

A Manifesto Against (Neo-) Taylorism

The lack of understanding
longitudinal time flow is the
basic flaw of management
thinking in the 21st century.



The tayloristic view of management and HR is anachronistic:

Humans are not 'resources' but *living beings* make sense- and meaning of the world.

**Work creates
'value' for All**

Cross functional collaboration

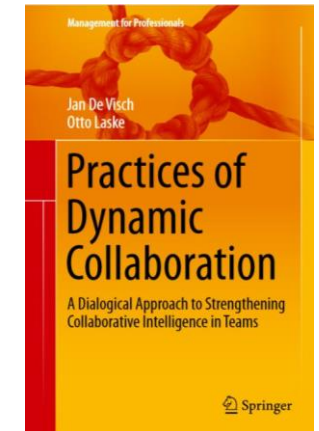
Distributed leadership

Three dialogue spaces

Continuous improvement

End-to-end processes

Business modelling



**Competencies do
not render
individuals'
potential**

Competency and
engagement programmes
are counter-productive

Capabilities

Joint problem solving

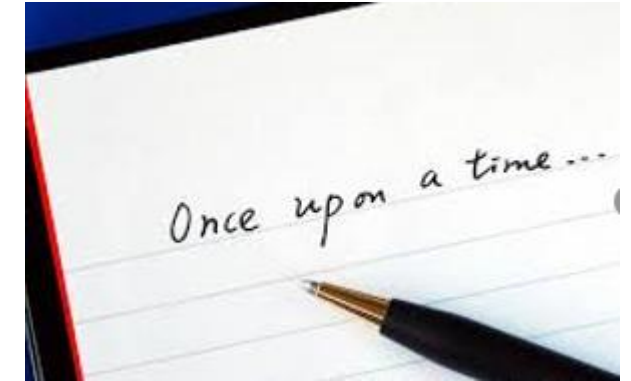
Decision making

Role making

In the 'New HR', there are two workplaces, an external and an internal one ...

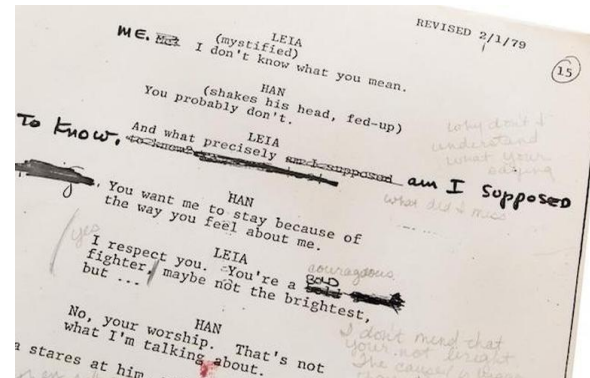
External workplace

What people tell each other about their external workplace is best viewed as their own Story.



Internal workplace (by nature hidden)

People experience their workplace following **Scripts** they are subject to, rather than in control of.



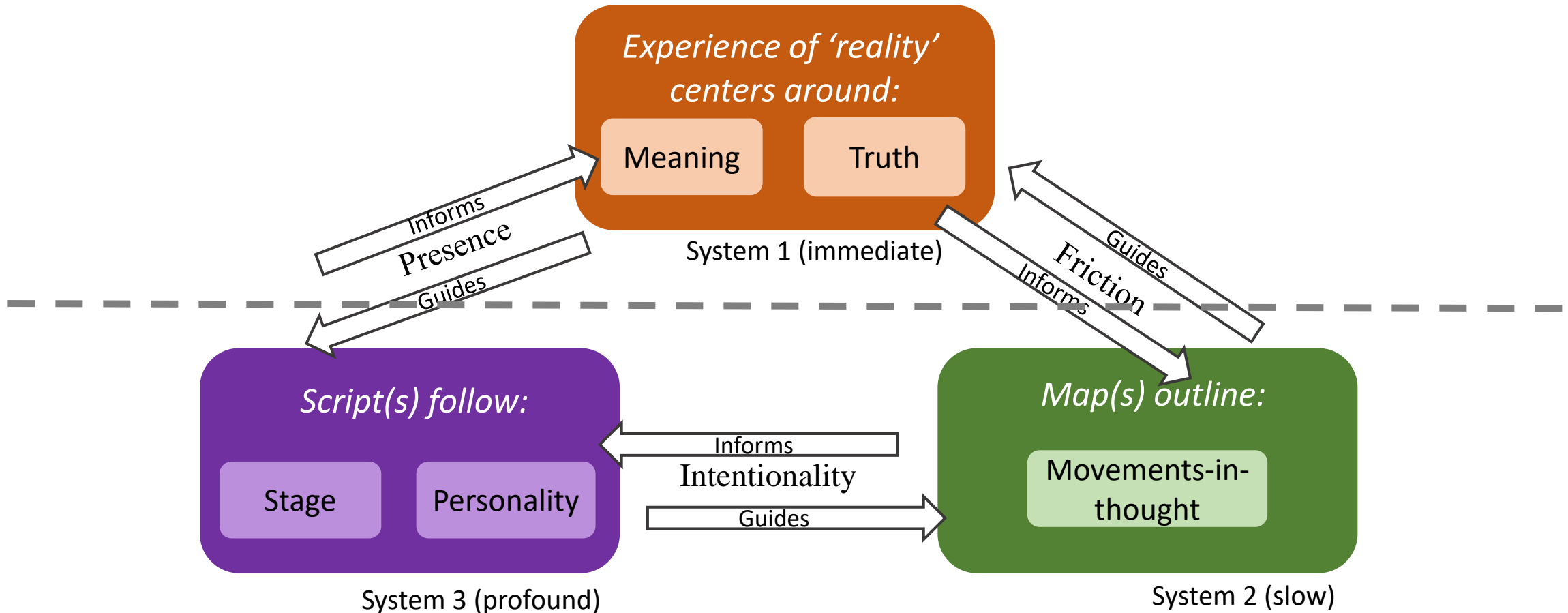
People deliver work based on cognitive **Maps** unknown to them.



TWO WORKPLACES, NOT ONE

ME ↔ OTHERS

EXTERNAL WORKPLACE

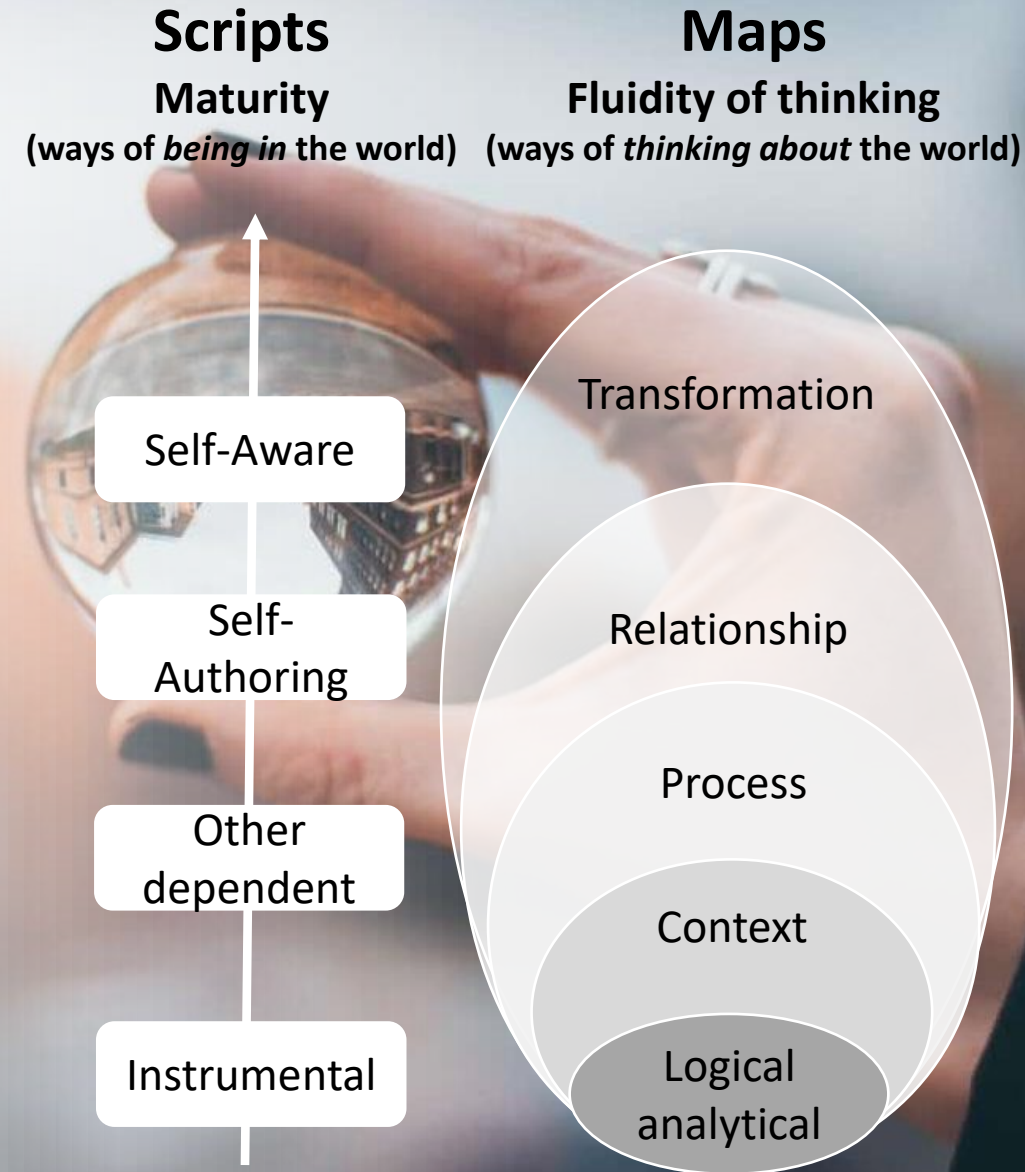


INTERNAL WORKPLACE

The book's roots in research in adult development

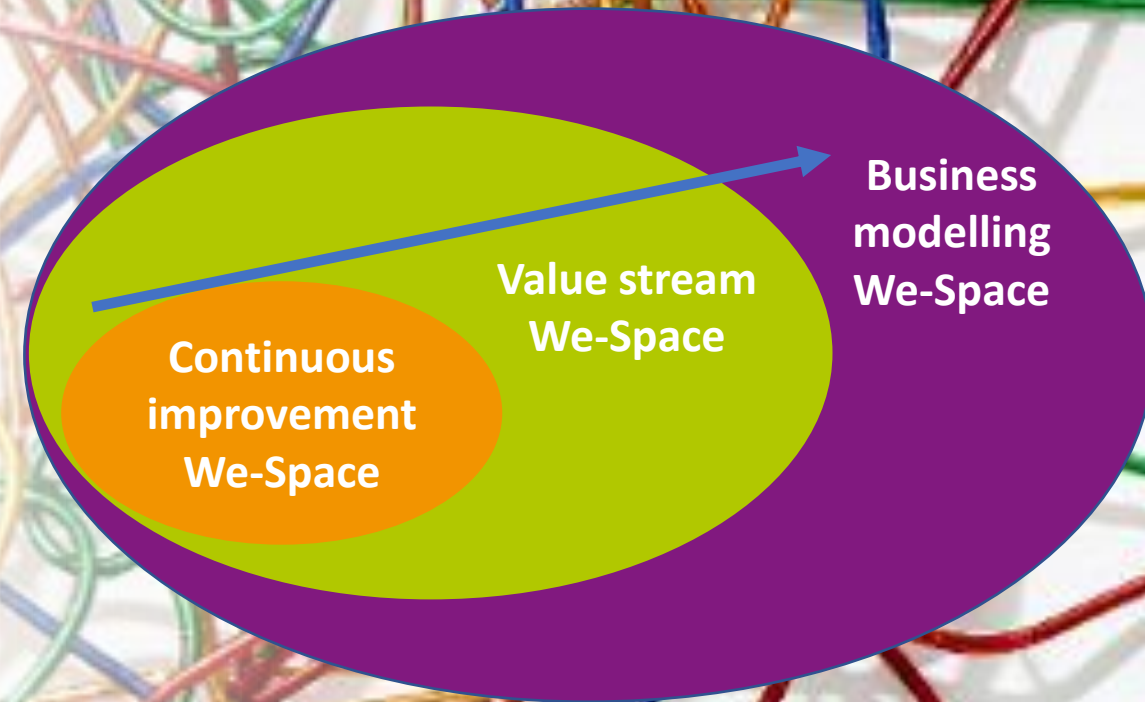
- ° People's perspectives on 'reality' develop over their entire lifetime
- ° Present research distinguishes two dimensions of development:
 - socio-emotional
 - cognitive

Both are intrinsically linked
but rarely in synch



Value creation happens in organizational dialogue spaces ('We-Spaces')

'Stories' created by contributors in
and about We-Spaces starkly differ
in complexity.



Stories in different We-Spaces have different building blocks

<i>Continuous improvement We-Space</i>	<i>Value stream We-space</i>	<i>Business model We-space</i>
Optimization & Differentiation	Profit model	Future product/services/ technology/market combinations
Today	Tomorrow	Day after tomorrow
Subprocesses	Transversal processes Operational Model	Ecosystemic processes
Team	Team-Team	Organization-Organization (market)
Efficiency & Effectiveness Measures of Current Processes & Procedures	Current business value for current stakeholders: yearly revenue, expense and/or profit	Development of new viable products/services/markets & customer portfolio management & growth and return on existing/new capital investments
Project – Funneling - Scoping	Program – Clusters – Interdependencies – Road Map	Portfolio – Investment themes – Sensitive intervention points

Stories role holders tell are full of ambiguities

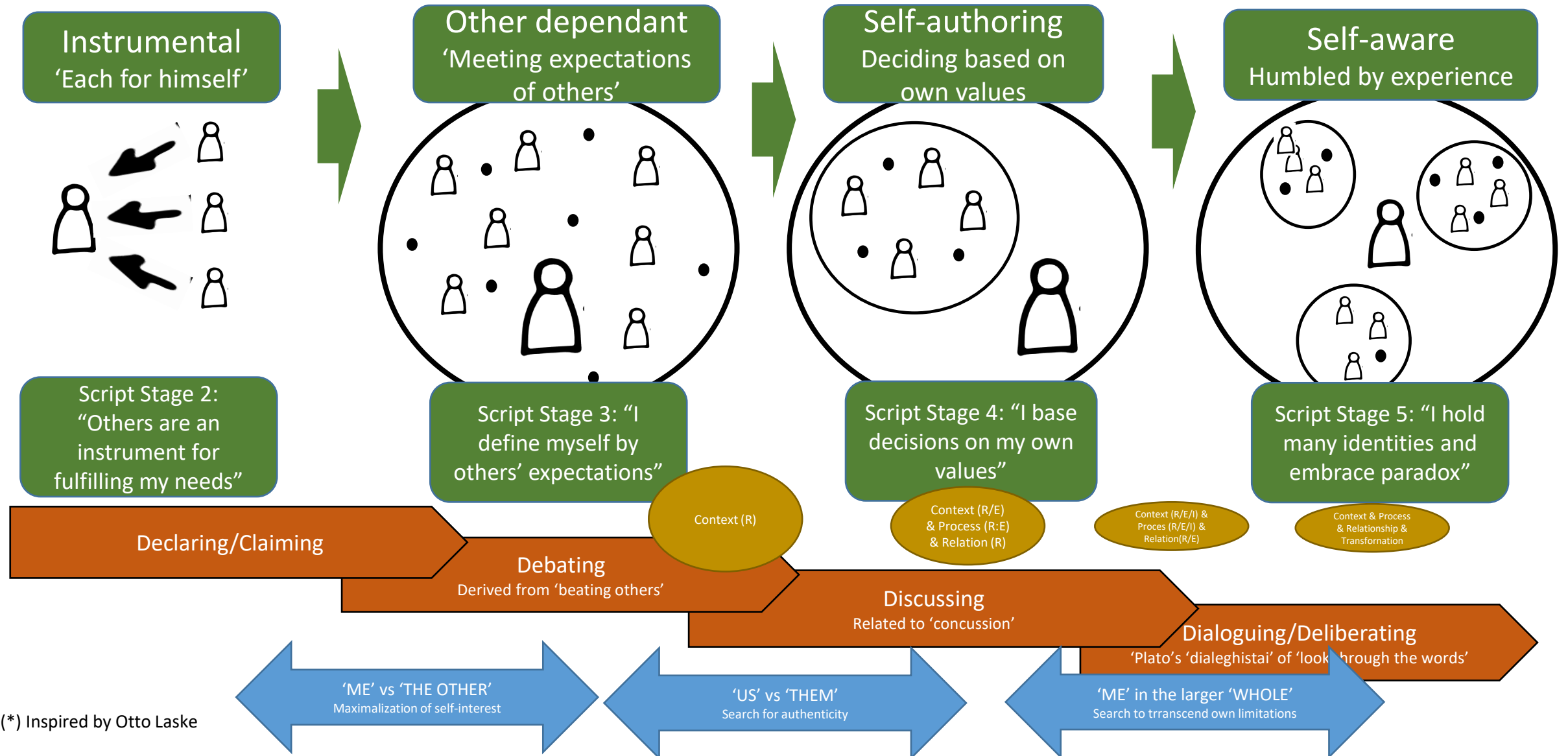
- Stories reflect a *worldview*, thus a specific level of maturity and thought fluidity.
- Worldviews are rich, ambiguous, and unique (personal).
- Role holders' stories speak to how they presently align identities and accountabilities, reflecting developmental levels.
- Role holders derive from their stories *building blocks* of value creation that may be incongruent with their level of work complexity.
- Transposing building blocks from one dialogue space to another distorts the nature of a specific dialogue space.
- Such distortion results in distorting team agendas, either over-extending or narrowing them.

Social- emotional script(s) concern: Maturity Level

```
require 'sketchup.rb'

def stitch_curves
  # CHECK THE SELECTIONS
  model = Sketchup.active_model
  entities = model.active_entities
  ss = model.selection
  curves=[]
  ss.each do |s|
    if s.curve
      curves.push(s.curve)
    else
      return UI.messagebox("Please select only 2 curves")
    end
  end
  curves.uniq!
```

Social-emotional scripts evolve in a sequence of 'stages':



The transition between 'other-dependence' and 'self-authoring' is a crucial hurdle for most

Other-dependence:

Possessing expertise

- Contributors derive their identity and sense of validity from being *recognized* as a member of a group of experts who follow professional rules.
- They perceive criticism as an attack on their identity. This makes it difficult to team up with colleagues who are expert in other areas than one's own.

Self-authoring:

Being an expert (in some domain)

- Contributors are able to acknowledge others' capabilities as something they lack and learn from them.
- Criticism is experienced as constructive of one's own development. This facilitates collaboration across different disciplines.

Developmental scripts are hard to shift ...

- Nobody is his/her developmental script; but everybody is *subject to*, rather than *in control of*, their script (which in most cases remains unknown).
- Scripts function as *frames of reference* within which to evaluate one's own and others' identity.
- Scripts are always 'under construction' since development is continuous.
- Scripts color one's experience of others and the 'real' world.
- The best way to augment one's script is to make them an object of reflection so that their limits can rise to awareness.
- *Advice*: Observe situations where you need to be right and ask yourself why.
- The best way to change your script is to consider others' perspective taking as a model to learn from.

Self development in dialogue with others:

-- the “Identity Landscape Methodology”

- We suggest a practical methodology for examining one’s own script when assisting in the pursuit of a team’s goal or mandate.
- The methodology comprises social-emotional and psychological *themes* spelled out in the form of pertinent questions for team members to consider.
- They are best used in ‘reflect-back’ sessions.
- How the methodology works: individual contributors and team members choose one or two *themes* they find relevant regarding a field of tension they find themselves in.
- 6 of 25 questions (themes) comprises by the methodology appear in the table to the right.
- Questions appear in three different formulations: *for a group discussion, for a one-to-one conversation, and personal reflection.*
- These questions help discover differences between how one answers a particular question for oneself and in a group dialogue.

<i>Questions for use in a group conversation within a team</i>		
Assertiveness How do we cope with people that stand up and speak out or sit still and keep quiet?	Conflict How could we handle disagreement more creatively and resolve disputes?	Feedback How could we become more open to constructive feedback?
Openness How could we be more open to other people’s ideas, and in what specific way?	Planning How could we build more flexibility into our planning?	Transparency How and what do we need to change in our communication to be more transparent for each other?
<i>Questions to explore in a one-to-one discussion</i>		
Assertiveness Under what circumstances do you feel reluctant to be assertive? When and with whom is it easier for you to be trusting? What could help you become more assertive?	Conflict What do you need to move through or beyond this conflict? How can you respond to this conflict as constructively as possible?	Feedback What feedback would be helpful to the other person?
Openness What would help you to be more open-minded on a particular topic? How could you increase your comfort in incorporating ideas from people with different backgrounds?	Planning What limitations do you experience in how you are currently planning? What options do you have to improve your planning?	Transparency What does transparent communication mean to you? What topics are you inclined to share with others, and what beliefs do you need to share more than you presently do?
<i>Questions for self-coaching and personal reflection</i>		
Assertiveness How is my assertiveness experienced by others? What makes knowing how I come across to others important to me, and how can I become more assertive?	Conflict When do I experience conflict as productive, and where am I avoiding conflict outside of me? What am I gaining with my present stance toward others, and where would I be prepared to take more of a risk in being frank?	Feedback What if I were to hear more suggestions from others? How can I better understand other people’s thoughts and feelings?
Openness Under what circumstances might I ask more open questions to see where they lead?	Planning Where might I stay too attached to a single plan at the exclusion of other opportunities?	Transparency Am I transparent regarding my values and integrity? Is what others see (of me and in me) close to my notion of myself?

Cognitive
Maps
concern:

Fluidity of
Thinking



The 'Deep Thinking' Framework

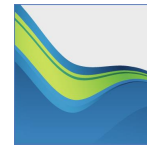


Richer perspectives can be shaped by increasing one's awareness of the *thought structures* one uses in one's present thinking for the sake of refining them.

We can distinguish four ways of experiencing the world intellectually, thinking of them as 'maps' for exploring unknown territory:



Context



Process



Relationship



Transformation

Every concept describing a territory can be explored based on the four maps (lenses) above; doing so yields four different perspectives on **one and the same territory**:

Example #1: 'Requisite Agility'

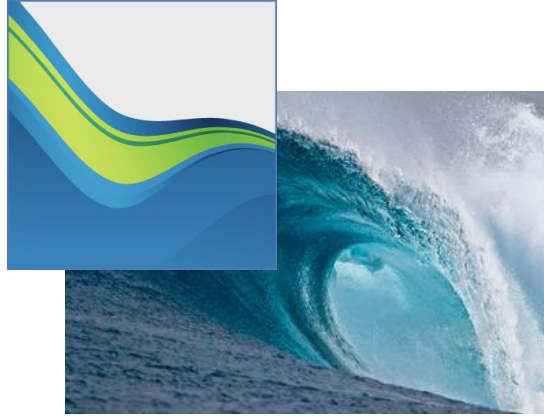
Example #2: 'Improving communication'

Four Categories of Maps for acquiring a full picture of reality



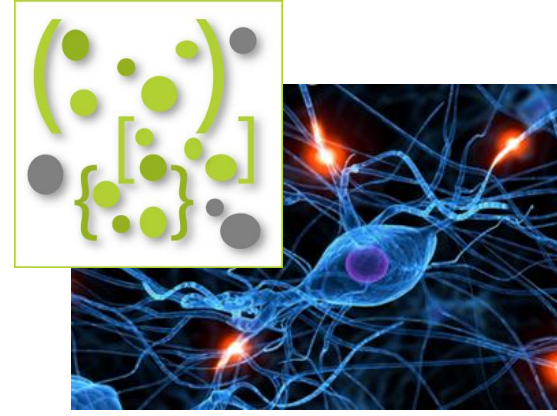
- **CONTEXT (C)**

- Big Picture: How an issue is part of a broader context?
 - Parts vs. the Whole?
 - Layering?
 - Virtual dimensions?
 - Frame of Reference used?
 - Multiplicity of contexts?



- **PROCESS (P)**

- In-Motion: How an issue has become a 'problem'?
 - Inclusion of hidden opposites?
 - Unseen, neglected dimensions?
 - Embedded in correlated or simultaneous processes?



- **RELATIONSHIP (R)**




- Totality – sets of dense relationships that hold things together. How one issue is shaped by another?
 - Value of establishing relationships?
 - Structure of relationship?
 - Patterns of interaction?
 - Reductionism?






- **TRANSFORMATION (T)**

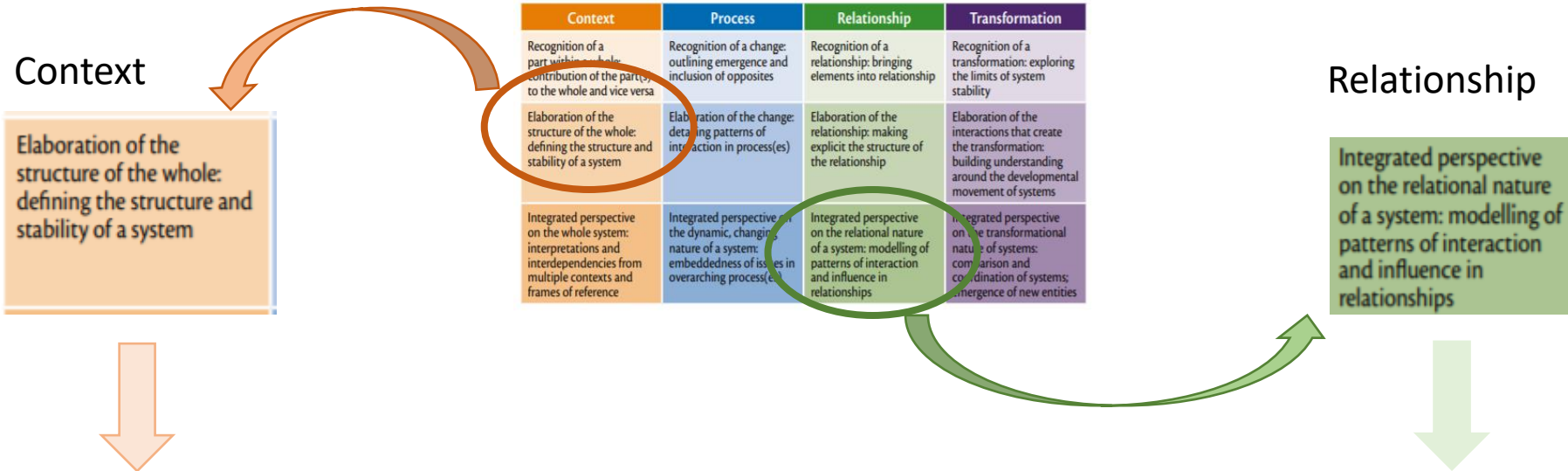
- Human agency – Which are the tensions, disequilibria, and transformational challenges an issue provokes?
 - Limits of stability?
 - Function of conflict?
 - Potential of re-emergence through breakdown?
 - Logics of coordination?
 - Integration of diverse factors?

Three Steps in Deepening Four Types of Movement-in-Thought

	Context	Process	Relationship	Transformation
	Recognition of a part within a whole: contribution of the part(s) to the whole and vice versa	Recognition of a change: outlining emergence and inclusion of opposites	Recognition of a relationship: bringing elements into relationship	Recognition of a transformation: exploring the limits of system stability
	Elaboration of the structure of the whole: defining the structure and stability of a system	Elaboration of the change: detailing patterns of interaction in process(es)	Elaboration of the relationship: making explicit the structure of the relationship	Elaboration of the interactions that create the transformation: building understanding around the developmental movement of systems
	Integrated perspective on the whole system: interpretations and interdependencies from multiple contexts and frames of reference	Integrated perspective on the dynamic, changing nature of a system: embeddedness of issues in overarching process(es)	Integrated perspective on the relational nature of a system: modelling of patterns of interaction and influence in relationships	Integrated perspective on the transformational nature of systems: comparison and coordination of systems; emergence of new entities

Within each thinking-form class, the cards that probe for 'recognising' are indicated by a pointing arrow icon . The 'elaboration cards' have a microscope icon . The 'integration cards' have a interlocking pentagon icon .

12 maps help explore the limits of one's present thinking



- What makes these elements function together so harmoniously?
- Is the present stakeholders' engagement strategy sufficient to guarantee the (relative) stability of our business?
- How can we describe the system we are working in, in structural and compositional terms?
- What makes the layers / functions / elements we describe function as an integrated structure?

- Are we paying attention to reciprocal influence between different teams and departments?
- Would these elements (individuals) be what they are if their essence were not defined by their intrinsic relationship?
- Do the parties to this relationship have aspects that fall outside the relationship they are in?
- What patterns of influence do we see here? Is there reciprocity? Is each side indirectly supporting the other, or is it more oppositional?

Developing fluidity of thinking in company with others:

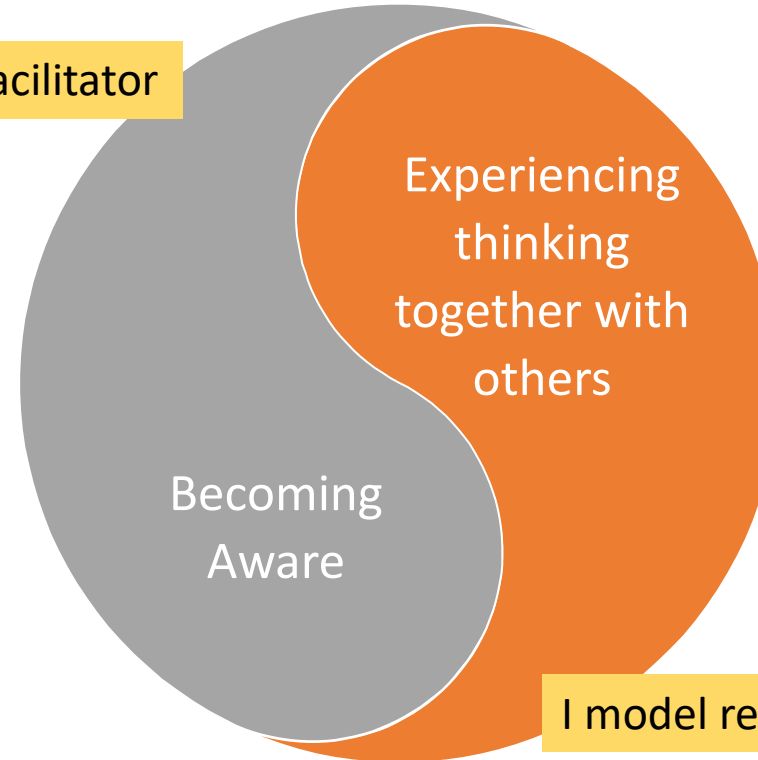
*My attitude: I leave behind the assumption
that given arguments are true*

I call upon/get coached by a critical facilitator

Becoming aware of my own thinking

I consciously develop my internal dialogue by:

- learning to deconstruct streams of thought (from 'it/its' → 'I/we')
- I intensify my effectiveness by applying thought structures



Experiencing thinking together with others

I interweave my inner reflection process with that of others in such a way that we see achieved outcomes as the result of our joint reflection process.

- I learn to think together with others.

I model reflective practice for others

*My attitude: I focus on the stream
of thoughts in the team and make
them an object of reflection*

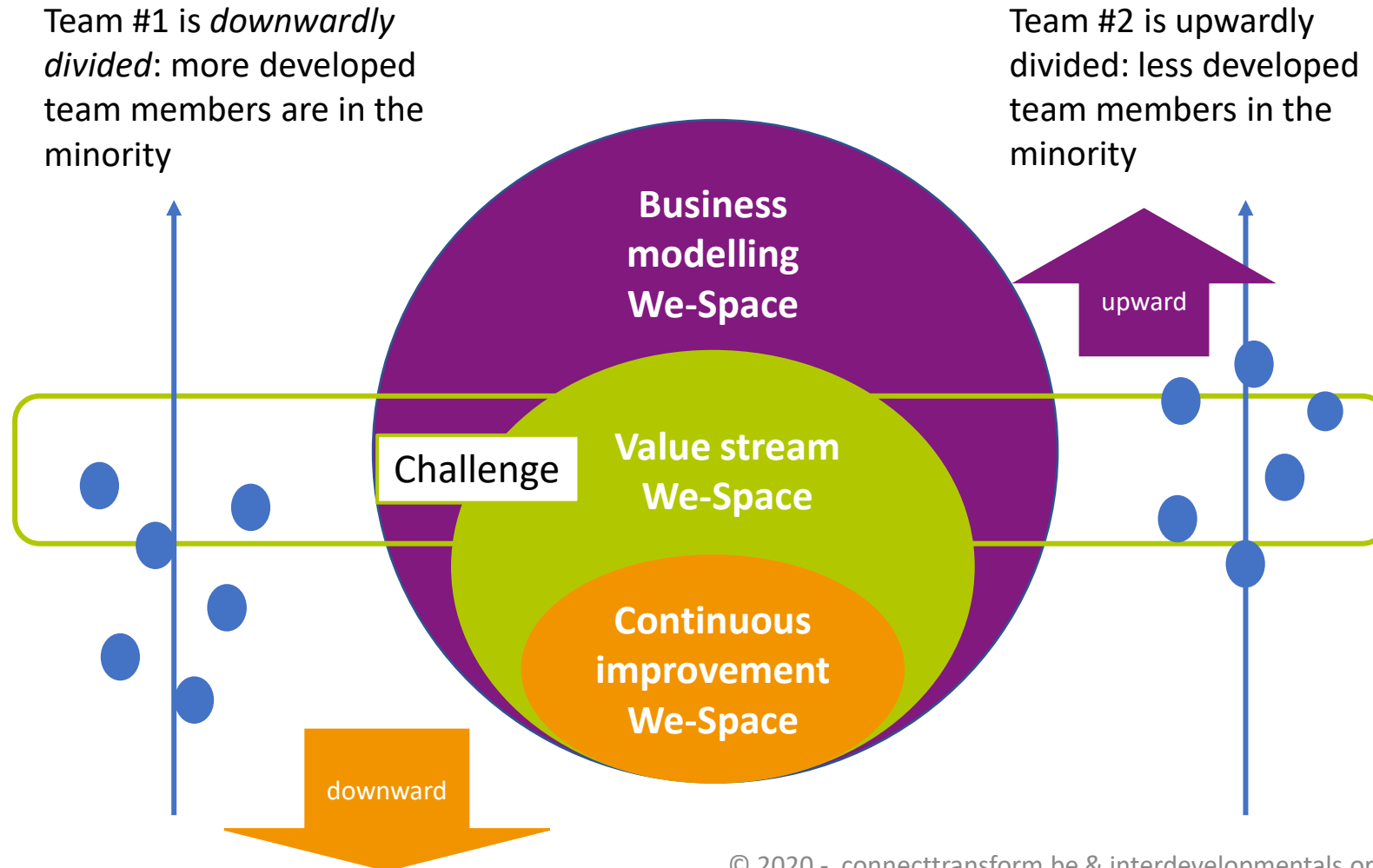
*My attitude: I attach value to the
reflection process rather than
being fixated on the outcome*

Team Dynamics

differ in 'upwardly' and
'downwardly' divided
teams



There are no developmentally unified teams: Teams are diverse by nature. We can distinguish two types of teams.



- Results in Team #1:
 - Unconsciously narrows assignments due to lack of maturity and fluidity of thinking
- Results in Team #2:
 - Marriage of maturity and fluidity of thinking enhances team agenda

Both potentially create tensions with other teams that operate in related We-Spaces.

The 'Re-Thinking Game'

A tool for building rich storylines

- A 'problem' is posed by a group member who explains the issue's importance for herself. Either s(he) or another member becomes the *problem owner*.
- A *facilitator* provides participants with 3 to 4 cards from which each participant selects the for him/her most relevant question, sharing it with others.
- From the questions accumulated, the problem owner selects the most suitable question to adopt as the first discussion topic.
- The group then explores answers to the question selected for five to ten minutes.
- Making sure that each participant gets a say, the facilitator summarizes the group's dialogue and comments on remaining issues.
- A new question is chosen to deepen the group's dialogue.



In a rapidly changing world, there is an increasing need for complex thinking. The Re-thinking Game challenges users to investigate the way they think. For this purpose, it offers mind-opening questions that make it possible to investigate a subject from a multitude of perspectives. The approach leads to more qualitative dialogues and more integrated decision-making.



Set of 112 cards that force you to re-think your thinking:
24 context cards + 24 process card + 24 relationship cards
+ 24 transformation cards + 16 facilitator cards.



Calling out Neo-Taylorism

Taylorism is an outdated HR and management ideology now re-surfing in apps meant to exercise control over contributors.

Apps work against self-organization in teams to the extent that they depress the quality of dialogue.

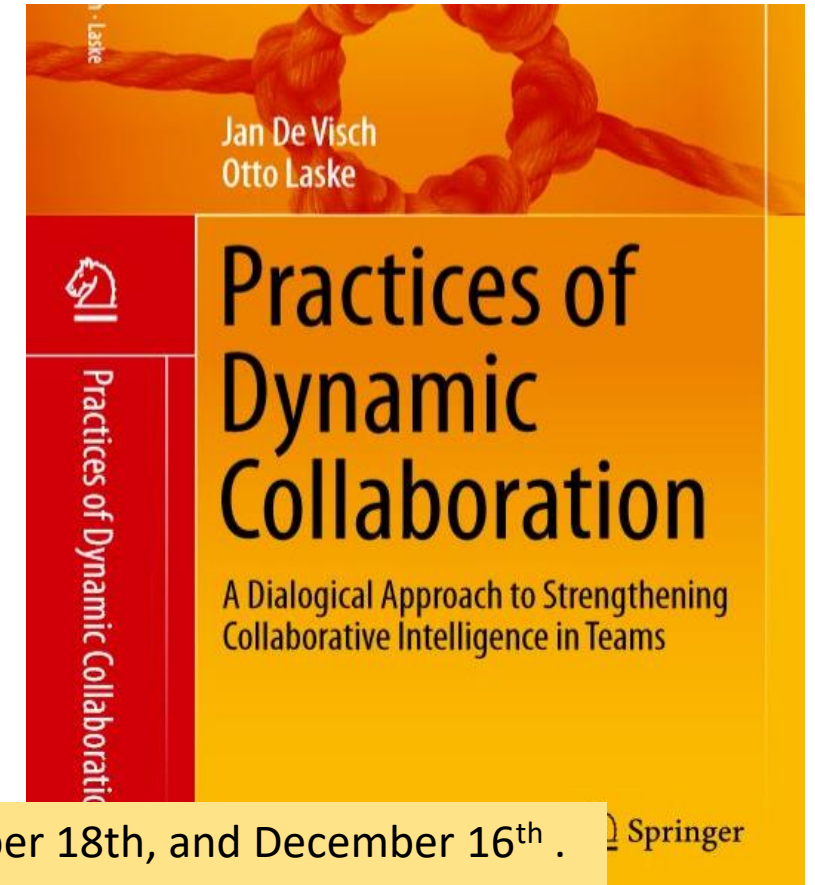
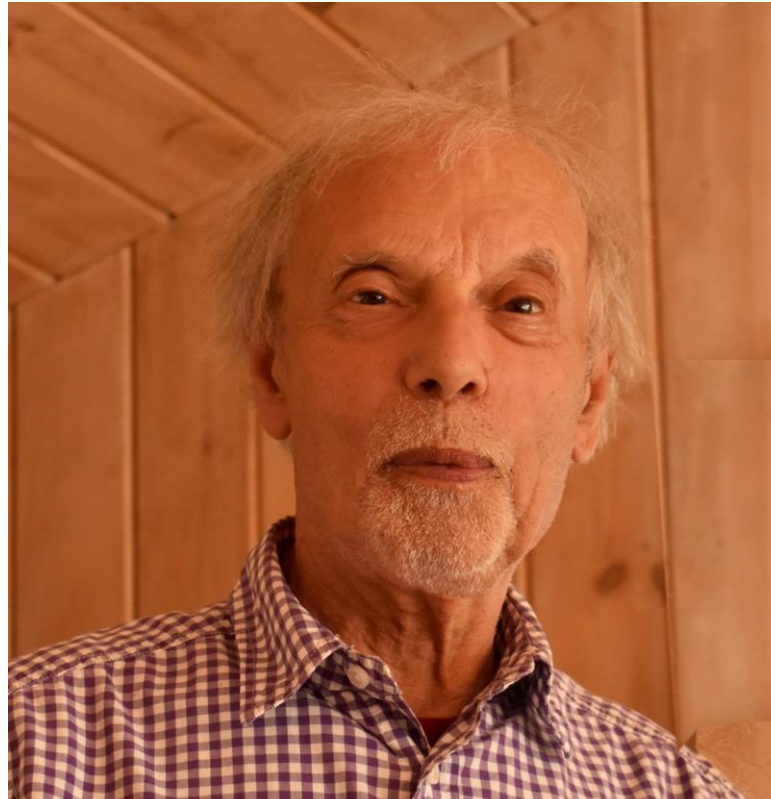
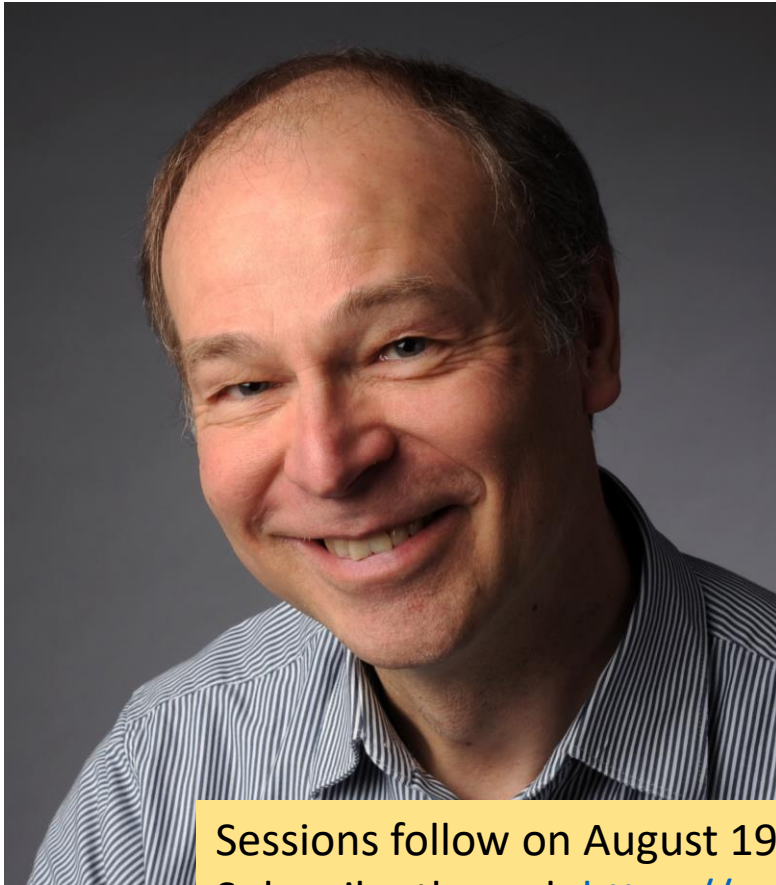


Summary #1: False assertions in neo-tayloristic approaches to self-organization

- Present approaches to self-organization underwrite major tenets of *(Neo-) Taylorism*.
- All of them reduce human capabilities -- as validated by research in adult development -- to mere 'competences', with the result that contributors are thought to be in need of *being motivated*, rather than supported in their mental growth.
- *Viewed from research in adult development*, the following tayloristic assumptions are starkly **false**:
 - There is a distinction to be made between 'thinking' and 'doing', such that the first is carried out by managers, the second by contributors.
 - Differences between contributors are minimal; contributors are basically equally mature and command equal fluidity of thinking.
 - The central standard of work delivery is efficiency.
 - Work delivery is the only 'job' to be accomplished (job 1) in work; there is no 'job 2' that has to do with the work needed for self-development.
 - Dialogue in real time, thus *reflection*, is subordinate in importance to 'getting work done'.
 - Value creation is a matter of satisfying investors (outsiders), not contributors themselves.

Summary #2: Denials in neo-tayloristic approaches to self-organization

- The main assumption in neo-tayloristic approaches is that time flow is irrelevant. 'Time' exists only "here and now", not in the past nor longitudinally, over contributors' lifetime. **Therefore**, there are no maturity issues in HR.
- Accordingly,
 - time flow in the external and the internal (personal) workplace is the same; therefore, the latter can be regarded as non-existent;
 - there are no maturity differences between teams and team members, whether emotional or cognitive
 - Therefore, there are no differences in levels of work complexity (We-Spaces), either within or between teams
 - there are no differences between how the human mind works and how the real-world operates, thus there is no need for critical facilitation based on complex thinking
 - contributors' uniqueness, expressed in what they uniquely 'bring to the table', can be disregarded if only they provide required competences.



Sessions follow on August 19th, September 16th, October 14th, November 18th, and December 16th.
Subscribe through <https://connecttransform.be>

The topic on August 19th: The Meeting Dialogue: How to Improve the Balance of Asking and Telling

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