



TARGET **TEAL**

TARGET TEAL: CONSULTORIA DE DESIGN ORGANIZACIONAL

Ajudamos organizações a se reinventarem em um mundo cada vez mais volátil, incerto, complexo e ambíguo



AUTOGESTÃO

Times autônomos e responsáveis pelo seu próprio trabalho



AGILIDADE

Formas mais colaborativas e rápidas de organizar o trabalho




CULTURA

Coerência entre o que se fala e o que se faz na organização



ORGANIZAÇÃO ORGÂNICA



**REALIDADE
INTERSUBJETIVA**



FÁBRICA DE SLOGANS

'The Tyranny of Structurelessness'

by Jo Freeman

The 'The Tyranny of Structurelessness' of first published in 1970 to address the need for organisation in the US women's liberation movement as it sought to move from criticising society to changing society. As such the examples used are specific to that movement but anyone who has been involved in a 'Structureless' group will be able to draw parallels with their own experiences. Often the most frustrating thing about progressive struggles is that each generation must repeat the mistakes of the previous struggles. Learning from the history of these struggles can save us having to make their mistakes ourselves. [AF, 2000]

See end for printing history and original introduction

Formal and Informal Structures

Contrary to what we would like to believe, there is no such thing as a 'structureless' group. Any group of people of whatever nature coming together for any length of time, for any purpose, will inevitably structure itself in some fashion. The structure may be flexible, it may vary over time, it may evenly or unevenly distribute tasks, power and resources over the members of the group. But it will be formed regardless of the abilities, personalities and intentions of the people involved. The very fact that we are individuals with different talents, predispositions and backgrounds makes this inevitable. Only if we refused to relate or interact on any basis whatsoever could we approximate 'structurelessness'; and that is not the nature of a human group.

This means that to strive for a 'structureless' group is as useful and as deceptive, as to aim at an 'objective' news story, 'value-free' social science or a 'free' economy. A 'laissez-faire' group is about as realistic as a 'laissez-faire' society: the idea becomes a smokescreen for the strong or the lucky to establish unquestioned hegemony over others. This hegemony can easily be established because the idea of 'structurelessness' does not prevent the formation of informal structures, but only formal ones. Similarly, 'laissez-faire' philosophy did not prevent the economically powerful from establishing control over wages, prices and distribution of goods; it only pre-

vented the government from doing so. Thus 'structurelessness' becomes a way of masking power, and within the women's movement it is usually most strongly advocated by those who are the most powerful (whether they are conscious of their power or not). The rules of how decisions are made are known only to a few and awareness of power is curtailed by those who know the rules, as long as the structure of the group is informal. Those who do not know the rules and are not chosen for initiation must remain in confusion, or suffer from paranoid delusions that something is happening of which they are not quite aware.

For everyone to have the opportunity to be involved in a given group and to participate in its activities the structure must be explicit, not implicit. The rules of decision-making must be open and available to everyone, and this can only happen if they are formalised. This is not to say that normalisation of a group structure will destroy the informal structure. It usually doesn't. But it does hinder the informal structure from having predominant control and makes available some means of attacking it. 'Structurelessness' is organisationally impossible. We cannot decide whether to have a structured or structureless group: only whether or not to have a formally structured one. Therefore, the word will not be used any longer except to refer to the idea which it represents. **Unstructured** will refer to those groups which



have not been deliberately structured in a particular manner. **Structured** will refer to those which have. A structured group always has a formal structure, and may also have an informal one. An unstructured group always has an informal, or covert, structure. It is this informal structure, particularly in unstructured groups, which forms the basis for elites.

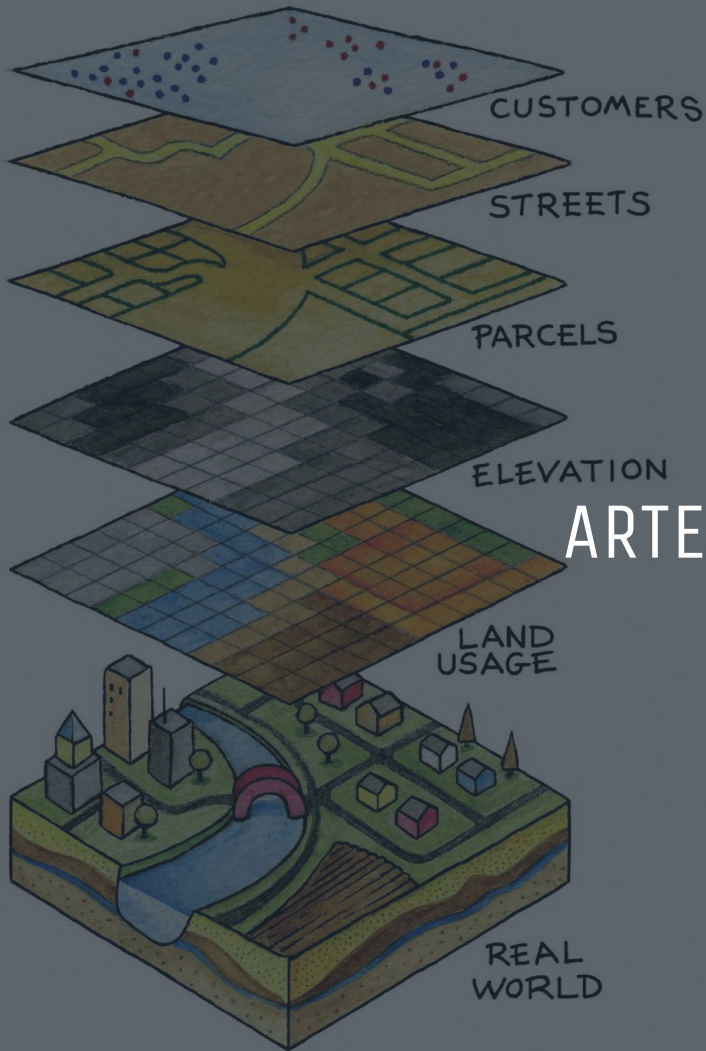
The Nature of Elitism

'Elitist' is probably the most abused word in the women's liberation movement. It is used as frequently, and for the same reasons, as 'pinkie' was in the '50s. It is never used correctly. Within the movement it commonly refers to individuals though the personal characteristics and activities of those to whom it is directed may differ widely. An individual, as an individual, can never be an 'elite' because the only proper application of the term 'elite' is to groups. Any individual, regardless

"Sem acordos claros sobre o poder, grupos pseudo-igualitários colapsam em um pantano de inação ou são comandados por uma politicagem feita nas sombras."

Nós precisamos de uma estrutura explícita de acordos sobre uso da autoridade para tornar uma organização centrada em seu propósito.

A PDF booklet from the Struggle site www.struggle.ws



CÍRCULO GERAL: MANGIA

Propósito: Alimentação saudável e descomplicada

CÍRCULO: OPERAÇÕES

Propósito: Clientes maravilhados com a entrega de alimentos saudáveis

- Responsabilidades:
- > Entregar os pedidos aos clientes
 - > Organizar e manter o estoque
 - > Comprar alimentos e insumos para montagem das cestas

Artefatos: **Layout do Estoque**

CÍRCULO: DESENVOLVIMENTO

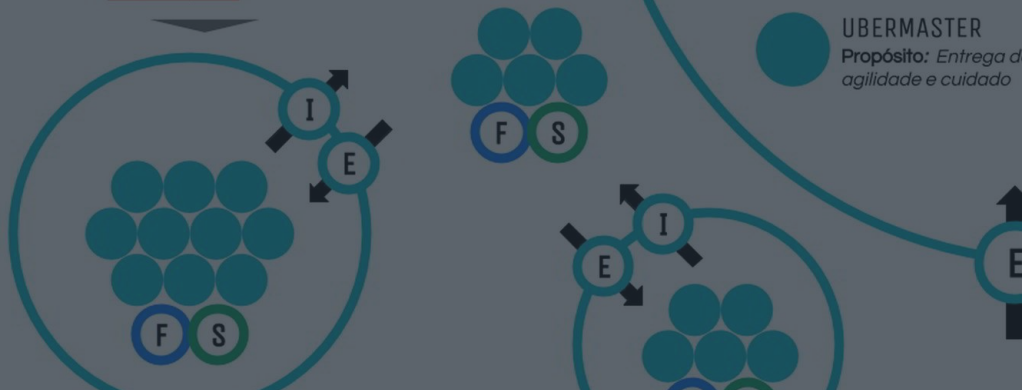
Propósito: Um produto que facilite a alimentação saudável e descomplicada

- Responsabilidades:
- > Criar novos produtos digitais e sites das Mangia
 - > Desenvolver e lançar novas funcionalidades que engajem os usuários e melhorem a aquisição

Artefatos:

- > **Backlog e Roadmap do Produto**
- > **Site Wordpress**

ARTE DE FAZER ACORDOS



PRINCÍPIOS

Acordos explícitos mais que Alinhamentos informais

Acordos adaptáveis mais que Acordos definitivos

Experimentação mais do que Perfeição

Autoridade distribuída mais que Autoridade centralizada
(inclusive de fazer acordos)

CAMADAS DE ACORDOS EM UMA ORGANIZAÇÃO

NOME	FORMAS POSSÍVEIS	FUNÇÃO	ADAPTABILIDADE
ESTRUTURA ORGANIZACIONAL	Papéis, Círculos Internos e Restrições	Dar clareza sobre autoridade, responsabilidade e autonomia nas atividades do dia a dia.	■ ■ ■ ■ ■
META-ACORDOS	Meta-Acordos do O2, Constituição da Holacracia, etc.	Estabelecer regras básicas e princípios que norteiam a construção dos acordos acima.	■ ■
CAMADA BASE	Contrato social, estatuto, contratos de trabalho	Estabelecer quem faz parte da organização e quem é dono dela. Aponta os meta-acordos.	■

TARGETTEAL.COM/PT/02

E-BOOK

CURSO ONLINE

WORKSHOP INTENSIVO (29 E 30 DE JUNHO)



TARGET **TEAL**