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Your Leadership Profile: A Maturity Assessment

Before you read any further, it's important to ask yourself the following questions: What kind of leadership profile do you have? What kind of organizational culture do you have?

This Maturity Assessment maps habits and behaviour in six areas and thereby provides an understanding of leadership style. It uses the five organizational development stages described by Frédéric Laloux in *Reinventing Organizations* (2014) as a starting point.

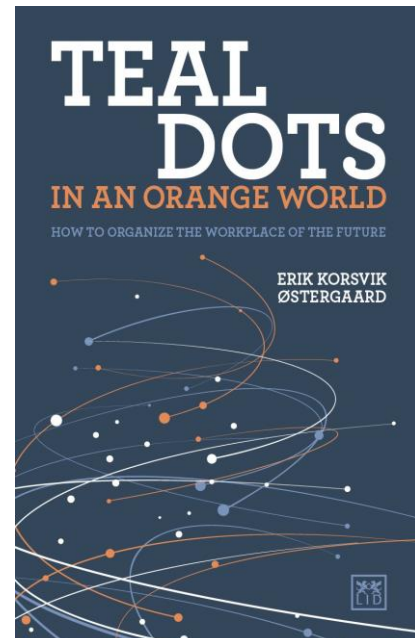
The result of the analysis should be a conversation starter, allowing you to evaluate your current leadership style and initiate your organization's transformation so that it will be fit for the future.

The Maturity Assessment was developed by Puk Falkenberg as part of her thesis *Knowledge Creation in a Knowledge-Intensive Firm: How to Conceptualize Tacit Knowledge in a Change Management SME* at the University of Southern Denmark, in collaboration with leaders and managers from a number of large Danish companies (Falkenberg, 2016). In 2018 it was expanded to embrace modern organizational change management.

First, decide on the organizational scope for your self-assessment. Are you investigating your team, your department or your organization? The term 'unit' is used below as an umbrella for the team, department or organizational scope you choose.

Second, below you will find five groups of three questions, all with five options for answers. Circle the answer that fits your behaviour the best.

Finally, you should reflect on the results.



Purpose and direction

Question	Red	Amber	Orange	Green	Teal
Do the employees know what problem the team solves, and for whom?	The management tells the employees what to do, from case to case.	Yes, the unit has a strong tradition of solving a specific set of problems and has a set way of doing it.	Yes, the unit has a set of objectives that employees work towards. We do that to be better than our competition.	Yes, the unit solves our stakeholders' problems as well as our shareholders'.	Yes, the unit solves problems for the customers and the community (and maybe even for society).
How do your unit's purpose and direction evolve?	The right amount of purpose and direction are given to the employees from case to case.	The unit have had the same purpose for a long time.	The top management adjusts the purpose and direction from time to time, based on the forces of the market and our competitors' actions.	The purpose and direction evolve to serve the need of the stakeholders.	Everybody in the unit is part of formulating the purpose, and can adjust the direction themselves, all the time.
How transparent is the unit with regards to results, targets, investments and profit?	The management decides that, from case to case.	It's on a need-to-know basis, documented in the processes.	All employees are on a regular basis informed of the status of the KPIs and the financials.	All employees have reasonable insight into both input/output and financials.	We are transparent with everything, except personal and legal issues.

Innovation

Question	Red	Amber	Orange	Green	Teal
Why and when are the employees innovative?	Because management asks them to be.	It's not the top focus, because there are stable, replicable processes that employees adhere to.	To beat competition.	Because it's their passion.	Because it benefits the customers and is a way to solve problems – and it's fun and valuable.
Who is responsible for being creative and innovative in your organization?	Management initiates the activities and appoints a team for it.	Management initiates the activities and decides on the team, according to the guidelines and procedures.	A dedicated department is responsible for innovation, research and development.	The ones who have the skills and drive – and the stakeholders are involved.	Anybody can be responsible for being innovative and creative. The customers, the community – and even our competitors from time to time – are involved.
How does the unit handle mistakes?	Mistakes will be punished.	The employees make sure not to make mistakes by following the processes.	Mistakes hinder the growth and development of the unit, so activities are closely monitored to avoid mistakes.	The unit talk about the mistakes and are forgiving, but they hate mistakes.	The unit embrace mistakes and learn from them. This is a part of evolving.

Culture

Question	Red	Amber	Orange	Green	Teal
Who is responsible for each employee's wellbeing and development?	The management decides what skills are needed and how the employees should develop.	Employees can from the guidelines see what's required in order to develop and advance. Wellbeing comes naturally from the stability of the structure. Employees know what's expected from them.	It's a split between the employee and the manager. There is a regular process where employee performance is evaluated and a development plan is designed. Likewise, wellbeing is measured regularly.	The unit see themselves as a family and they have joint responsibility for each other, regarding both development and wellbeing. They have strong social values and everybody is treated with fairness.	The employee is responsible – but we coach each other all the time. Self-management is expected, and development is discussed together constantly. Wellbeing is discussed weekly, even daily.
What is the manager's role?	To distribute tasks and make decisions.	To send tasks and decisions to the right level, according to the guidelines.	To ensure that employees focus on the objectives and push their performance to the max.	To ensure a great culture.	To enable engagement and traction.
Who makes the decisions, and how?	The manager, by telling the employees how they want things done.	The decisions are taken at the right level and according to the guidelines. If there is any doubt, things are escalated.	The level of decision-making power is agreed with the manager. Only rarely are things escalated, in order not to lose control.	Decisions are made as a unit. Members of the unit listen to each other, and often they want to agree before moving forward.	Anybody can make decisions on anything, but they must seek advice to understand the impact of their decisions.

Organizing and delivery

Question	Red	Amber	Orange	Green	Teal
How do employees collaborate?	The unit has very small sub-teams, and sometimes employees work on their own.	The unit collaborates in the teams, based on specific, predefined roles as described in the guidelines and processes.	The unit collaborates mostly within the teams but also across the organization. Collaboration is focused on the objectives.	The unit collaborates as a family.	The unit collaborates freely across boundaries and structures. Employees decide on the roles, and they shift from time to time. We are also networked with the community – and even our competitors from time to time.
How are tasks delegated? How do employees commit to tasks?	Management handles that, so employees don't have to think about it.	Mostly it's documented in the guidelines and processes. Employees commit to tasks that are described in their specific, predefined role.	The unit mostly agree on the level of delegation from task to task, to ensure employee commitment.	The unit agree on delegation and commitment as a group, jointly. The unit are empowered to make decisions on the delegation too.	The unit are self-managed. They debate and adjust the delegation setup frequently and redistribute the tasks if needed. Individuals oversee their own commitment. They can propose a change to the task, so that they have higher willingness to commitment.
Who tells the employees how to do their job?	The manager. They have a clear expectation on how to do the job.	It is documented in the guidelines and processes. Each employee is trained and clearly knows how to do the work.	The employees can decide themselves, and we have several best-practice approaches to lean into.	The unit agree together on how to do it.	Employees can decide and then interact with colleagues and customers to openly and frequently calibrate the approach.

Organizational change management

Question	Red	Amber	Orange	Green	Teal
How does the company practice change management?	Management reacts to change and tell employees how to respond. Changes are only made when necessary and out of crisis.	Management creates a so-called 'burning platform' for changing. Actions are typically reactive instead of proactive.	A special unit or appointed change agents manage the change project step by step. The unit communicate and inform employees about the change, and measure how change initiatives engage and impact the project.	Every stakeholder is involved in every step of the change process. Everyone takes an active part and is involved in big (and small) change decisions.	Change is an organizational capability where every employee reacts according to the purpose and the specific context. Navigating change is something we just do.
How does management handle internal change? How do the employees react?	Only management can initiate internal change. Employees are only involved when needed. Management decides from case to case.	Internal change seldom happens and is only considered by management when procedure fails.	Change can be suggested to the change unit if there is likely to be a return on investment. Management approves when a business case has been reviewed.	Employees can suggest changes and can counsel each other and stakeholders on a given internal change.	Anyone can take the lead on a given change – big or small.
How does the company react to external change both positive and negative?	Mostly management reacts out of fear and tries to control external change. Management decides from a command-and-control perspective.	External change is only considered when it is required of the company to change procedures – or when losing market to the competition (for example).	To beat the competition, gain a new market, react to politics or the like. Changes are only acted upon when there is security about a positive outcome.	The company unites around a given external threat (or possibility) and decides on the direction to take regarding the change affecting the company.	The organizational capability to navigate change is a strength that helps it to foresee and be proactive (as well as fast) when external change hits.

Reflection

Where is your organizational gravitation point? Towards Orange or Teal?

Are some of the areas out of balance with the rest?

Would your leadership peers answer in the same way?

What would the result be if you changed organizational scope, whether by zooming in on a smaller part of the unit, zooming out to a broader scope or looking at cross-organizational collaboration?

Should you change something? What would the outcome be? How urgent is it?