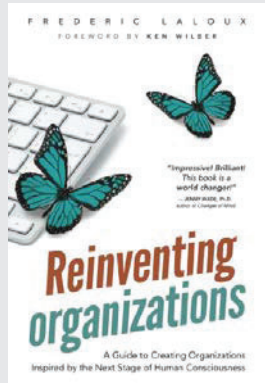


# New Work and Organizational Forms

Wednesday afternoon: Panel Discussion



Just over five years ago management thinker, former McKinsey & Company consultant and Mobius coach, Frederic Laloux shared his vision for “what comes next” in the history of how we organize ourselves. In the book *Reinventing Organizations*, he offered a sweeping evolutionary and historical view of the workplace, before proposing the time has come for something different. It was written for “founders of organizations, leaders, coaches, and advisors who sense that something is broken in the way we run organizations today and who feel that something entirely different is called for... but wonder what that might be.” Offering examples of businesses, non-profits, schools and hospitals Frederic detailed a new more soulful way to run organizations, including the structural shifts toward self-organization

and how these workplaces operate on a day-to-day basis. Our panel includes three pioneering practitioners who, having been influenced by Laloux treatise, have propelled the movement forward by determining how to put non-hierarchical models into practice.

## PANEL MODERATOR: GOLBIE KAMAREI

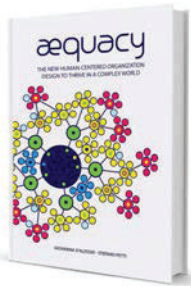
Golbie’s mission is to help multinational organizations and their leaders reach higher levels of performance and purpose. Currently she is the Chief People Officer at Culture Amp – the world’s leading platform providing organizations with the data they need to understand and improve crucial people outcomes including engagement, performance and retention.

Prior to joining Culture Amp, Golbie held various roles in investing and organizational development at Blackrock, a global investment manager with \$6.4 trillion in assets. Golbie’s roles at BlackRock included global program manager for Global Client & Sales Excellence; founding member, knowledge strategist, and business manager of the BlackRock Investment Institute; and member of the real estate debt investments team. Golbie founded the BlackRock Meditation Program, offering self-awareness training to 1,500 employees in 17 countries. She is a frequent speaker at international conferences on the topics of culture, wellbeing, and mindfulness in business. In 2018 she gave the TEDx talk Success at What Cost. Golbie earned a MS in business management (Sloan Fellow) from the Stanford Graduate School of Business and a BA in psychology with honors from Stanford University.



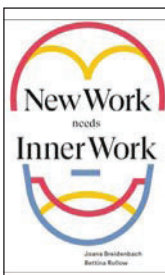
## INTRODUCTION TO THE PANEL

*All three of our panelists help clients to transform the way they work and organize themselves.*



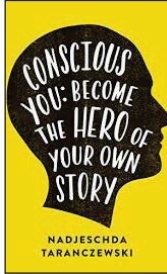
**STEFANO PETTI** is a Partner of Asterys, a global organizational development firm with more than 100 facilitators and executive coaches in over 25 countries, and co-founder of AEquacy, the revolutionary hierarchy-free organizational design and operating system that accelerates innovation, collaboration and performance. The book *AEquacy: A New Human Centered Organizational Design to Thrive in a Complex World* (which Stefano co-authored with fellow Asterys Partner, Giovanna D'Alessio) sets out a new leaderless organizational design that changes the paradigm of the traditional hierarchy – which perpetuates peculiar, predictable, systemic patterns ill-equipped for the adaptive challenges we now face. An excerpt from the book is available to read for free in the Summer 2018 *Mobius Strip* available on our website under Thought Leadership.

Stefano works primarily as a thinking partner and executive coach with leaders and managers, largely within multinational contexts, who are engaged in transformational initiatives. Stefano is also a passionate international speaker, lecturer in the Master of International Management programme (University of Bologna, Italy) and has been teaching for many years in the Executive MBA programme (CUOA Business School, Italy). He co-authored the *Harvard Business Review* articles “How your State of Mind Affects your Performance” (2014), “4 Steps to dispel a bad mood” (2015), “Get in the Right State of Mind for Vacation” (2015) and “A Simple Way to Combat Chronic Stress” (2016). In 2018 he co-authored the book *AEquacy: The New Human-Centered Organizational Design to Thrive in a Complex World* with Giovanna D'Alessio.



**BETTINA ROLLOW** is a Mobius Transformational Faculty member, coach and advisor. She has just published the book *New Work Needs Inner Work* with her collaborator and co-author Joana Breidenbach. The result is a practical guide, answering questions such as “How could Laloux’s principles be put into practice? What could such a transformation process look like? What attitudes and competencies would be necessary to turn employees into bosses and to enable self-organized work? Which problems would arise in practice? Which teams would be suitable for self-organization, and which would not?” A book excerpt from *New Work* is available in the current edition of the *Mobius Strip* (2019) available on our website under Thought Leadership.

Bettina specializes in collaborative working models and supports companies to shift from hierarchical models towards New Work models. Bettina is focused on complex projects often involving intercultural elements and a need to address the organizational structure as well as the individual. Trained as a Gestalt therapist and a coach, Bettina has developed a specialty in creating collaborative working models across companies. Bettina previously worked for the Volkswagen group, where she led projects in process optimization and change management. She has a Master in International Business Studies.



**NADJESCHDA (NADJA) TARANCZEWSKI** has a Master of Psychology, is a Master Certified Coach and Mobius Senior Consultant. She works as a coach, author, and keynote speaker. She is the author of the book *Conscious You: Become the Hero of Your Own Story* and is currently working on her forthcoming book *The Conscious Tribe Playbook*.

Nadjeschda's specialty lies in supporting top teams who want to reinvent their organization as Conscious Tribe, i.e. as a thriving community where people invest in inner work, understand the big picture, live deep connections and cultivate conscious rituals. Her company Conscious U\* delivers a blended learning coaching programme which makes cultural transformation scalable by promoting employee engagement and consciousness development across all levels of the organization.

Trained and licensed by McKinsey & Company as a facilitator of transformation, Nadja served as faculty at McKinsey's partner learning programs for ten years. She is a skilled facilitator of group processes, a challenging team coach and is passionate about coaching individual decision drivers in organizations. Her psychological expertise and background in trauma work allow her to support her clients to resolve deeply personal challenges and trauma while at the same time maintaining the practical focus on the organizational context.

Nadjeschda is a voracious learner and has studied with some of the best coaches and experts worldwide. She is versed in diverse methodologies such as Spiral Dynamics, Appreciative Inquiry, ExecuTAP (Executive Team Alignment Process), Voice Dialogue, Systems Constellations, Source and Money work (Peter Koenig Systems), Trauma Releasing Exercises and The Leadership Circle 360° assessment.

## SUGGESTED QUESTIONS FOR DISCUSSION

1. How would you describe the nature of your current organization – which aspects are hierarchical versus areas that allow for more self-organization?
2. What value does the model (or the different models) enable within your organization?
3. What changes might you make and why – what challenges would you be solving for?
4. What is the role/potential of technology in new ways of working?
5. What are the requirements for individuals and organizations to move towards self-organization?
6. What have you learnt from experimenting with different models?
7. What other insights did you glean from the panel discussion? What points resonated? Surprised you? Are there any which you disagree with?