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Presence and impact of Teal practices among French organizations



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Teal organizations

In his book *Reinventing Organizations*, Laloux (2014) describes an emergent kind of organization which implements original and inspiring ways of working. This type of organization is called Teal, and is characterized by three organizational innovations:

- Wholeness
Rationality and determination are no longer the only professional behaviours. Intuition and spiritual welcome!
- Self-management
No hierarchy, relationship of equals. No consensus search, efficient functioning.
- Evolutionary purpose
Company seen as an independent and conscious being. Collaborators are invited to listen and to understand what the organization wants to become, and the purposes to which it responds. The purpose is not profit.



[Laloux, 2014]

Listing Teal practices

In Teal organizations, Laloux (2014) observed that new practices appeared, as some others disappeared. Through his book, we identified 29 practices, 21 of them appearing and 8 declining.

Governance practices	
Disappearing	Appearing
Pyramidal structure	Autonomous team
Top down coordination	No support services
Specialized support services	Decentralized decisions after seeking advice
Decisions taken at the top of the pyramid	
Validation of decisions by superiors	

New practices	
Speech allocation	Practices of disidentifying from ego Opportunity for everyone to have their voice heard
Newcomers integration	Immersion route throughout the organization Soft skills and organizational culture training
Conflict management	Systematic treatment of conflicts through an identified process
Evolutionary purpose centrality	Clear values, explicit and protective rules of behaviour Existence of a process in order to challenge the rules

How could it be possible for an organization to take the first step towards Teal Model ?

→ First : study of the presence of Teal practices among French organizations

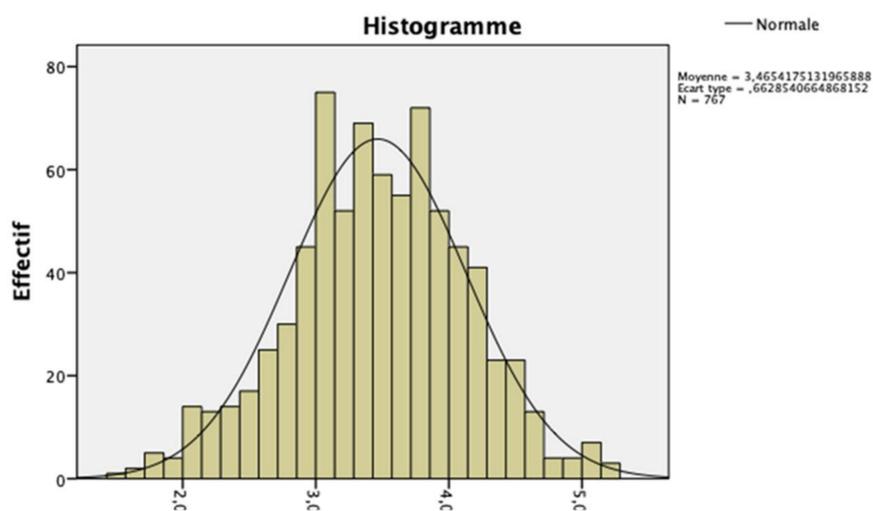
Method: cross-industrial survey

- The survey proposed 88 questions, 29 dealing with Teal practices, and the others dealing with organizational structure, management and leadership styles, innovation, or social climate (engagement, trust, job clarity, social openness, values).
- Respondents were all engaged in a one-year executive training program that they followed as initial or as continuing training in our institute and were recruited in this context. The participants filled out an online questionnaire during a one hour dedicated session, collaborating with their industrial mentor.
- Sample: 767 respondents
 - . 48% men – 50% women – 2% non-gender
 - . 75% between 23 and 29 years – 23% older than 30 years - 2% others
 - . 85% working in industry – 9% in construction – 6% in services to the industry



Result 1: Teal coefficient

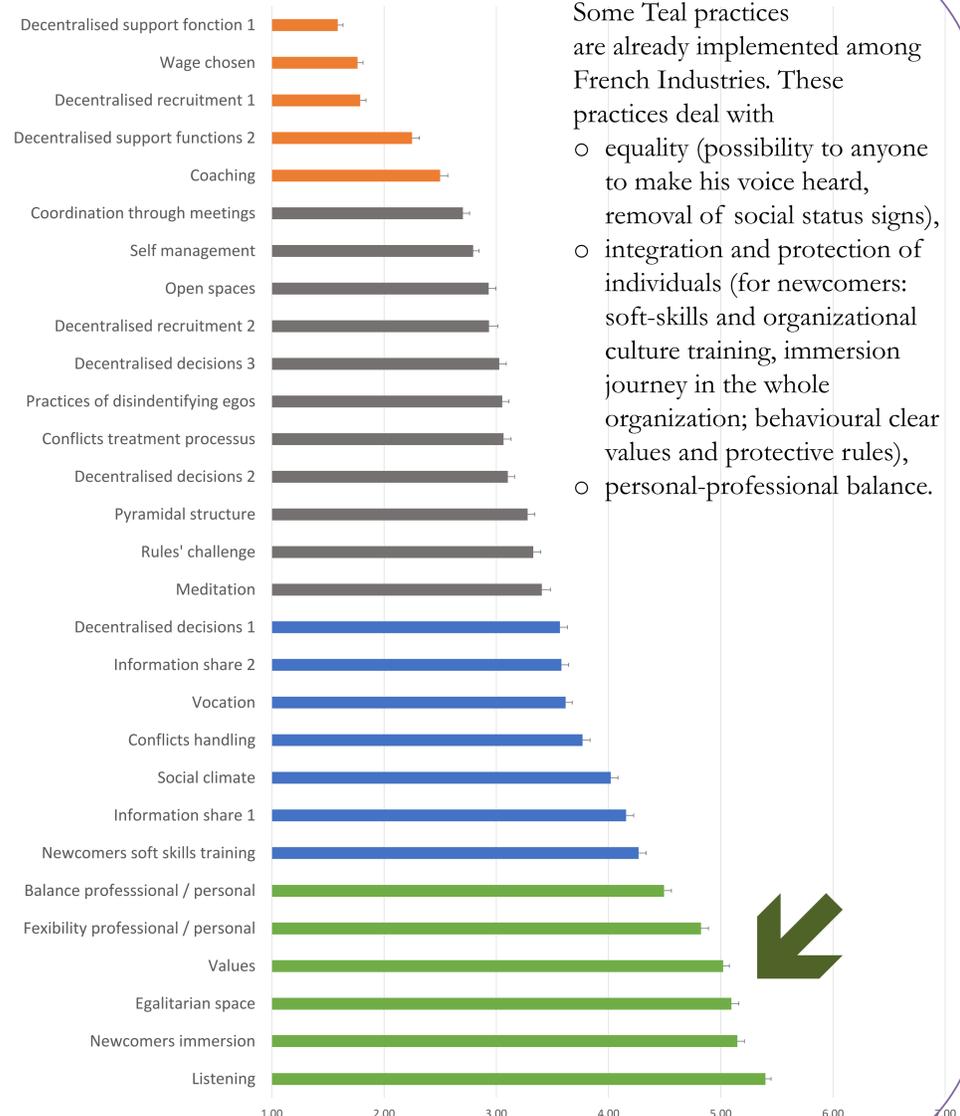
The 29 practices that we measured aggregates on a statistically reliable manner. We call this construct Teal coefficient.



Result 2: Teal impact

- Using multiple regression predictive analysis (SPSS 21), we obtained the following results
- Teal coefficient does not predict engagement ($\beta = -0,008$; sig. = 0,838); however, social openness does predict it ($\beta = 0,242$; sig. = 0), and one could imagine a possible link with Teal evolutionary purpose.
 - Teal coefficient does predict trust ($\beta = 0,074$; sig. = 0,006), however transformational leadership is a much more important predictor of trust than Teal coefficient ($\beta = 0,594$; sig. = 0).

Result 3: Practices implementation



Some Teal practices are already implemented among French Industries. These practices deal with

- equality (possibility to anyone to make his voice heard, removal of social status signs),
- integration and protection of individuals (for newcomers: soft-skills and organizational culture training, immersion journey in the whole organization; behavioural clear values and protective rules),
- personal-professional balance.

Conclusion:

This cross-industry study first highlights the presence of Teal types practices among French organizations. It also allowed the identification of some plebiscited ones, which could be first implemented when an organization wishes to take the first step towards Teal Model. Teal practices appeared to impact trust, and not directly engagement. However, this study, while exiting, has to be pursued with different pattern. First, statistic exploration must go further. Secondly, the Teal practices panel has to be questioned: are all selected practices significant? Are there essential practices missing? Lastly, one answer per organization isn't enough. One would need to complete with inner enterprises studies.