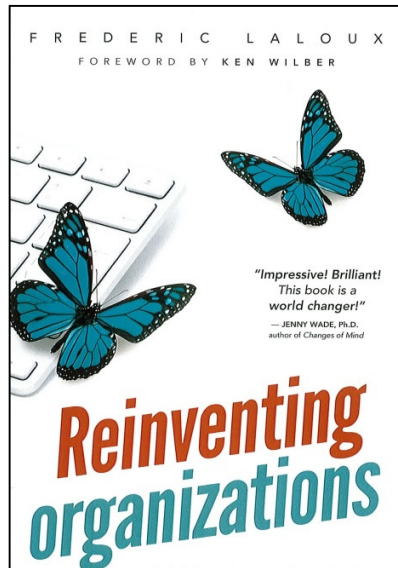


book review by john varney

Reinventing Organisations

frederic laloux – nelson parker



This very worthwhile book sets out a new framework for understanding the stages through which organisations have evolved and where they might go next. It describes interesting examples of organisations operating at the leading edge. Laloux backs this up with a supporting developmental philosophy. He spells out why his exemplars are different from the mainstream and how such evolution might be taking humanity towards a more sustainable and healthy way of organising. There is much useful material and some surprises, especially when compared with the mainstream perspective on organisational change and management development. Of course, development is never as easy as mimicking how someone else gets great results in their specific circumstances.

In spite of some critical comments (there are plenty of 'non-believers') rather than simplistic quick-fix solutions you will find here much to reflect upon that will stimulate enquiry and experimentation. Some will react strongly, seeing the ideas it presents as a threat to their world view, whereas many will welcome it as offering hope for a better, more wholesome future.

Particularly telling is Laloux' remark, "the level of consciousness of an organisation cannot exceed the level of consciousness of its leader". (Or as we might say in other circumstances, a bunch of losers is unlikely to make a winning team). Unless those with overall responsibility are evolving, they are unable to guide the evolution of people throughout their organisations and hence the organisations cannot evolve.

Centre for Management Creativity has consistently worked on changing the level of consciousness of client groups, including leadership teams in major companies. We have been among the leaders in this evolutionary process, not only as a small business practising what we preach but also in the work we have done with clients over the last 25 years and more.

Although maybe a little long and self-indulgent, the book can be mined for ideas and techniques as well as many colourful stories about what works in real life. It is strongly recommended. It will strike a chord with many people in management and give hope for the future.

John Varney helps organisations with strategy innovation and cultural change. As facilitator and coach, his challenge, empathy and support lift the aspirations of individuals and teams.

CMC High Trenhouse Malham Moor SETTLE BD24 9PR UK Tel: +44 (0)1729 830322
e-mail: john@centreformanagementcreativity.com
www.centreformanagementcreativity.com