

## Brave New Work Mr Exp Are You Ready To Reinvent Your Organization By Aaron Dignan

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"Pressestimmen 'This is the management book of the year. Clear, powerful and urgent, it's a must read for anyone who cares about where they work and how they work.' **?Seth Godin, author of *This is Marketing*** 'I am now a convert. Aaron sums up all the crazy ideas about how to create teams and companies that maximize their potential by decentralizing their power?a once idealist notion that is now possible and essential. For a book that might start a revolution, it's surprisingly practical and undogmatic. There?s no fluff?it's all meat, and real news. I could think of dozens of people I know who I now want to read and study it.' **?Kevin Kelly, author of *The Inevitable*, and cofounder, *Wired* magazine** 'This book is a breath of fresh air. Aaron Dignan offers a bold, ennobling vision for a world of work that enhances our dignity and freedom rather than degrading and constraining us. Read it now, and make sure your boss does too.' **?Adam Grant, *New York Times* bestselling author of *Give and Take*, *Originals*, and *Option B* with Sheryl Sandberg** 'The one-size-fits-all monoculture is a thing of the past. Brave New Work shows us how to embrace the oh-so-human complexity of our organizations?and discover a new way of working that makes room for the many styles, perspectives, needs, and gifts trapped inside them.' **?Susan Cain, author of *Quiet* and *Quiet Power*, curator of *Quiet Revolution*** 'If you're trying to create a world-changing culture, reading Brave New Work should be your next move. Aaron?s simple, counterintuitive approach will help you get out of your own way, eliminate bureaucracy, and awaken the humanity within.' **?Scott Harrison, founder, charity: water, and author of *Thirst*** 'Human beings can?t thrive in a work culture that uses burnout and 'being always on' as proxies for dedication and success. In Brave New Work, Aaron Dignan shows us that, in fact, workplaces that empower people to take care of themselves are far more likely to deliver sustainable performance and happiness.' **?Arianna Huffington, Founder & CEO, Thrive Global** 'We tend to look for answers by looking reflectively backwards?it?s what we've all been taught in school. But Dignan insists that the 'best practices' of the past no longer work because the bureaucracies of existing organizations have been defeated by new technologies. Instead we can only find those answers by 'living in the now? the way a new breed of organization is already beginning to master.' **?John Maeda, Head of Computational Design & Inclusion, Automattic** 'I really never believed in any of this organizational stuff until I saw Aaron Dignan at work. He can help almost any dysfunctional group find common purpose, discern the simple patterns underlying the most complex situations, and guide wayward organizations back to their core values. Most impressively, he can translate all that into language even a businessperson can understand and enjoy.' **?Douglas Rushkoff, author of *Team Human* and *Present Shock*** 'This book will teach you to wrestle and win against workplace bureaucracy. Aaron cuts to the core of what makes teams successful by realigning hearts, minds, and egos. He always sparks better outcomes, and his book will be just the spark you need to get started.' **?Beth Comstock, author of *Imagine It Forward*, and former Vice Chair, GE** Über den Autor und weitere Mitwirkende Aaron Dignan is the founder of The Ready, an organization design and transformation company based in New York City. He is the cofounder of responsive.org, a nonprofit movement focused on the future of work with thousands of members globally. He lives in Westchester New York with his wife and son. Leseprobe. Abdruck erfolgt mit freundlicher Genehmigung der Rechteinhaber. Alle Rechte vorbehalten. **PART TWO: THE OPERATING SYSTEM** 94% of problems in business are systems-driven and only 6% are people-driven. ?W. Edwards Deming Becoming a people positive and complexity conscious organization can be overwhelming. It?s hard to know where to begin, or what matters most. But through the careful collection and tagging of hundreds of unconventional practices from around the world, I found that Evolutionary Organizations are converging on twelve domains as the proving ground for the future of work. It is in these spaces that the courageous few are taking risks. And it is in these spaces that struggling enterprises will likely find their faults. Together they form a canvas?an Operating System Canvas?through which we can see and shift our organizational identity. **THE OS CANVAS**

**PURPOSE** How we orient and steer **AUTHORITY** How we share power and make decisions **STRUCTURE** How we organize and team **STRATEGY** How we plan and prioritize **RESOURCES** How we invest our time and money **INNOVATION** How we learn and evolve **WORKFLOW** How we divide and do the work **MEETINGS** How we convene and coordinate **INFORMATION** How we share and use data **MEMBERSHIP** How we define and cultivate relationships **MASTERY** How we grow and mature **COMPENSATION** How we pay and provide

**THE OPERATING SYSTEM** Each domain of the OS Canvas asks us to consider an aspect of our organization more deeply than we typically would. For example, what is authority? How should it be distributed? And how does that manifest (or not) in your culture? How do you make decisions? How should you? Is your approach to authority a signal-controlled intersection or a roundabout? Is it People Positive and Complexity Conscious? The canvas forces us to confront the deltas between our assumptions, our beliefs, and our reality. If we say we want to hear every voice but spend most of the day talking over others, that tells us something. If we say we value agility, but every decision requires a dozen approvals, the opportunity is clear. In the pages ahead, we'll explore how each of these domains is changing, the provocateurs that are shaping them, and the emerging principles and practices they're pioneering. Each domain is broken into five parts: an overview that introduces the concept, thought starters designed to challenge your assumptions, ways to take action and try something new, insights on navigating the domain in change, and questions to consider as you reflect on and reinvent your own OS. You may have noticed that the domains of the canvas are generic and value agnostic. That's intentional. We want to ensure that any organization can leverage the canvas regardless of its organizational philosophy. The Morning Star Company, for example, has found huge success in the domain of structure by revolutionizing traditional job titles and roles. Every year, four hundred full-time employees at the world's largest tomato processor write their own job descriptions. They do this by authoring a Colleague Letter of Understanding, or CLOU, that contains their commitments to and agreements with one another. CLOUs are reviewed and challenged by colleagues who offer advice, not mandates, about what should change. Since this document changes every year, there's no need for traditional job titles or promotions. But that's okay, because everyone adjusts their own salary as they learn and grow. The math works out. While their industry grows around 1 percent a year, Morning Star has averaged double-digit revenue and profit growth for the past twenty years. Today it generates more than \$700 million in revenue. In an industry that normally treats workers as expendable, it has managed to create a way of working that rivals any unicorn for innovative and human-centric design principles. But this approach to structure may not be right for your context and culture. Your approach may be more or less radical or aligned in spirit but different in practice. That's fine. My only ideological prescription is that People Positive and Complexity Conscious mindsets have the power to reshape these spaces for the better. Every culture has elements of the traditional, the contemporary, and the idiosyncratic. The canvas is a tool for reflection and sensemaking, not judgment. Further, this canvas is not intended to be mutually exclusive or comprehensively exhaustive. From a complexity perspective, reducing an organization to its independent parts is folly. The canvas simply highlights the areas that our research tells us are most in flux. Better to start in these dynamic spaces than to remain immobilized by the sheer intractable nature of it all. At some point in this tour of the OS you're going to start to wonder, How the hell do I lead my organization through a change as profound as these cases and stories suggest? And what if it doesn't work? Don't let that slow you down. The remainder of the book is dedicated to sharing all the lessons my colleagues and I have learned in the trenches with organizations trying to make it to the other side of the rainbow. The transition to a better way of working can be made. But not with the change management they teach in business school. You'll need every ounce of your People Positive and Complexity Conscious conviction, and more than a few of the tips and tricks you're about to discover. As we dive deep into these twelve domains, just remember: The problem isn't your leaders. It's not your people. It's not your strategy or even your business model. It's your Operating System. Get the OS right and your organization will run itself.

**PURPOSE** In 1970 Milton Friedman famously said, "The social responsibility of business is to increase its profits." To put it bluntly, the business of business is business. In the decades since, Legacy Organizations have internalized this to an astounding degree. As we've seen, this maxim has led corporations to optimize everything in society—the market, the law, even our attention—in order to drive short-term gain. At the same time, the cost to humanity and the environment has been profound. Unchecked growth has created the conditions for a climate crisis that is unfolding in real time. This singular focus has also led to rampant inequality and a level of worker engagement that is pathetic at best. A mission statement that places shareholder value as the definition rather than the result of success is uninspiring. Jim Barksdale, former CEO of Netscape, once quipped, "Saying that the purpose of a company is to make money is like saying that your purpose in life is to breathe." Instead we can elevate purpose above all. Given that we spend so much of our lives at work, wouldn't it be nice if that work were worthwhile? If it delivered meaning and connection? Take Whole Foods, for instance. If you were

to read its "Declaration of Interdependence," originally authored in 1985 by sixty team member/volunteers, you'd see that the company's purpose is to "Nourish People and the Planet." Five words, but a lot of information. Now, what about grocery giant Kroger? Why does it exist? Its stated mission is "to be a leader in the distribution and..."

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**Getting new units currently caps at 40 i have all units except urs you would need 8 ur to plete awakening units you can awaken to 2 star without using any real rare mats this caps at 200 so you can imagine that s quite a few levels limit breakin**

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**16 if you say that someone is a man of the world or a**

**woman of the world you mean that they are experienced and know about the practical or social aspects of life and are not easily shocked by immoral or dishonest actions man of the world woman of the world phrase man woman inflects look we are**

Brave new world quizzes about important details and events in every section of the book sparknotes is here for you with everything you n, awem studio has established itself as the premier casual game developer in eastern europe its superior titles include romance of rome cradle of rome cradle of persia star defender 1 4 etc which have delighted mill, brianna wiest s new book the mountain is you offers a life changing strategy for transforming self sabotage into self mastery in the end it is not th.

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increase their max level train them on the soul tree to further imp.

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brenda chapman steve  
purcell with kelly macdonald  
billy connolly emma  
thompson julie walters  
determined to make her own  
path in life princess merida  
kelly macdonald defies a  
custom that brings chaos to  
her kingdom granted one  
wish merida must rely on her  
bravery an**

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