDIA**  
*The Free Encyclopedia*

**5, 000 000 + articles**  
**2001 - Present**

**vs.**



Microsoft®  
**Encarta**™

**62, 000 articles**  
**1990 - 2008**

**TEAL**  
**WHOLENESS**



**01. SELF-MANAGEMENT**

**02. WHOLENESS**







**TEAL - WHOLENESS**

**EGO**

**DEEPER SELF**



**MASCULINE**

**FEMININE**



**TEAL - WHOLENESS**

**EGO**



**INTUITION**

**EMOTIONAL**

**SPIRITUAL**

**RATIONAL**



**TEAL - WHOLENESS**

**EGO**

**MASCULINE**

**TEAL - WHOLENESS**

**MASCULINE**

**RATIONAL**

**EGO**





# TEAL

EVOLUTIONARY PURPOSE



**01. SELF-MANAGEMENT**

**02. WHOLENESS**

**03. EVOLUTIONARY PURPOSE**





# RIDING A BIKE LIKE RUNNING A BUSINESS

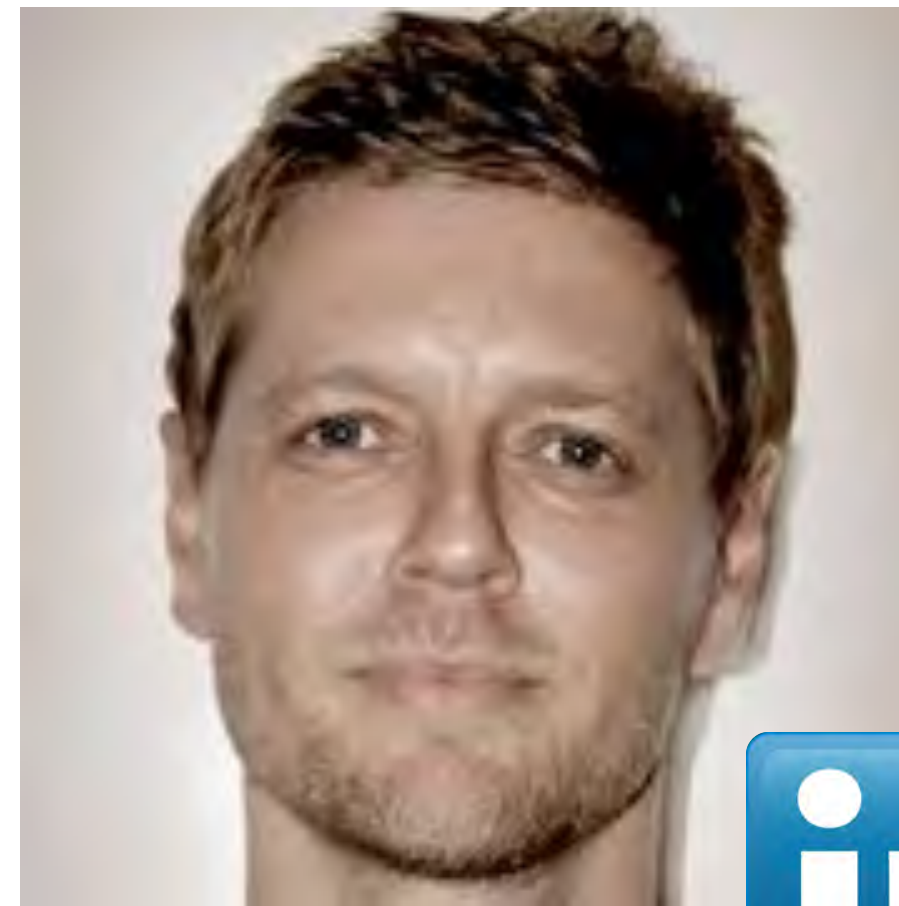
TEAL vs THE REST







[www.bravedigital.com/blog](http://www.bravedigital.com/blog)







**“WHAT IS DIFFICULT OR IMPOSSIBLE IN ONE  
PARADIGM IS EASY, EVEN TRIVIAL IN ANOTHER.” -**

**JOEL BARKER**





# TEAL CASE STUDY

## FAVI ENGINEERING



- 1950 ● Family business inception  
90 Staff building gearboxes  
Standard Pyramid Structure  
By-the-minute operator logging.
- 1975 ● All competitors move production to China
- 1983 ● Jean- Francois Zobrist becomes CEO
- 2 wks later ● Removes all clock-in, timers, targets etc  
● Productivity increases
- 2 yrs ● Teams manage their own Clients, schedules, salaries, stock, output etc
- Now ● FAVI owns 50% market-share in gearboxes  
500+ employees  
High profit inspite of competition against China  
Never posted a loss  
Turnover = 0.5%  
Not a single late delivery for 25 years  
100% self managed, no executive team



# TEAL CASE STUDY

## SUN HYDRAULICS



**Sun Hydraulics**

**Public company**

**700 employees**

**\$200m in revenue**

**No loss posted for 30 years**

**Staff turnover = 0.5%**

**No project management**

**No targets**

**No executive team**

**No organisational chart**

# TEAL CASE STUDY

APPLIED ENERGY SERVICES (AES)



## AES

Public company

40, 000 employees

100% uptime utility Energy & Gas provider

Staff turnover = 0.5%

Headquarters of 100

No project management

No targets

No executive team

No organisational chart

100% Self-managed



# TEAL CASE STUDY

VALVE & SPOTIFY



## VALVe & SPOTIFY

1,000's employees

99% uptime service delivery

Staff turnover = 0.5%

Year on year high profits

No project management

No targets

No executive team

No organisational chart

100% self-managed

# BECOMING BRAVE

BRAVE'S JOURNEY TO TEAL



2002 ● Started as a 3 man team  
Design & Development in Flash  
Been operating mostly as a combination of Orange and Green.

Now ● 11 employees, teams manage their own Clients, schedules, output.

Since starting the journey towards Teal, we have experienced enormous increase in company growth.

Our aim is to build a company where our people can flourish and become the best versions of themselves.

We have a long way to go, but we are actively encouraging self-management, wholeness and evolutionary purpose





**“WHATEVER YOU CAN DO, OR DREAM YOU CAN DO,  
BEGIN IT. BOLDNESS HAS GENIUS, POWER AND  
MAGIC IN IT. BEGIN IT NOW.” - JOHANN WOLFGANG**

**VON GOETHE**





**THANK YOU**