

Post-Bureaucratic Management: An Adult-Developmental Perspective

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TOPICS

- **Introduction** – here I name the four main points central to this presentation
- **Let's be radical and go to the 'root' [radis]: Human Capability** – here I detail the adult-developmental model of human resources
- **Cultural stages of governance** – here I interpret ranges of developmental levels as organizational subcultures
- **Assessing the individual-collective dimension of bureaucracies** – here I make some suggestions for how to promote post-bureaucratic behavior based on developmental assessments
- **Conclusion**
- **Questions from the Audience**

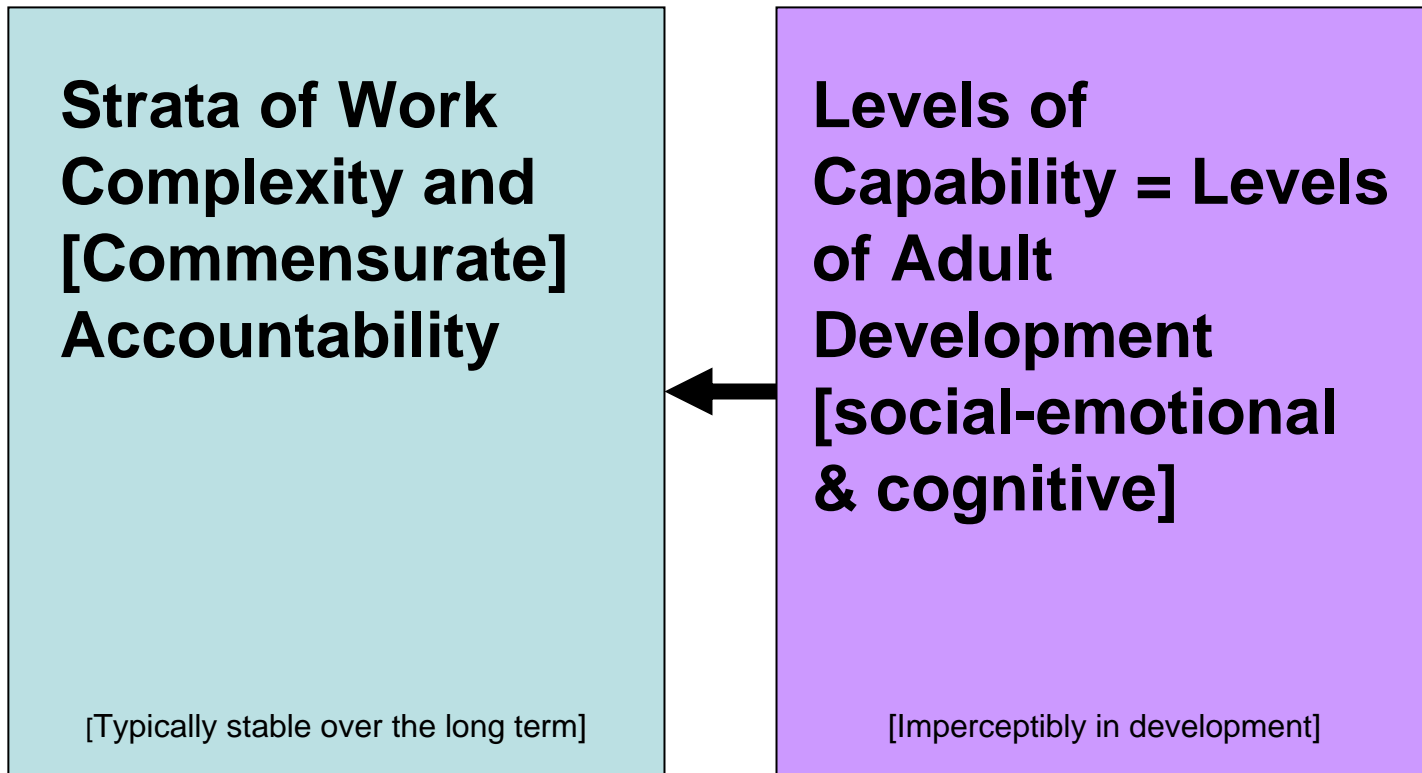
Practice Reflection

**Ja mach' nur einen Plan,
Und mach' noch einen zweiten,
Tun gehn sie beide nicht.**

**Sure, make a little plan,
And make another one, too,
They won't materialize anyway.**

Bertold Brecht

Two Architectures of Bureaucracy

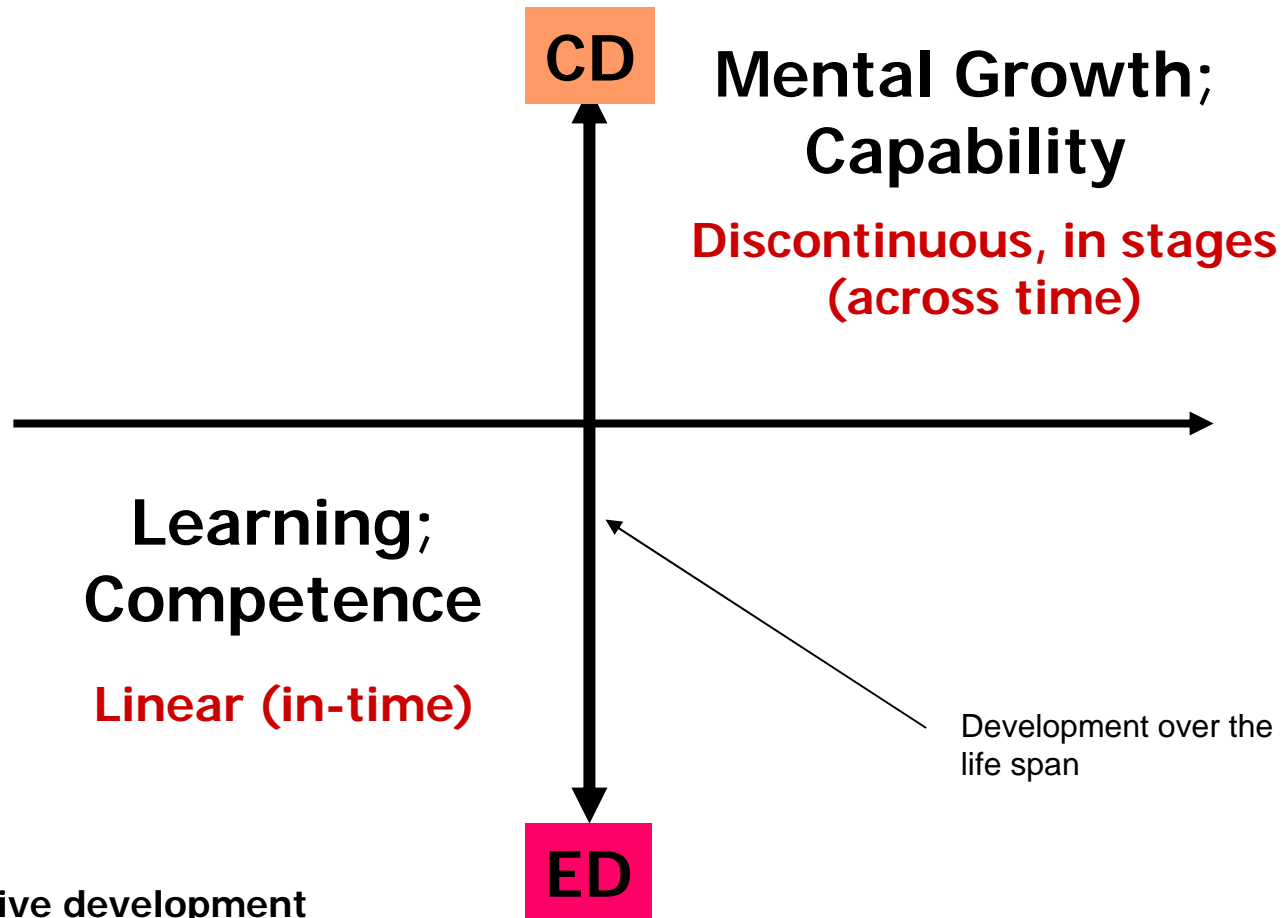


**Are the two architectures requisitely aligned with each other
in your bureaucracy?**

Four Main Principles of Bureaucratic Management

- #1: 'Post-bureaucratic' management can be defined based on levels of workforce *capability* [distinct from workforce competence].
- #2: Capability is defined by levels of adult development.
- #3: Individual adult development over the life span holds the key for effectively matching the two architectures that define bureaucracies, that of accountability and capability.
- #4: Simply changing bureaucratic 'mandates,' 'systems,' or 'rules' remains without effect if not grounded in adult-developmental and cultural diagnosis through *assessments*.

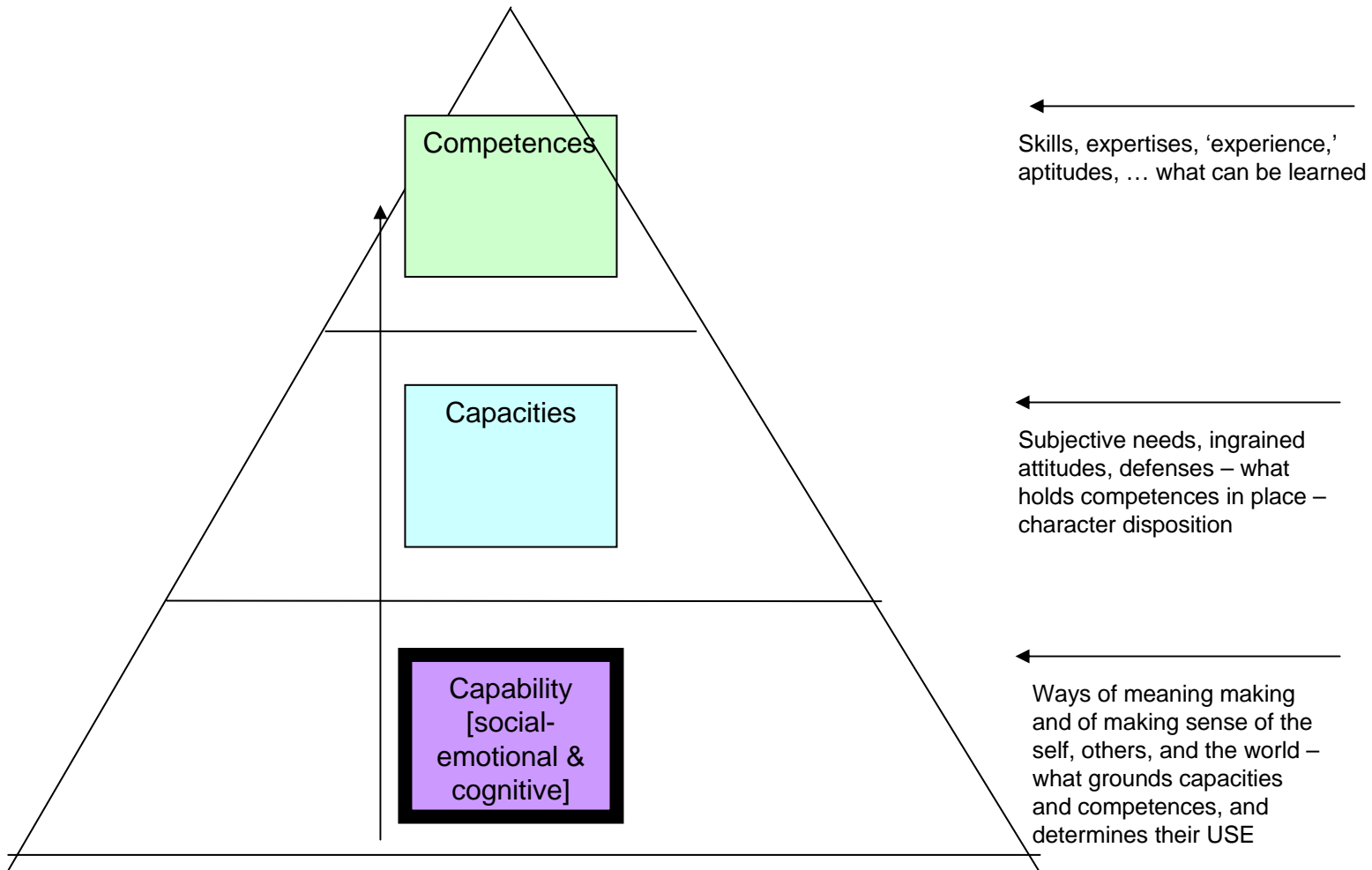
Competence is 'Horizontal,' Capability is 'Vertical'



CD = cognitive development

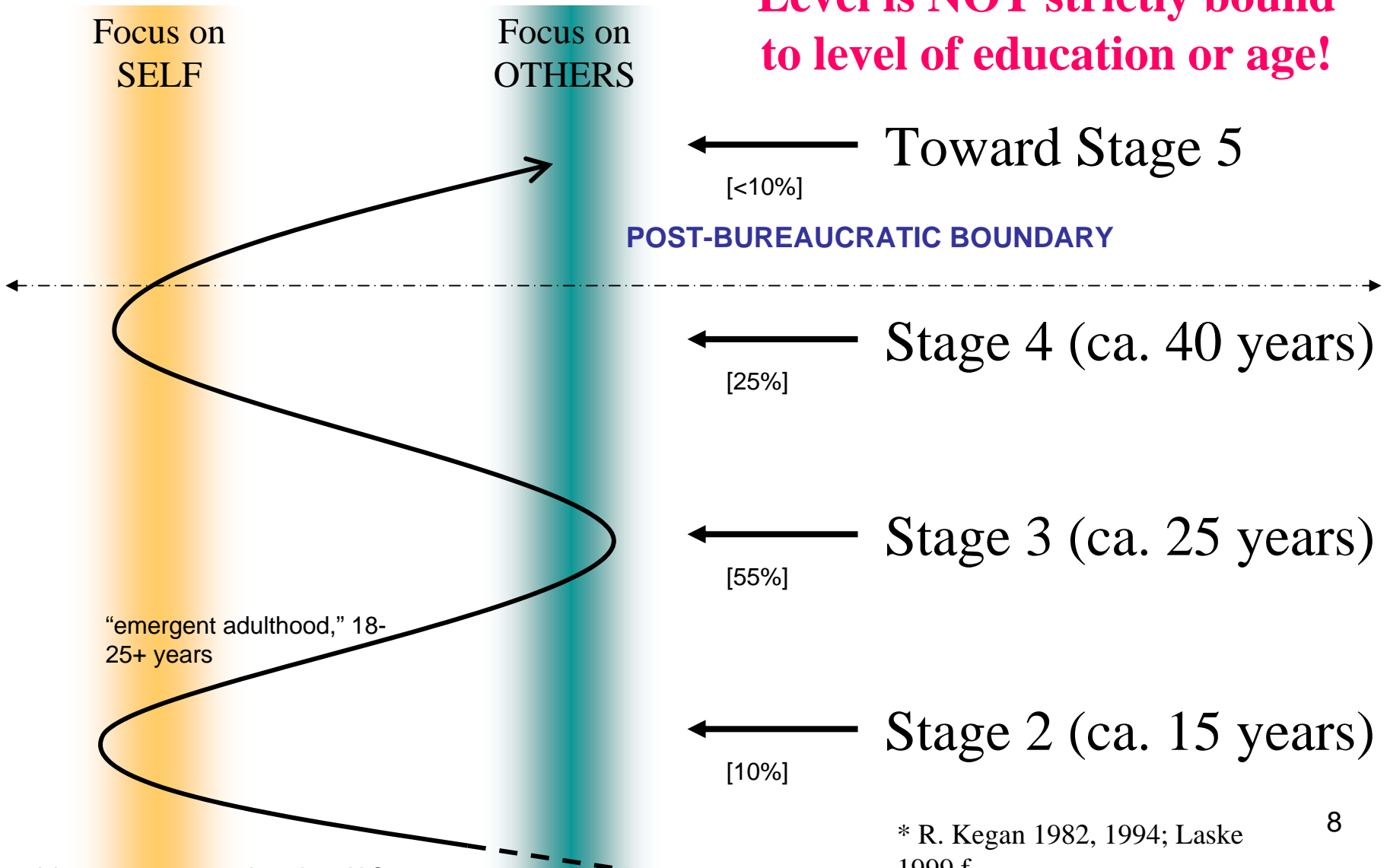
ED = social-emotional development

The 'Human Resources' Pyramid



Developmental Stratification of Social World

Level is NOT strictly bound to level of education or age!



* R. Kegan 1982, 1994; Laske 1999 f.

Changing Orientations Across Adult Stages

Orientation	L- 2 [10%]*	L-3 [55%]	L-4 [25%]	L-5 [10%]
<i>View of Others</i>	Instruments of own need gratification	Needed to contribute to own self image	Collaborator, delegate, peer	Contributors to own integrity and balance
<i>Level of Self Insight</i>	Low	Moderate	High	Very High
<i>Values</i>	Law of Jungle	Community	Self-determined	Humanity
<i>Needs</i>	Overriding all others' needs	Subordinate to community, work group	Flowing from striving for integrity	Viewed in connection with own obligations and limitations
<i>Need to Control</i>	Very High	Moderate	Low	Very low
<i>Communication</i>	Unilateral	Exchange 1:1	Dialogue	True Communication
<i>Organizational Orientation</i>	Careerist	Good Citizen	Manager	System's Leader

* Percentages derive from research at Graduate School of Education ("Kohlberg School"), Harvard University.

The Level-3 ‘Other-Dependent’ Culture

Orientation	L-3 [55%]
<i>View of Others</i>	Needed to contribute to own self image
<i>Level of Self Insight</i>	Moderate
<i>Values</i>	Community
<i>Needs</i>	Subordinate to community, work group
<i>Need to Control</i>	Moderate
<i>Communication</i>	Exchange 1:1
<i>Organizational Orientation</i>	Good Citizen

Individuals of this culture define themselves based on expectations of external and/or internalized Others. They find it difficult to know where they end and others begin. They are NOT acting from their own value system since unable to disentangle themselves from *inter-nalized others* (conventions), and therefore don't make good change agents, but rather followers. Individuals of this culture constitute the majority of bureaucracies, and need a “boss” to guide and supervise them. They fit into any existing culture like a hand into a glove.

The Level-4 'Self-Authoring' Culture

Orientation	L-4 [25%]
<i>View of Others</i>	Collaborator, delegate, peer
<i>Level of Self Insight</i>	High
<i>Values</i>	Self-determined
<i>Needs</i>	Flowing from striving for integrity
<i>Need to Control</i>	Low
<i>Communication</i>	Dialogue
<i>Organizational Orientation</i>	Manager

Individuals of this culture are defined by their own value system and 'integrity.' They can manage themselves, and therefore others. However, they have difficulty standing away from their idiosyncratic life- and career history in a critical way, and may be defensive when asked to do so. As change agents, they will try to impose their own value system on others for the better of the community, and may find it challenging to go beyond merely respecting others.

The Level-5 'Self Aware' Culture

Orientation	L-5 [10%]
<i>View of Others</i>	Contributors to own integrity and balance
<i>Level of Self Insight</i>	Very High
<i>Values</i>	Humanity
<i>Needs</i>	Viewed in connection with own obligations and limitations
<i>Need to Control</i>	Very low
<i>Communication</i>	True Communication
<i>Organizational Orientation</i>	System's Leader

Individuals of this culture are of a 'post-bureaucratic' mindset, in that they are treating others as midwives of their own development, thereby modeling ongoing learning, self-inquiry, and risking critical self-exposure. Whatever their expertise, they are no longer attached to any particular aspect of the self, and are focused on 'being in the flow' where anything may happen. They are attuned to unceasing change and openly share their apprehensions, insights, and doubts for the good of everybody they work with.

Bureaucracy = Complexity + Capability Architecture

Work: Complexity Architecture

People: Capability Architecture

<i>Level of Work Complexity</i>	<i>Time Horizon (in years)</i>	C D F	<i>Analytical Understanding</i>	<i>Systemic-Dialectic Thinking</i>	<i>Social-Emotional Maturity</i>
VIII	50 yrs	↔	C4	>70	5(4)
VII	25 yrs	↔	C3	>60	5/4
VI	10-20 yrs	↔	C2	50-59	4/5
V	5-10 yrs	↔	C1	40-49	4(5)
IV	2-5 yrs	↔	B4	30-39	4
III	1-2 yrs	↔	B3	20-29	4/3 to 4(3)
II	3 mo -1 yr	↔	B2	10-19	3(4)-3/4
I	1 day - 3 mo	↔	B1	<9	3(2) to 3

I: support staff; II: first-line manager; III: unit manager; IV: general manager; V: President; VI: Executive V.P., VII: CEO; VIII: Board Member

Post-Bureaucratic Boundary

Requirements of Post-Bureaucratic Management

I take 'post-bureaucratic management' to mean a **MENTAL DISPOSITION OF ORGANIZATIONAL STAFF** that is characterized by principles underlying the **Table of Two Architectures** [preceding slide]:

- A time horizon wider than 10 years.
- Capacity of 'parallel' thinking following divergent, but holistically convergent, pathways.
- Ability to engage 'dialectical' *thought forms* by which empirical and actual situations can be illuminated in their theory/practice inconsistencies, and the latter remediated based on systemic thinking.
- Ability to distinguish dummy and/or substitutive change from *real, transformative* change through which situations for mental growth – not just the acquisition of new 'guidelines' and 'competences' – can be established and fostered.
- Engagement with *developmental assessments* for supporting the alignment of levels of individual and team capability with different strata of work complexity.
- Assessment of both the individual and collective dimension of organizational culture by targeting level-3 obstacles to mental growth and professionalism.

CONCLUSION

- Both 'culture' (of organization) and 'level of adult development' (of staff) are *hidden dimensions* invisible to the naked eye.
- These dimensions do not yield to merely behavioral diagnosis, since theory/practice inconsistencies defining bureaucracy are *rooted* at the level of capacities and capabilities, rather than mere competences (see slide 7).
- The boundary separating bureaucracy from post-bureaucratic functioning is defined by developmental, not primarily behavioral, parameters.
- Research-based tools for developmental diagnosis have been developed since 1960, and are awaiting application.

Thank you for your attention!

QUESTIONS ARE MOST WELCOME

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