

TABLE OF CONTENTS

Foreword	ix
Introduction: the emergence of a new organizational model	1
Part 1 - Historical and Developmental Perspective	11
1.1 - Changing paradigms: past and present organizational models	13
1.2 - About stages of development	37
1.3 - Evolutionary-Teal	43
Part 2 - The Structures, Practices, and Cultures of Teal Organizations	53
2.1 - Three breakthroughs and a metaphor	55
2.2 - Self-management (structures)	61
2.3 - Self-management (processes)	99
2.4 - Striving for wholeness (general practices)	143
2.5 - Striving for wholeness (HR processes)	173
2.6 - Listening to evolutionary purpose	193
2.7 - Common cultural traits	225
Part 3 - The Emergence of Teal Organizations	235
3.1 - Necessary conditions	237
3.2 - Starting up a Teal Organization	259
3.3 - Transforming an existing organization	267
3.4 - Results	285
3.5 - Teal Organizations and Teal Society	293
Appendices	307
1 - Research questions	309
2 - Beyond Evolutionary-Teal	315
3 - Structures of Teal Organizations	319
4 - Overview of Teal structures, practices, and processes	327
Notes	333
Selected readings	347
Index	351
Gratitudes	359

INDEX OF KEY STRUCTURES AND PRACTICES

Structure

Organizational structure	65, 67, 69, 319
Staff functions	71
Project teams / Task forces	83, 89
Board / Ownership	251, 300

Human resources

Recruitment	160, 174, 219
Onboarding	176
Training and coaching	178
Team building	147, 154, 159
Working hours	181
Job titles / Job descriptions	90, 180
Objectives / Target setting	212
Feedback / Performance management	123, 125, 183
Compensation	129
Promotion / Job rotation	114, 180
Dismissal	126, 187

Daily life

Office spaces	86, 146, 167
Meetings	162
Decision-making	99, 103
Conflict resolution	112, 165
Information flow	110, 216
Culture / Values	147, 151, 225
Community building / Reflective spaces	154, 159

Major organizational processes

Purpose / Strategy	195, 199, 202, 207
Innovation / Product development	208
Sales / Marketing	208, 212
Purchasing / Investments	106
Budgeting / Controlling	80, 209
Financing / Funding	251
Environmental and social management	169
Change management	103, 214