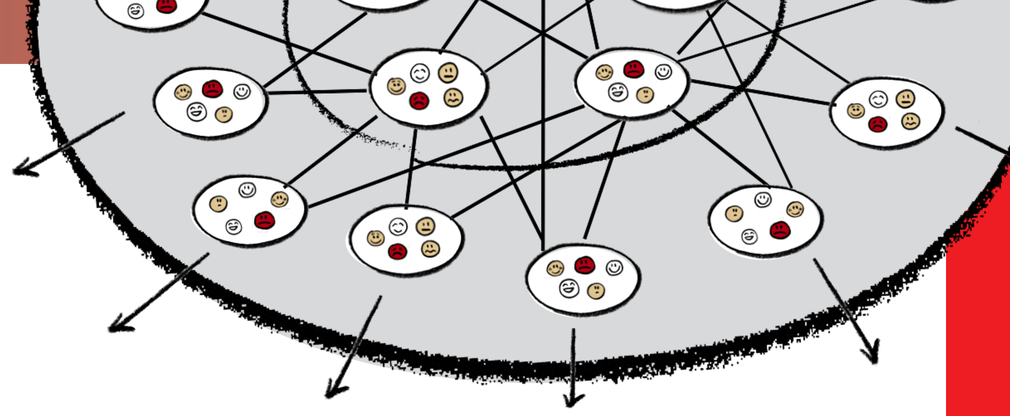
The 12 laws of the BetaCodex

An open source social technology | www.betacodex.org



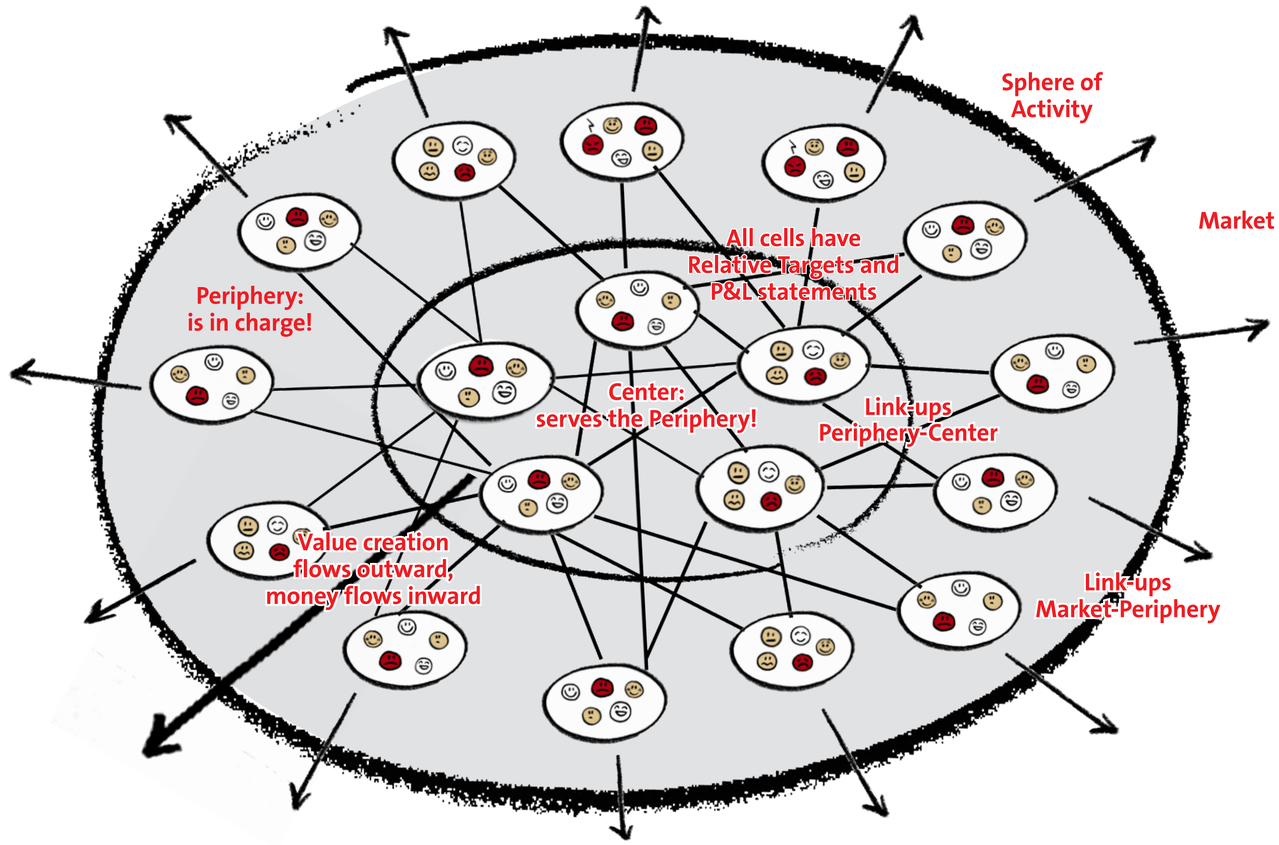
Law	Do this! (Beta) Not that! (Alpha)
01. Team autonomy	Connectedness with purpose, not dependency
02. Federalization	Integration into cells, not division into silos
03. Leaderships	Self-organization, not management
04. All-around success	Comprehensive fitness, not mono-maximization
05. Transparency	Flow intelligence, not power obstruction
06. Market orientation	Relative Targets, not top-down prescription
07. Conditional income	Participation, not incentives
08. Presence of mind	Preparation, not planned economy
09. Rhythm	Tempo & groove, not fiscal-year orientation
10. Mastery-based decision	Consequence, not bureaucracy
11. Resource discipline	Expedience, not status-orientation
12. Flow coordination	Value-creation dynamics, not static allocations

The BetaCodex® | version 2018 | Published under the open source license CC-BY-SA-4.0 | www.betacodex.org/license
Poster design: Red42® | www.redforty2.com

Cell Structure Design: Concept overview

An open source social technology by Red42

Cell Structure Design has three components: The 12 principles (“laws“) of the BetaCodex, 12 principles of Cell Structure Design, and 8 practical recommendations.



12 principles of the BetaCodex

The BetaCodex® | version 2018 | www.betacodex.org

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12 principles of Cell Structure Design

01. Sphere of Activity: to be sharpened, put in writing & communitized!
02. Periphery & Center: Cells in the Periphery have market contact; cells in the Center don´t.
03. Link-ups Periphery/Center: Periphery is in charge; Center serves the Periphery.
04. The more Periphery cells, compared to Center cells, the more market dynamic will unfold.
05. Cells are functionally integrated: They (almost) always cover several functions and many roles.
06. Cell team size: It is always 5 to 8 people, ideally. Team members each fill in a variety of roles.
07. Periphery cells: Have maximum autonomy, “own” external customers, earn a profit margin.
08. Central cells: Make neither profit nor loss; have Periphery cells as their customers.
09. Central cells have catalogs of 5 to 7 services each; negotiate their prices with the Periphery.
10. Cells have Relative Targets and a Profit and Loss Statement; Periphery cells pay the Center.
11. Transparency: Numbers of the organization & cells are public, visible & available fast.
12. Periphery cells cooperate and help each other, can make agreements with each other.

8 recommendations on Cell Structure Design

01. The appropriate design sequence: First the Sphere of Activity. Then the Periphery. Then the Center.
02. Systematic & conscious work around language: Actively communitize Cell Structure Design terminology.
03. A highly inviting workshop sequence: A great number of people should elaborate the design, together – e.g. as part of an OpenSpace Beta chapter.
04. Cell constitution: Cells are then constituted by their respective teams. After the workshop sequence, teams define cell identities/membranes, themselves.
05. Updates: Cells update their written cell identities, at least annually.
06. Organizational Hygiene: Eliminate rules, roles of coordination and methods of steering.
07. Interaction formats: Knowledge conferences, communities & other formats serve the purpose of net-working, agreement-building and learning within the Cell Structure.
08. Cyclic OpenSpace meetings serve iterative design improvement – “with potentially everyone“.

Cell Structure Design by Niels Pflaeging & Silke Hermann, Red42® | version 2019
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Relative Targets: Concept overview

An open source social technology by Red42

10 principles of Relative Targets

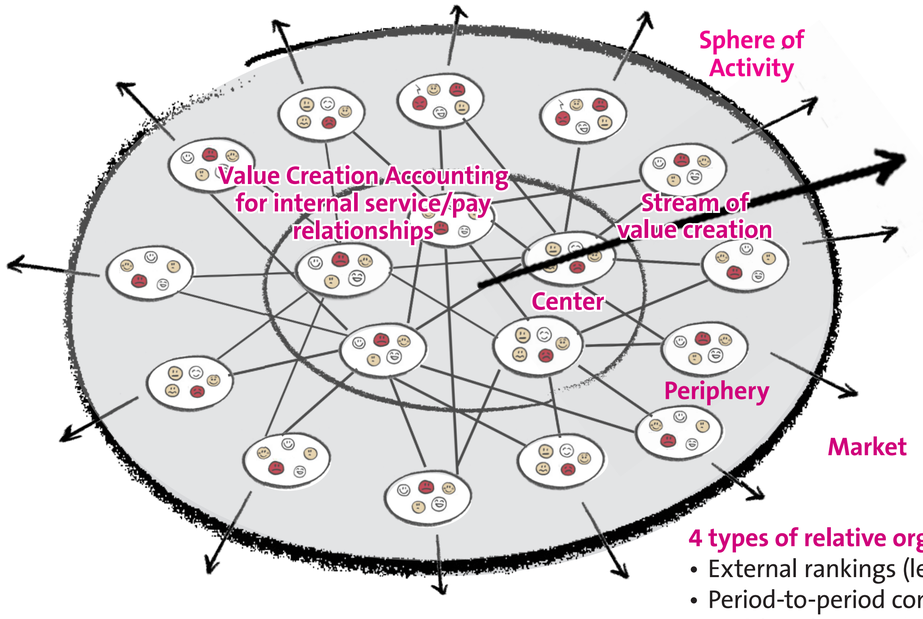
01. Measure actual performance at the organizational level and the team level only – instead of setting fixed targets for individuals, departments, products, layers, silos
02. Actual-actual comparisons for self-control within all teams – instead of plan-actual variance analysis for external steering and control by bosses
03. Constant preparation involving everyone – instead of calendar-based planning done by the few
04. Sporty, playful competition among internal teams – instead of rivalry between individuals
05. Discourse about identity and forging of agreements – instead of strategy-setting and decisions made by managers
06. Control through social density, principles and high performance standards – instead of rules, values and intrusive micro-management
07. Open books, Fast Close, "everyone sees the same numbers at all times" – instead of in-transparency, numbers games and "figures on a need-to-know basis, only"
08. Team P&Ls and few, relative trend indicators – instead of numerous, previously fixed data points
09. Market-like, outside-in resource coordination – instead of planned allocations from the top
10. Relative, fair base salaries, plus profit sharing – instead of minimized salaries, plus bonuses

12 principles of the BetaCodex

The BetaCodex® | version 2018 | www.betacodex.org

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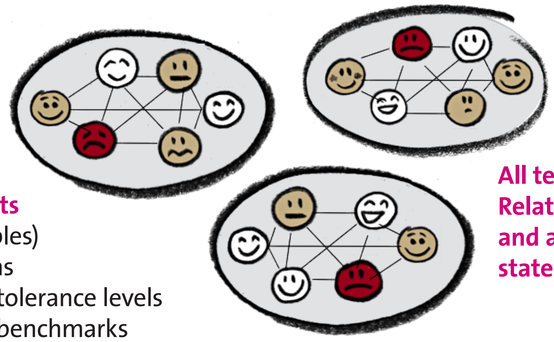
Relative Targets at the organizational level



4 types of relative organizational targets

- External rankings (league tables)
- Period-to-period comparisons
- Multi-period trends against benchmarks
- Snapshot comparisons with internal/external benchmarks

Relative Targets at the cell/team level



5 types of relative team targets

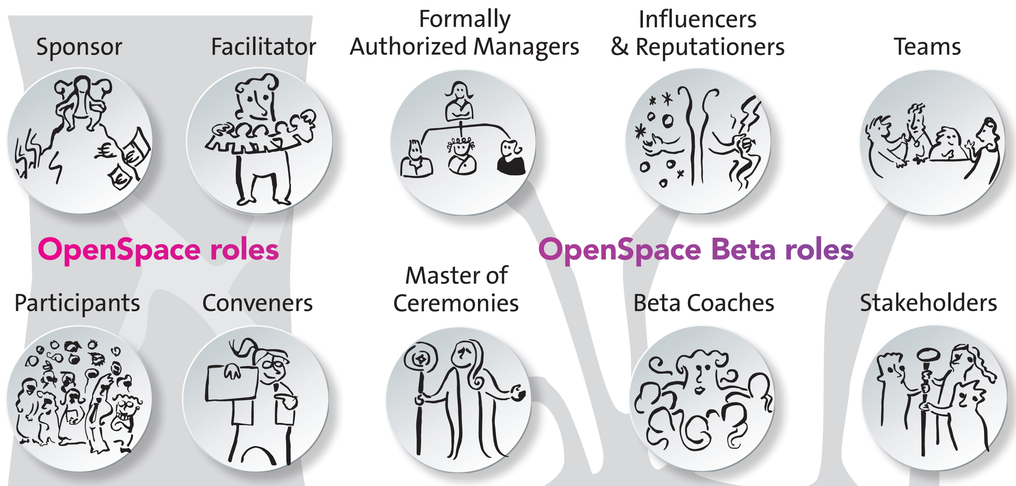
- Internal rankings (league tables)
- Period-to-period comparisons
- Multi-period trends against tolerance levels
- Multi-period trends against benchmarks
- Snapshot comparisons with internal/external benchmarks

All teams possess Relative Targets and a Profit and Loss statement ("P&L")

Relative Targets by Niels Pflaeging, Red42® | version 2021B. Published under the open source license CC-BY-SA-4.0 | www.redforty2.com/relativetargets

OpenSpace Beta: Concept overview

An open source social technology by Red42



The laws of the BetaCodex

The BetaCodex® | version 2018 | www.betacodex.org

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60 days

Build-up (Set stage!)

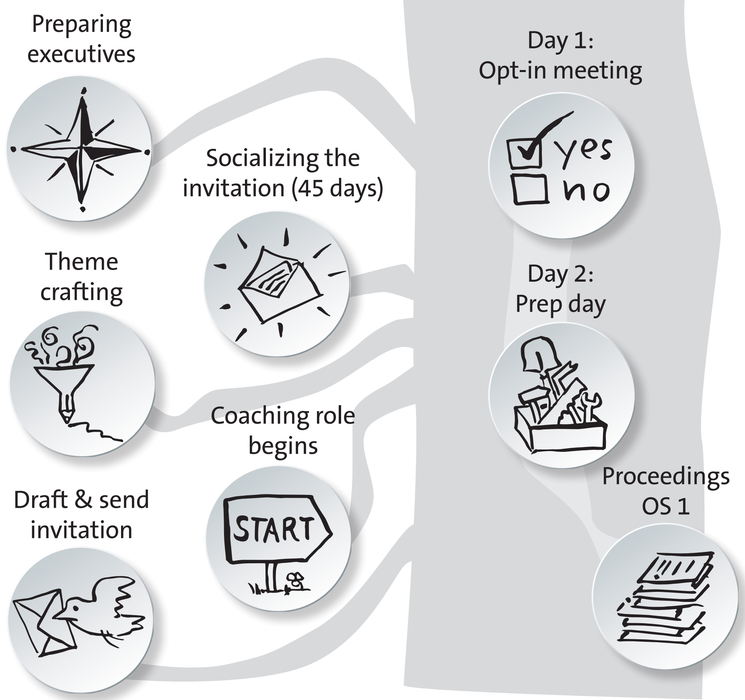
Preparing executives

Socializing the invitation (45 days)

Theme crafting

Coaching role begins

Draft & send invitation



OpenSpace meeting 1

Beginning (Prepare!)

Day 1: Opt-in meeting

Day 2: Prep day

Proceedings OS 1

90 days

Practicing – flipping – learning (Do!)

Practicing Beta team patterns

BetaCodex constraints

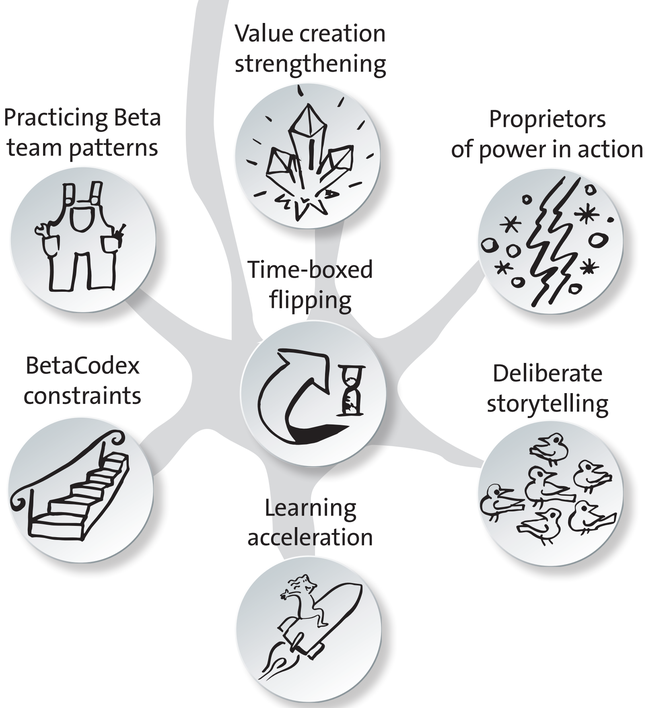
Value creation strengthening

Time-boxed flipping

Learning acceleration

Proprietors of power in action

Deliberate storytelling



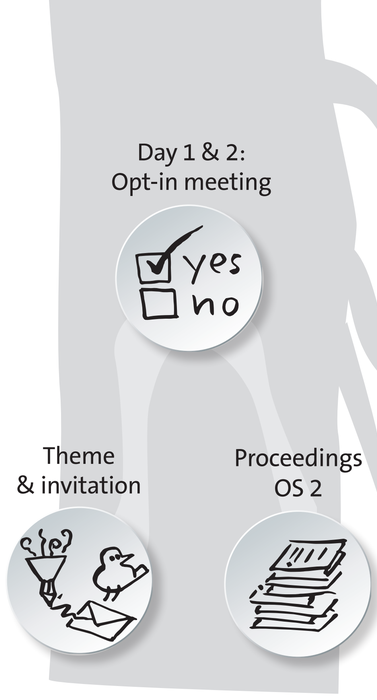
OpenSpace meeting 2

Ending (Check!)

Day 1 & 2: Opt-in meeting

Theme & invitation

Proceedings OS 2



30 days

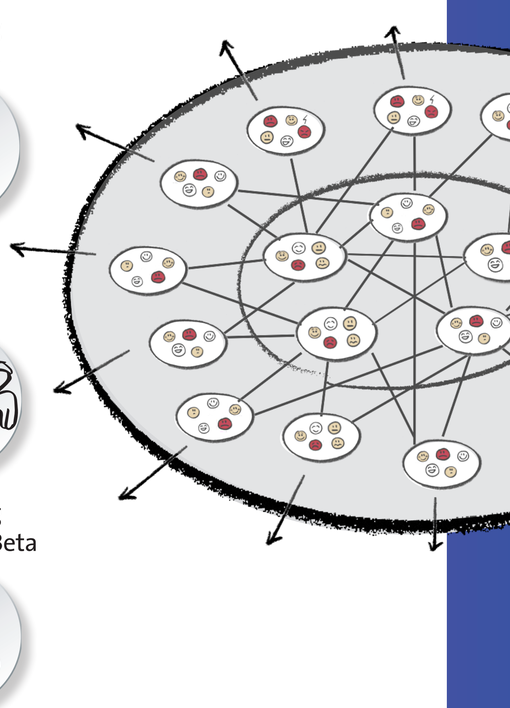
Quiet period (Level up!)

Coaching role ends

Chapter debrief

Recurring OpenSpace Beta



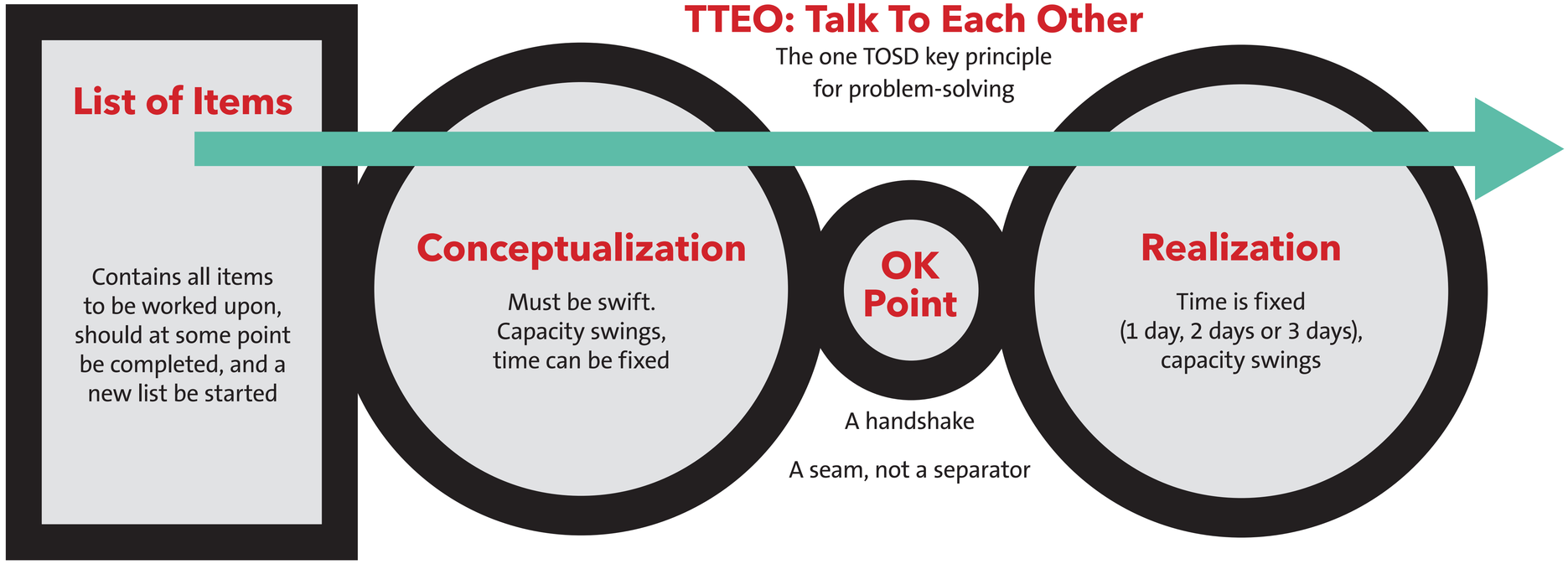


OpenSpace Beta® by Silke Hermann & Niels Pflaeging, Red42® | Version 2020 | Illustration: Ingeborg Scheer | Published under the open source license CC-BY-SA-4.0 | openspacebeta.com/license I
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Time-Oriented Software Development (TOSD)

Concept overview | An open source social technology by Niels Pflaeging and Sebastian Kubsch

Visual overview



7 laws, or principles of Time-Oriented Software Development (TOSD)

01. **Time-orientation** – not volume-/capacity-orientation
02. **Flow with OK Point –** not dabbling, centralized steering and batch organization
03. **Transparency and joint List of Items –** not hierarchical control, budget thinking, fixed targets
04. **Coherent self-organization –** not scaling, or centralized scheduling and coordination
05. **Timing is fixed, capacity swings –** not the other way around
06. **TTEO: Talk To Each Other –** not uniformity, rules or commands
07. **Managerial consistency –** not bureaucracy, inconsistency and lack of consequence

12 laws, or principles of the BetaCodex

The BetaCodex® | version 2018 | www.betacodex.org

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Time-Oriented Software Development (TOSD) has three components: The 12 principles ("laws") of the BetaCodex, 7 principles ("laws") of TOSD, and the Visual Overview |
Time-Oriented Software Development by Niels Pflaeging & Sebastian Kubsch | version 2025 | Published under the open source license CC-BY-SA-4.0 | www.redforty2.com/tosd