



confidence-inspiring environments

VNIVERSITAT
DE VALÈNCIA

the study on confidence in organisational environments

the original question

what do we need to develop the 3 elements of TEAL organisations?
what do we need to cross the 3rd threshold?

Otto Scharmer (U theory), let go - let come



Frederic Laloux (reinventing organisations / TEAL)

power

confidence 250

courage 200

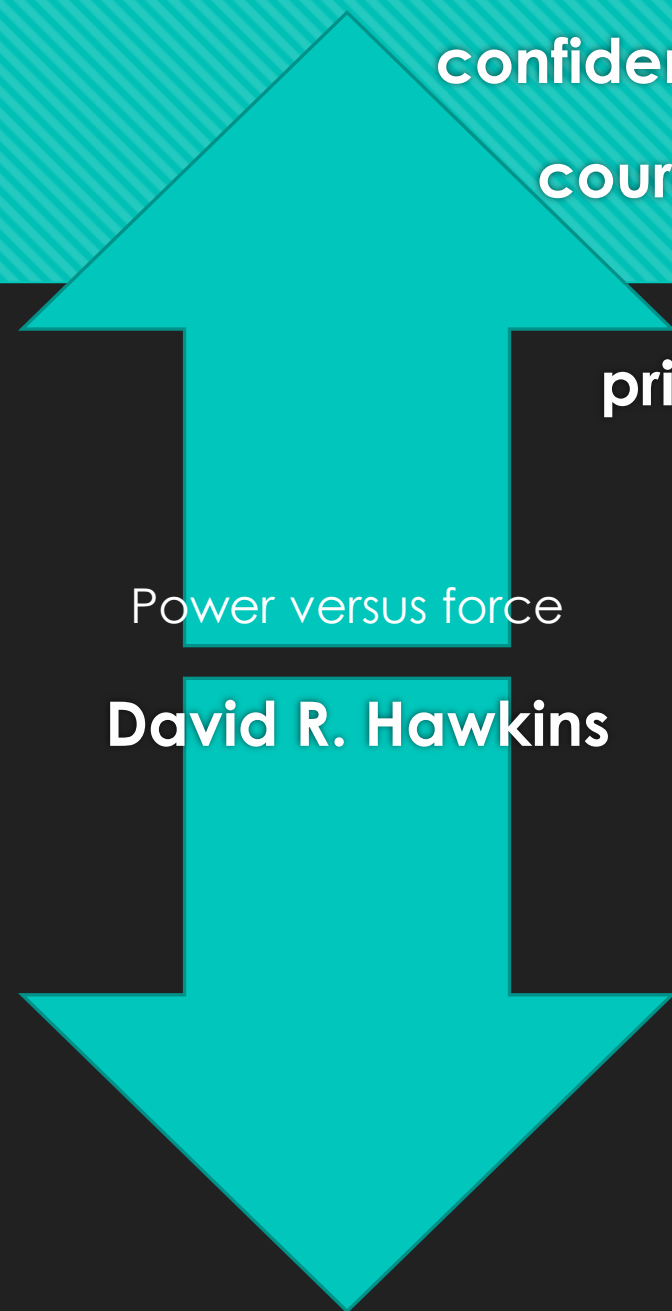
versus

force

pride 180

Power versus force

David R. Hawkins



power

versus

force



confidence 250

courage 200

pride 180

3 layers

3 axes



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3 thresholds



Delphi

conversations

questionnaires

the case

At the beginning of this process that will take us 3 years, I am sharing with a group of partners some metrics that can accompany us on the journey to confidence, KPIs (key performance indicators), at least some initial ones that serve as a general orientation of the process, which we are going to apply to the 3 methods that we use to advance, my intention is, over these 3 years, to

- open 2 Delphi processes, one in Spain, the other in LATAM, year 1, with the participation of 60+ people, to validate the study hypotheses,
- open more than 50 conversations, involving more than 500 people, related to confidence,
 - develop the diagnosis in 5 / 9 organisations (more than 70% of the staff), years 1 - 2 - 3,
 - document 7 / 9 success stories related to confidence, years 1 - 2 - 3, I understand that if everything goes well this field study will have the collaboration of more than 1000 people, if it goes very well a few more, a study to start talking about confidence in organisational environments, in Spain, Portugal and LATAM, in Spanish and Portuguese, one or two languages to start with, in this year 3ple 2.

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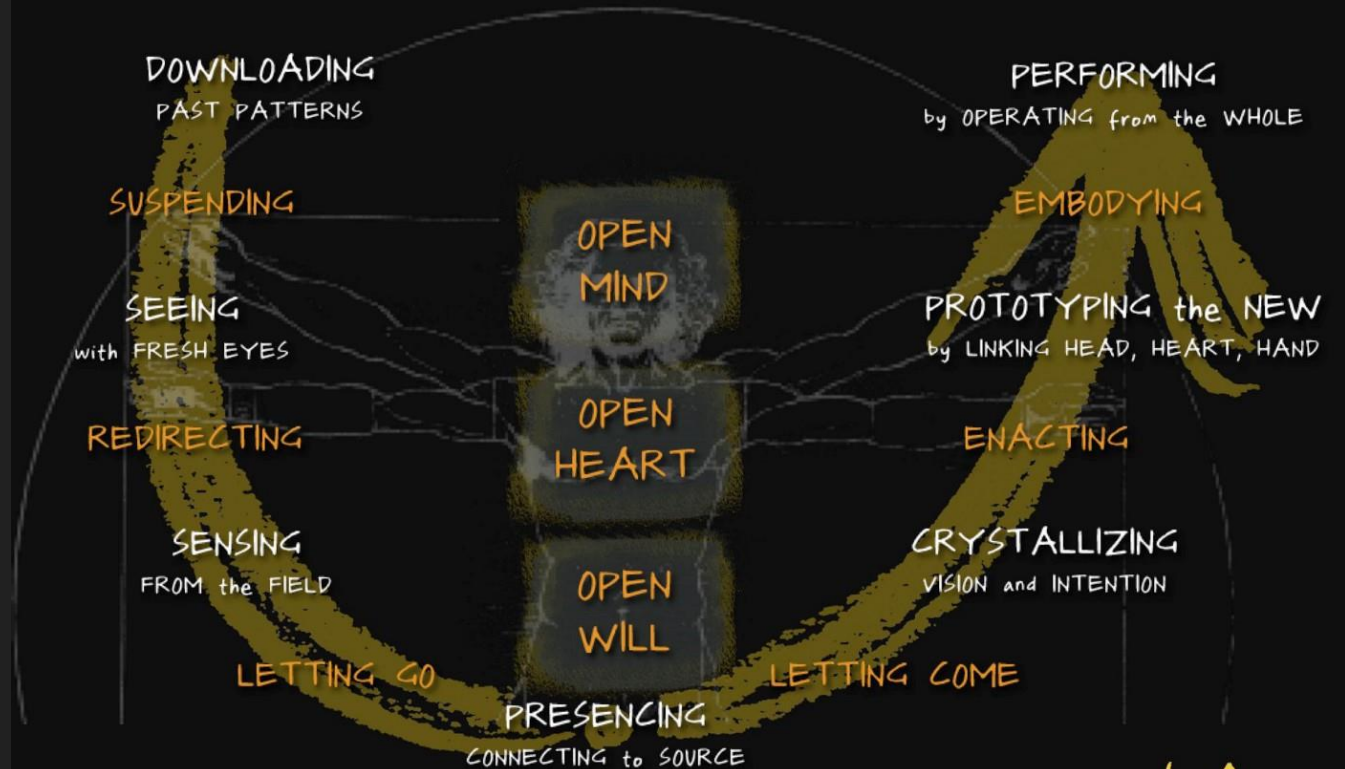
kpis

can we manage confidence in our organisations?

our inner condition

"The SUCCESS of an INTERVENTION DEPENDS on the INTERIOR CONDITION of the INTERVENOR."

- WILLIAM O'BRIEN, FORMER CEO of the HANOVER INSURANCE COMPANY



can we improve / TRANSform
confidence in our organisations?

Kurt Lewin:

If you really want to understand
something, try to change it.

Otto Scharmer:

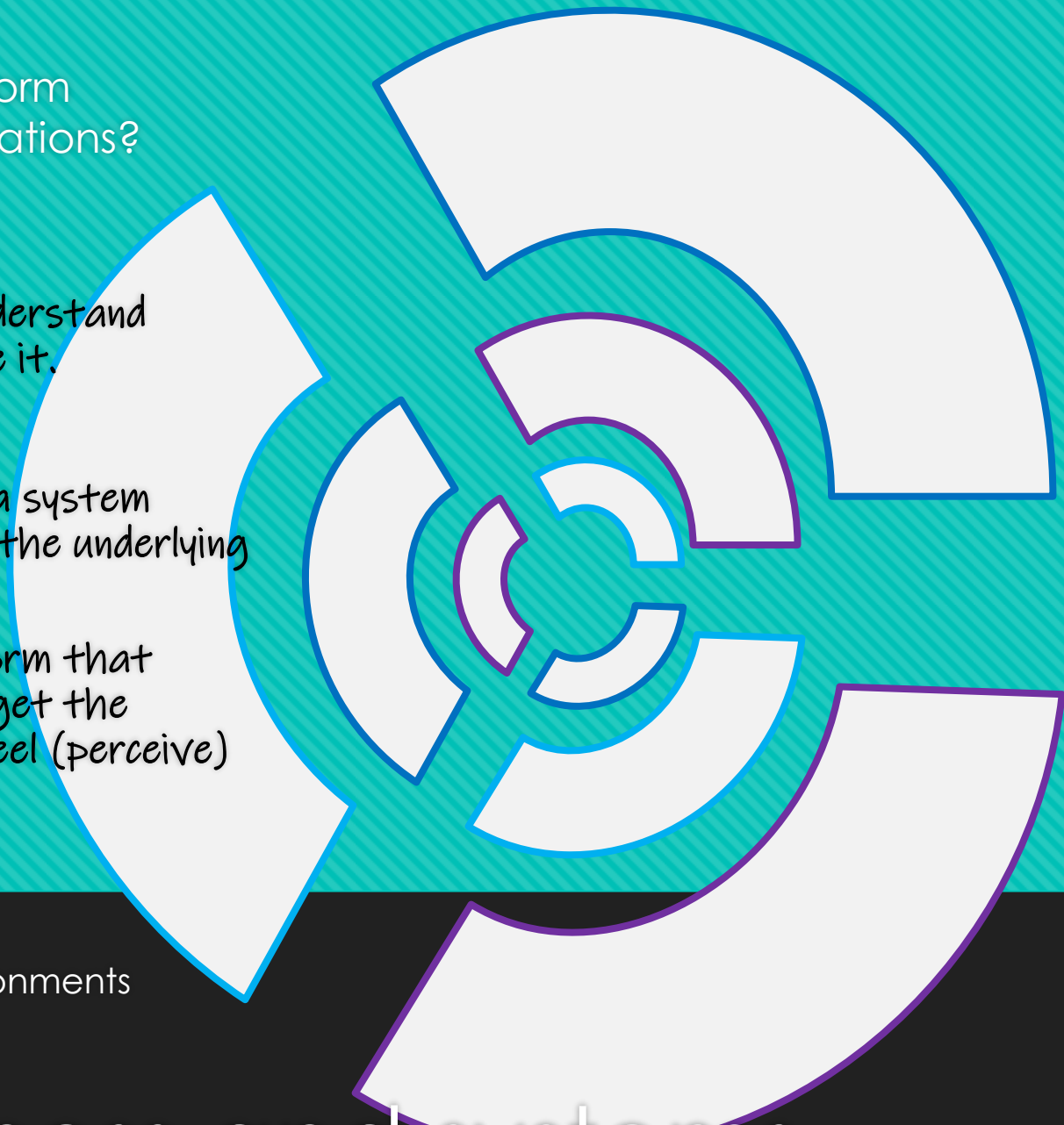
You cannot TRANSform a system
without TRANSforming the underlying
consciousness.

And you cannot TRANSform that
consciousness unless you get the
system to observe and feel (perceive)
itself.

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because organizations is about

consciousness and systems



You
can TOO
Your organisation
can TOO

participate
co-laborate
be part of this journey

cie

the journey of confidence

