

MANIFESTO

REWRITING THE FUTURE OF ORGANIZATIONS IS THE PURPOSE OF DWARFS AND GIANTS. WHAT DOES THAT MEAN AND WHY?

We are in a world of changes occurring at unprecedented speed and impacting with unprecedented scope. At the beginning of the 21st century, more and more organizations are approaching the limits of the previous ways of working and organizing. Leadership, workforce and societies as a whole are facing real tensions – losing meaning and trustworthiness of their relationship. Their orientation, functionality, and adaptive capacity in an ever-dynamic, complex and unpredictable world are faltering.

To radically change this is why dwarfs and Giants exists. We believe that the future of work and organizing can't be built on the principles of the past. Thus we have to rewrite the fundamental ideas of how we work, lead and organize.

FROM NOW:LAND TO THE NEXT:LAND OF ORGANIZING

Most organizations today are operating in what we call the **now:land of organizing**, under the paradigm of standardization, efficiency, and constant growth. They are ruled by the principles of maximizing shareholder value, hierarchical power structures, predict and control, dependency and competition, and knowledge as power. Although these led to tremendous developments over the past 100 years, today organizations operating in now:land are facing growing tensions on individual, organizational and societal levels – unsolvable by the means of previous organizational principles.

On the individual level, we see people frustrated and disengaged, lacking meaning in their work. In high-pressure work-environments, they face the challenge of handling ever-more information in structures that are not designed to support this complexity. This leads to work-to-rule and high burn-out-rates – a far cry from living fully and developing one's complete potential.

On an organizational level, hierarchical power structures remunerate ego-driven behavior and build the soil on which power dynamics, ego-games, micropolitics flourish. This leads to felt helplessness, arbitrariness, and harmed relationships. At the same time, management becomes a bottleneck, where a few decide for many, which causes slow decision making, lack of innovation, and stagnation in the search for the right strategies. Short-sighted steering focuses on maximizing shareholder value, which gives too little orientation towards purpose and leads in the wrong direction relative to an outer context that is changing drastically – growing inequality, enormous income gaps, societal instability and alarming systemic risks. Painful change-processes are introduced to fix the problems, yet achieve very little success since they do not touch the core of how power is organized.

We believe that simply pushing harder within the old boundaries will not do. We have to shift the fundamental principles of how we work, lead and organize. We call it moving to the **next:land of organizing** – a land that builds on fundamentally different principles better suited to make organizations and people thrive under dynamic complexity.

THE FUNDAMENTAL PRINCIPLES OF NEXT:LAND

We believe in a land where organizations and people are driven by purpose, authority is distributed, organizations constantly adapt through evolutionary learning, leverage autonomous collaboration, and share information transparently. Moving into next:land means bringing these five fundamental qualities into your organizational life:

PURPOSE DRIVEN For **next:land** organizations, being organized for purpose means creating orientation and alignment by looking inside. What is it that you want to bring into an outer world that is highly complex and unpredictable? Clarity of purpose on this creates a shared higher meaning and attracts customers and talent. To organize in order to fulfil your purpose is a shift from push to pull. Success and shareholder value become by-products of fulfilling your purpose, which can nevertheless evolve over the life path of the organization.

DISTRIBUTED AUTHORITY **next:land** organizations are designed for responsiveness to solve complex business challenges in ever-changing environments. Decision-making processes are built to integrate various perspectives and distribute the authority where the best know-how and decision-making ability reside. Building natural hierarchies occurs naturally by hierarchy of purpose.

EVOLUTIONARY LEARNING **next:land** organizations are designed to adapt quickly as they go. Sensing into what is needed and responding quickly are baked into all their structures and processes. Rather than insisting on one right answer or decision, they are designed for continuous learning – and even failure is considered as a valued part of the game.

AUTONOMY IN COLLABORATION **next:land** organizations leverage the uniqueness and diverse talents and potentials of people. Rather than creating dependency via personal power holding, people interact as independent actors, one to one at eye-level, collaborating with high autonomy and self-responsibility. Clear roles and authorities allow for ownership and entrepreneurial spirit while contributing to something bigger than oneself.

TRANSPARENCY **next:land** organizations create high transparency environments so that everyone can trust that they are all moving to outcomes they really care about. This allows individuals to better contribute to expressing the organization's purpose. Via transparency, **next:land** organizations foster faster information flow and create the base for eye-to-eye level collaboration, where knowledge no longer results in individual power. High levels of trust are the result.

BENEFITS FROM SHIFTING INTO NEXT:LAND

TENSIONS	now:land PRINCIPLES	next:land PRINCIPLES	REAL BENEFITS		
			Individual level	Organizational level	Societal level
<ul style="list-style-type: none"> Frustrated, disengaged workforce - people don't see or feel meaning Little orientation in the outer context due to VUCA Shareholder value rules, creates huge income gaps 	MAXIMIZING SHAREHOLDER VALUE Making money	PURPOSE DRIVEN Organized for/around purpose	<ul style="list-style-type: none"> Creates meaning for people, attributing to something bigger 	<ul style="list-style-type: none"> Anchored in a VUCA world, providing orientation Attracts like-purposed people (purpose fit) for engagement Clear message, unique selling proposition 	<ul style="list-style-type: none"> Contributes to overall development of society Eco-driven over ego-driven Post growth perspective - considers & contributes to sustainable development
<ul style="list-style-type: none"> Slow decision making leads to bottlenecks in top-management Unclear authorities Burden of responsibility for well-being of people and business revenues Lack of ownership and entrepreneurial spirit 	MANAGEMENT HIERARCHY Few decide for many	DISTRIBUTED AUTHORITY Holarcic self-organization, natural hierarchy, hierarchy of purpose	<ul style="list-style-type: none"> More freedom, more choice-making, more meaning more intimacy More accountability, more clarity, more velocity, greater impact 	<ul style="list-style-type: none"> Self-authority leads to ownership, speed of decision-making and higher decision quality Leading to responsiveness 	<ul style="list-style-type: none"> Richer perspectives integrated Less ego-driven and societal responsible development
<ul style="list-style-type: none"> Can't meet exponential speed needed to handle complexity of business and markets Huge unpredictability of developments (as there are no right answers, no predict and control possible) Rigid structures, bureaucracy, painful change processes Lack of innovation/too slow speed of innovation Striving for perfect results that are impossible 	PREDICT AND CONTROL Believe in plans, right answers, best solutions	EVOLUTIONARY LEARNING Sense and respond	<ul style="list-style-type: none"> Personal development and lifelong learning "Molto vivace" - joyful work environment 	<ul style="list-style-type: none"> Multitude of sensors for continuous feedback from reality Adaptive structures to make swift decisions Innovation culture - fail forward fast, pivoting, prototyping mindset Failure culture - no fear of wrong decisions, fail fast - learn fast Capability to adapt structures fast to strengthen market-position 	<ul style="list-style-type: none"> Not getting stuck in dogmas and ideologies No "right" solution but collective learning
<ul style="list-style-type: none"> Arbitrariness, helplessness Ego-games, power-dynamics Harmed relationships, conflicts "Business theatre" (micropolitics, blaming others, victim mode) Ego-driven over eco-driven Maximizing own benefit over organization benefit 	DEPENDENCY AND COMPETITION Dependent workers following orders, competing leaders following own interests	AUTONOMY IN COLLABORATION Independent actors working with independent actors under shared purpose	<ul style="list-style-type: none"> More intimacy, more clarity, more velocity, greater impact Come as you are, be accepted in your individuality and uniqueness Self-responsible but not alone Forces peer-to-peer relations 	<ul style="list-style-type: none"> Higher diversity, leveraging differences No abusive and pathological structures Strength of loosely-coupled systems under shared purpose Close the gender gap 	<ul style="list-style-type: none"> Collaboration for society's biggest challenges instead of maximizing individual profit Cooperation in name of higher purpose instead of competition as value in itself Reduces societal income gaps and equal chances
<ul style="list-style-type: none"> Lack of ownership and accountability Power-games, hidden agendas Know how/Information = power Little feedback, lack of openness Info-filtering and incomplete information for decision making (quality of decisions) Information overload, no idea what will be valuable for tomorrow 	PRIVACY Knowledge is power	TRANSPARENCY Know everything for your work and fulfilling the organization's purpose	<ul style="list-style-type: none"> Total transparency on how decisions are made and who is responsible for what 	<ul style="list-style-type: none"> Total transparency on how decisions are made and who is responsible for what 	<ul style="list-style-type: none"> Contributes to equality Reduces the income-gap Open chances

rewriting
the future of
organization



dwarfs and Giants GmbH & Co KG
c/o impact Hub Vienna
Lindengasse 56/2/1, 1070 Vienna, Austria

office@dwarfsandgiants.org
+43 664 268 80 94

www.dwarfsandgiants.org | www.facebook.com/dwarfsandgiants