

ICB on wings



November 2018

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 **Initiatives of Change**
for Business

Editorial

After due consideration, it was decided by the Central Co-ordinating Group that the program run under the erstwhile name of, "Caux Initiatives for Business" (CIB) should be renamed, "Initiatives of Change for Business" (ICB). The purpose of the program, along with its mission and vision, remain the same. Hence all that CIB was doing, will continue, albeit under the new name.

Continuing from last month's portion from Frederick Laloux's book, "Reinventing Organizations", we have culled out another extract in the hope that you will find his thoughts noteworthy and doable. The Foreword to the special Indian edition of this book is written by Sarosh Ghandy, Chairman, CIB. Our gratitude to the ICB Pune team for their efforts in getting this edition published.

The updated calendar of programs conducted by Asia Plateau, Panchgani is also featured herein for your benefit. Should you find a program that interests you, the Programs team at Panchgani would be happy to help with any queries you may have.



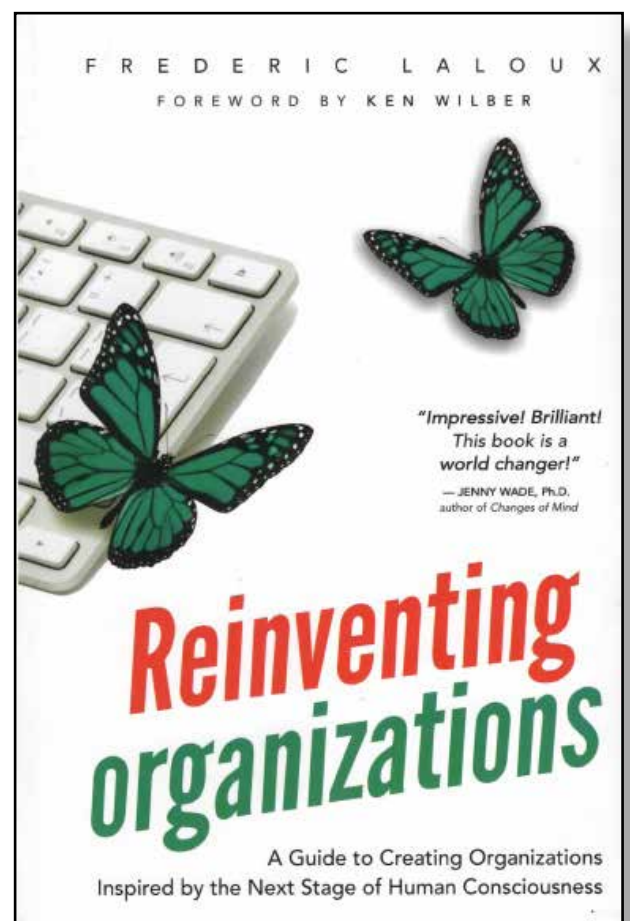
Cover Photo: Shishir Joshipura, Farhad Forbes, Frederic Laloux

Useful Practices from Reinventing Organizations

Three practices related to self-management

If you want to bake self-management into your organization right from the start, the first question to consider is: Do you want to take on an existing set of practices?—If yes, Holacracy is the most natural candidate, as it is documented and there are consultants, facilitators, and trainers who can help you. Or do you want to develop your own set of structures and practices? If you choose the latter, there are three practices you should consider from day one:

- ***The advice process:*** From the start, make sure that all members of the organization can make any decision, as long as they consult with the people affected and the people who have expertise on the matter. If a new hire comes to you to approve a decision, refuse to give him the assent he is looking for. Make it clear that nobody, not even the founder, “approves” a decision in a self-managing organization. That said, if you are meaningfully affected by the decision or if you have expertise on the matter, you can of course share your advice.
- ***A conflict resolution mechanism:*** When there is disagreement



between two colleagues, they are likely to send it up to you if you are the founder or CEO. Resist the temptation to settle the matter for them. Instead, it's time to formulate a conflict resolution mechanism that will help them work their way through the conflict. (You might be involved later on if they can't sort the issue out one-on-one and if they choose you as a mediator or panel member.)

- ***Peer-based evaluation and salary processes:*** Who will decide on the compensation of a new hire, and based on what process? Unless you consciously think about it, you might do it the traditional way: as a founder, you negotiate and settle with the new recruit on a certain package (and then probably keep it confidential). Why not innovate from the start? Give the potential hire information about other people's salaries and let them peg their own number, to which the group of colleagues can then react with advice to increase or lower the number. Similarly, it makes sense right from the beginning to choose a peer-based mechanism for the appraisal process if you choose to formalize such a process. Otherwise, people will naturally look to you, the founder, to tell them how they are doing, creating a de facto sense of hierarchy within the team.

Make it clear that nobody, not even the founder, "approves" a decision in a self-managing organization.

Four practices related to wholeness

As a founder, your presence, the way you show up, will determine to a large extent how comfortable other people feel to show up with all of who they are. The more you self-disclose, the more authentic, the more vulnerable,

the more honest you are about your strengths and weaknesses, the safer others will feel to do the same. This might all come naturally to you. In any case, when starting an organization, certain practices might help you and others ground yourselves in more wholeness. Four particular practices lend themselves to being introduced very early on:

Many organizations find it helpful to define a set of values and to translate them into concrete behaviors that are either encouraged or declared unacceptable in the community of colleagues.

- **Ground rules for safe space:** To show up fully in the presence of others, we must feel it is safe to do so. Many organizations find it helpful to define a set of values and to translate them into concrete behaviors that are either encouraged or declared unacceptable in the community of colleagues. This is often best captured in a document, such as RHD's Bill of Rights and Responsibilities, or Morning Star's Colleague Principles. Some startups will find it important to draft a full version of such a document early on, based on experiences both good and bad from previous organizations they worked in. Others will write such a document chapter by chapter, whenever an incident triggers a new topic to be added. Whatever way you choose, make sure it is not written by a single person (not even you, if you are the founder), but stems from a collective effort (and it might be helpful to ask one or several volunteers to take on the role to keep it alive).
- **The office or factory building:** Office buildings are often drab, soulless places. They unconsciously tell us: This is a work setting where you are expected to think and behave in certain conditioned ways. Why



not, from the start, make the work setting colorful, inviting, warm, and quirky, in whatever ways fit the organization's culture and purpose? Spend a day or a weekend as a team planning and re-decorating the space. Go wild—forget any preconceived notions of what a workplace should look like. It will help colleagues remember that this place is special, and that they, like the building, are welcome to show up in their own unique way.

- **Onboarding Process:** The onboarding process is critical in making new members feel welcome and in conveying how this place works. What is the ideal experience for new hires in their first hours, days, and weeks at work? What foundational training should everybody that works in the organization experience? Self-management, deep listening, dealing constructively with conflict, creating a safe environment, some frontline skills... ?
- **Meeting practices:** In the early days of an organization, people tend to meet often to align with and update one another. To prevent the

typical meeting syndromes—egos showing up, some people's voices drowned out by others—you can integrate a meeting practice that invites people into wholeness. It can be as simple as starting with a minute of silence or a round of thanking, but you can also choose a structured decision-making process, such as those practiced by Holacracy and Buurtzorg.

Two practices related to purpose

If you put your energy into founding a business, a nonprofit, a school, or a hospital, then in all likelihood the organization's purpose resonates deeply with your own life trajectory. Share your passion and your story, with your team in particular, and with everyone possible. The more you do, the easier you make it for others to reflect on and define their own relationship with the organization's purpose.

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For some founders, the purpose seems so self-evident that they focus all their energy on getting stuff done; they forget to talk about the why, the deeper purpose behind everyone's efforts. There is another pitfall at the opposite end of the spectrum: some founders evangelize about the purpose in a way that gives the impression that they are the only ones who can legitimately define it and talk about it.

The healthy relationship is one where as a founder you see, from the start,

the organization as having a life and purpose of its own, distinct from your own wishes and desires. For a short time, you might be the main person to articulate it, but as soon as other people join you, they should be able to sense the broader purpose just as well and find their unique way to relate to it and express it. Two practices can help:

- **Recruitment:** The recruitment process offers a beautiful opportunity to help potential new hires explore in depth in what unique ways the organization's purpose resonates (or doesn't) with their own calling and longings. These can be wonderfully deep, sometimes moving conversations. And perhaps the candidate might, even before joining the organization, offer a perspective of where he feels the organization might be called to go.

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- **Empty chair meeting practice:** The "empty chair" is a simple practice you can introduce from day one. At the end of every meeting (or at any moment during the meeting), someone from the team can sit in the empty chair that represents the organization's purpose and listen in, for instance, to the question: *Has this meeting served the organization well?*

The above is an extract taken from the book, "Reinventing Organizations - A guide to creating organizations inspired by the next stage of human consciousness" written by Frederic Laloux.

The Foreword of the special Indian edition of this book is written by Sarosh Ghandy and published by Knowledge Partners.

Working Group Meeting

A Report

Between October 14 and 17, 2018, several meetings were held at Pune. Team members travelled from various places to participate in discussions. Among those were Sarosh Ghandy who flew in from Bangalore; Rajendra Gandhi who came just for a brief hour from Mumbai; Vivek Asrani and his wife, Rashida, also from Mumbai; Folker Mittag, Germany; Luis Gomes, Goa; and Charles Fernandes from Panchgani.

A few days prior to the time at Pune, Folker, Luis and Charles had spent close to four days working at Asia Plateau, partly on putting together the history of CIB, and partly on administrative matters.

No one can whistle a symphony. It takes a whole orchestra to play it.

- H. E. Luccock

At Pune, some from the team engaged in lengthy deliberations on various issues at the Forbes Marshall Guesthouse in Satellite Towers. On one of the days, Farhad Forbes, Joint Chairman, Forbes Marshall Pvt. Ltd. invited the working group team for a dinner meeting at his residence. A couple of days later, Shishir Joshipura, CEO and MD, Praj Industries Ltd. welcomed a few from the team who were present at Pune to meet with him in his office. To witness the support from members of business and industry in the work of ICB was very encouraging.

Among the several things that were done during the time in Pune was the execution of the name change from Caux Initiatives for Business (CIB) to Initiatives of Change for Business (ICB)—a decision that was taken by the Central Co-ordinating Group that had met at Transasia House, Mumbai on August 28, 2018. Other matters that were discussed were conducting a conclave for CEOs in February 2019; and meeting with different City and Country Chapters in the coming months.

Asia Plateau Program Calendar

November 2018

- 12 to 16 Education Today, Society Tomorrow - Educators
21 to 24 Heart of Effective Leadership Program for Industries
28 to 2/12 Lead for Change


December 2018

- 10 to 14 Education Today, Society Tomorrow - Educators
17 to 20 Effective Living & Leadership Program for Industries
26 to 29 Heart of Effective Leadership Program for Industries

January 2019

- 9 to 12 Effective Living & Leadership Program for Industries
16 to 19 Heart of Effective Leadership Program for Industries
26 to 30 International Initiatives of Change Conference

The design of the Effective Living and Leadership programs for industries is prepared for shop-floor workers; while that of the Heart of Ethical Leadership is for middle-level and senior managers. Lead for Change is for young professionals.



Programs mentioned above are subject to change.
For enquiries and confirmation, please write to programs@in.iofc.org
For more information, please visit www.in.iofc.org

lofC India Archives Newsletter Subscription

Since September 2018, the Archives of lofC India has been publishing a monthly e-Newsletter titled, "ONCE more valuable". The several features in these issues cover various facets of lofC India's journey dating as far back as the 1950s when lofC first came to India.

Since many of you dear readers, both from India and overseas, have at some point or the other been to Asia Plateau, Panchgani or interacted with lofC's team members spread over 40 countries, we felt that you may be interested in taking a peek at the history of lofC. Should you be interested in this periodical and would like to receive them every month, you could write to: <archives.in@iofc.org>. The team there would be happy to add you to their mailing list.



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