

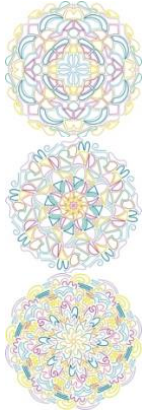









DISTRIBUTED POWER MODEL






[Source: Teal Trust Transparency by Alicia and Rolf Medina](#)

November 2023

**FUTURE
OF
ORGANIZING**

<p>Distributed Power (DP)</p> 	<p><i>The Distributed Power Model</i> is represented by an image consisting of 12 mobile spheres, symbolising the different areas that constitute the model. Those areas are to be seen as different dimensions or aspects that an organisation or team needs to take into consideration and work with.</p> <p>Those areas are circumscribed by a purpose that goes beyond profit and that needs to be defined at several levels: organizational, team and individual. The purpose needs to be accompanied by <i>even over*</i> principles.</p> <p>Just like a kaleidoscope that rotates and creates exciting new patterns, new conditions are created at a given time depending on the needs and focus of the organisation or team.</p> <p>There is an interdependence and a connection between the 12 different areas since the model is systemic.</p>
<p>#1 People</p> 	<p>People are central in an organisation. Principles such as psychological safety and equality lead to engagement and well-being. Since an organisation is a part of a whole, the people in it also need to find balance when it comes to health, well-being, workload, productivity, own development, etc.</p> <p>Prioritizing the human side of the organization including the inner development of the members is a key factor for organizations that want to be relevant in the future.</p>
<p>#2 Culture</p> 	<p>This area includes culture building, degree of trust and openness, type of organisational culture and the approach to innovation and learning. In an organisation, there are individuals with various preferences and needs, based on their social codes and values. Therefore, the culture of the organisation needs to be open to the unique qualities of each person to create a psychological safety that enables everybody to meet, to be themselves, and to flourish.</p> <p>Inclusion, collaboration, acceptance, courage, openness, participation, trust, respect, and care are the characteristics that distinguish a healthy culture.</p>

<p>#3 Organising</p> 	<p>Organising is not an organogram and role descriptions. It includes various aspects such as organisational units/circles, forums, organisation of work, type of work, cooperation, roles, domains, governance, and context.</p> <p>The DP model promotes self-organising and distribution of power and ownership of tasks along the organisation instead of it being centralised and only connected to certain roles.</p>
<p>#4 Leadership</p> 	<p>This area includes the view management and leadership, leadership styles, and leadership within self-organising. Everyone practices some form of leadership since leadership is a process of influence, aiming to make oneself or others to act, voluntarily and engaged in order to achieve certain goals.</p> <p>When moving away from having bosses, the need for leadership increases and the leadership qualities required are, authenticity, empathy, trust, humbleness and self-knowledge based on a constant self-development.</p>
<p>#5 Decision-making</p> 	<p>Decision-making includes decision mechanisms, classification of different types of decisions, participation, decentralisation, and ethical aspects. It is important to secure the principle that a decision is being made by those who have the knowledge and, if possible, those who will be directly affected. Within the DP Model, different decision mechanisms are applied, depending on if decisions are operative, tactical (developing) or strategic.</p> <p>Mechanisms such as consent, advice process and participation process are central.</p>
<p>#6 Transparency and Communication</p> 	<p>This area includes transparency, various forms of communication, the view on and meaning of feedback and the best-before-date for information.</p> <p>What is needed to create transparency and good communication is clarity, accessibility, and openness.</p> <p>An organisation should strive for as much transparency as possible. Feedback should be directed forward, with the aim of improvement instead of criticism.</p> <p>The language should be characterised by being inclusive and with an adult-to-adult approach.</p>
<p>#7 Salary Model and Profit-sharing</p> 	<p>This area includes equilibrium in salary models, views on the value of tasks, compensation, and profit-sharing. Salaries and compensations should be transparent and fair. The gap between the highest and lowest salary should be defined and clear. Individual systems for compensation tend to lead to sub optimisation and should, if possible, be avoided.</p> <p>Peer reviews and self-set/team-set salaries are the new mechanisms to achieve higher productivity, engagement, and ownership.</p>

<p>#8 Digital tools and Technology</p> 	<p>This area includes digital tools, digital and technical solutions that can support self-organising and progressive ways of organising. Technical solutions facilitate and improve things for people in general but are also an important pre-requisite for self-organisation. Digital tools are needed to support collaboration, information sharing, communication, co-creation, learning and the organisation of work.</p>
<p>#9 Competence and Learning</p> 	<p>This area deals with competence and with a new approach to roles, beyond work descriptions. It includes recruitment and learning. Individuals can contribute with different talents and resources. Each person must be able to grow individually in their abilities, thereby furthering the group. Learning must also be built in as a natural part of work.</p>
<p>#10 Workplaces and working hours</p> 	<p>This area is based on trust and includes the design of the physical workplace and the approach to work time. Flexibility to work in different places: the office, at home, at a café, outdoors or somewhere else. In the new paradigm, we need to see time and space as a whole, in the same way as flexibility and responsibility must be connected. Time as a way of measuring work is not a part of modern work life, there must instead be a stronger focus on what is being achieved.</p>
<p>#11 Social Responsibility and Sustainability</p> 	<p>Several aspects, such as social responsibility, circular economy, regenerative views, seeing the organisation as a part of the society and the world, must be considered. Human beings should not be seen as exchangeable parts of a machine, they need to be able to make a living through their work. This applies to everybody in the value chain: employees, suppliers, customers, society. The circular view means that the earth's resources should not be wasted. Social engagement should be encouraged.</p>
<p>#12 Finance</p> 	<p>This area includes the business model, financial structure, capital, ownership, and financial code of conduct. A financial model should serve employees and society as well, not only the owners. Ownership and who you do business with should be aligned with the values, principles, and purpose of the organisation.</p>

Each one of the 12 areas of the DP-model can be analysed and assess with the following tool in which there are five levels for each area.



*“even over” principles are a set of statements containing two positive things, where the former is prioritised over the latter. A good thing even over another good thing that gives direction and helps to prioritize.

[Source: Teal Trust Transparency by Alicia and Rolf Medina](#)