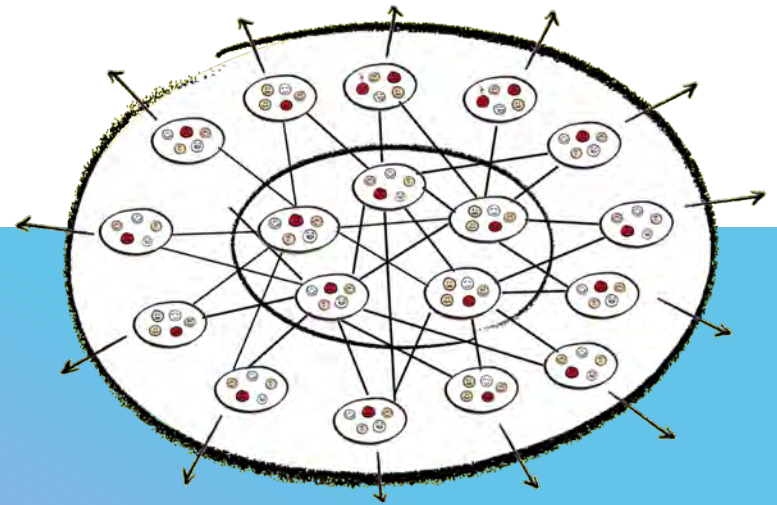




the
betacodex
network

since 2008



OPENSOURCE BETA PATTERNS

14 case study-based insights from the practice of
Very Fast Organizational Transformation with OpenSpace Beta

BetaCodex Network Associates

Silke Hermann | Niels Pflaeging

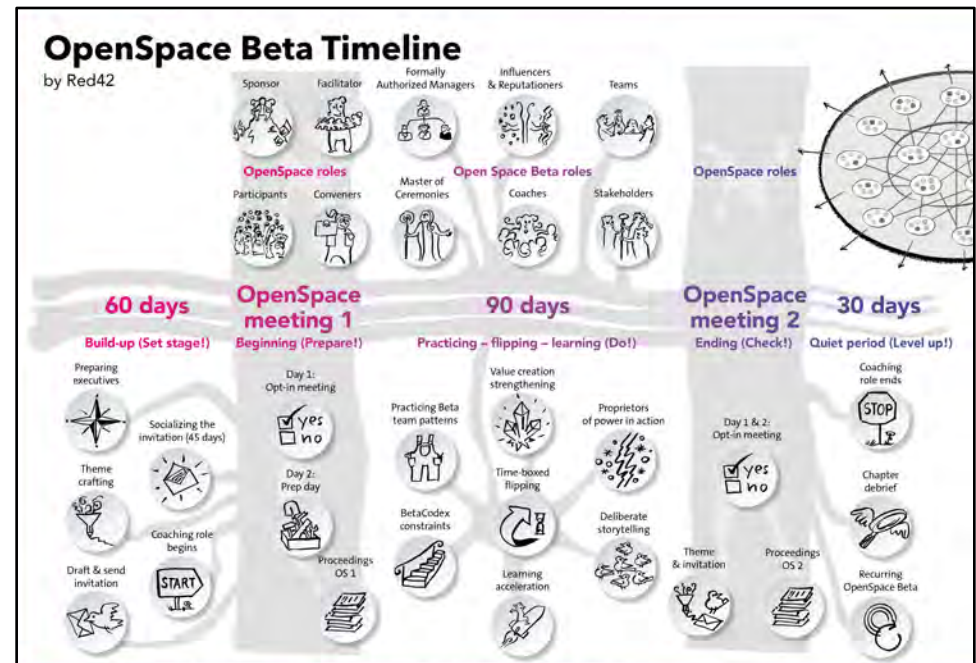
BetaCodex Network White Paper No. 21 | August 2024 | betacodex.org/white-papers

21

Since 2018, this paradigm-breaking change approach has allowed organizations to pull off Beta transformations within months

Published in 2018, the **OpenSpace Beta** approach to transformation, developed by Silke Hermann and Niels Pflaeging of **Red42**, has been the world's 1st method enabling organizations to undertake transformation from command-and-control (Alpha) to decentralized (Beta), within a few months. OpenSpace Beta is *not* simple: It unleashes complexity and peer-based organizational development. It tackles transformational change in a *time-boxed* manner, setting the transformation period at 90 days. Somewhat counter-intuitively to anyone used to change management methods, the time-frame of 90 days works for small organizations and large ones alike, regardless of industry.

The high speed of transformation is possible through a series of concepts which we outlined in earlier BetaCodex research paper about **Very Fast Organizational Transformation**. Put shortly, these principles are (1) a relentless focus on *working the system*, not people; (2) coherent action guided by *BetaCodex principles*; (3) voluntariness and engagement produced through consistent *invitation*, not coercion; (4) direct involvement in the change work by *all the willing* (or: pretty much everyone), right from the start – not late participation; (5) tackling the *whole system* at once – no dabbling.



References to the open source licenses: *This research is derived from OpenSpace Beta®, an open source, free social technology created by Silke Hermann and Niels Pflaeging, published under the CC-BY-SA-4.0 license from Creative Commons, accessible under: www.openspacebeta.com. OpenSpace Beta, in turn, is derived from OpenSpace Agility, an open source, free social technology by Daniel Mezick, published under the CC-BY-SA-4.0 license from Creative Commons, accessible under: www.openspaceagility.com.*

While most companies are merely talking about organizational transformation, some have chosen to get it done – for real

During the **OpenSpace Beta 5th anniversary event** in 2023 we reported on how the method came about, how our work around OpenSpace Beta concepts and qualification had unfolded, and about the nature of our related client work until then. This white paper offers an update on that report, in that it allows for a more extensive look on patterns emerging in OpenSpace Beta work within organizations. It is notable that since the first company transformation with OpenSpace Beta, during the first half of 2019, the method's impact has been consistent, and in all cases, the transforming organizations successfully decentralized. This is in stark contrast to what is experienced in traditional change management and other so-called “transformation” work. The key reasons for this consistency lie mainly within the OpenSpace Beta approach itself.

Continued transformation work conducted by Red42 with companies has allowed us to identify returning patterns during OpenSpace Beta chapters of learning and transformation. Case work included our own client work as consultants, but also acting in a supervising role to other consultants who applied the approach. The patterns we identified go well beyond the insights outlined in the **OpenSpace Beta handbook**.

In order to avoid any impression of over-simplification, it should be remembered that every transformation with OpenSpace Beta in a company (1) has its own, individual process dynamics within the overall approach, (2) leads to individual organizational solutions that must be developed by the participants themselves, (3) involves a substantive conceptual and an intense social process that are highly contextual and individual. Yet, in spite of the differing characteristics in each transformation with OpenSpace Beta, certain patterns emerge in the overwhelming amount of cases that are of interest, we think, to academics and practitioners alike. In this paper, we outline 14 patterns we identified during our case work. This set of patterns is not exhaustive. We think of it as a starting-point for further research into **Very Fast Organizational Transformation**.



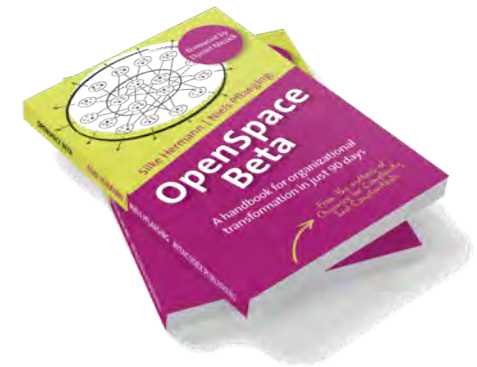
Also read BetaCodex Network research paper No. 15, Secrets of Very Fast Organizational Transformation, published Jan 2019

OpenSpace Beta is published under an open source license. The approach is thus available to anyone interested, including for commercial uses.

For more conceptual information on OpenSpace Beta, visit the web page www.openspacebeta.com

Overview: The 14 patterns in OpenSpace Beta transformations we address in this research paper

- 1. The Sponsor directs her or his given authority at 'working the system, together.'** And takes full responsibility for it
- 2. Work within Formal Structure gets more targeted and more forceful.**
And much less bureaucratic
- 3. Tackling the finance area won't be the hardest part of the transformation work.** That lies elsewhere
- 4. Creative iterations around Cell Structure Design get done rapidly**
- 5. Organizational Hygiene in OpenSpace Beta happens differently than we expected**
- 6. Tension drops when Cell Constitution starts to unfold,**
as it helps people come together in the new system
- 7. Physical moves create an additional spirit of optimism and newness**
- 8. In the home stretch of the 90 days, a 'sprint to the finish' is indispensable**
- 9. Conversations are stimulated with new interaction formats.**
This unleashes discourse that's serious and focused
- 10. At the start of the 90 days, work streams are set up,** so things can get going
- 11. Writing the story and telling the story are wildly different matters.**
Don't expect the same people to do both
- 12. New language patterns reflect collective learning**
and newly developed, shared consciousness
- 13. Those who decide not to actively participate in the change work stay the way they are -** for the time being
- 14. Towards the end of the 90 days, remarkable personal growth can be observed in some 'Proprietors of Power'**



For more about the concepts discussed in this paper, we recommend the OpenSpace Beta handbook by Silke Hermann and Niels Pflaeging, now in its 3rd edition.

To learn more about the OpenSpace Beta approach, in general, check out the openspacebeta.com website: It features plenty of free resources, and you will also find the open source license to OpenSpace Beta here.

Pattern 01: The Sponsor directs her or his given authority at ‘working the system, together.’ And takes full responsibility for it

A transformation process with OpenSpace Beta can only come about if there is one person with sufficient authority who uses her or his formal power to initiate, authorize, foster and shape the process, assuming full responsibility for it. It is almost always a single person who is *Sponsor* in OpenSpace Beta.

In order to carry through a transformation “from start to finish”, and through the entire 180 days of an OpenSpace Beta chapter, a Sponsor is needed who (1) is aware s/he wants the transformation, (2) is aware of why s/he wants the transformation, and (3) is capable of acting accordingly.

What has *not* proven successful is when an attempt is made on the outset to develop *group consensus* around the transformation, or to bring about the decision for transformation through a managing group or committee. Such efforts will lead to early compromises, which will in turn cause a lack of coherence. They fail to produce unity and consequence.

Depending on the organization’s legal status, a *Sponsor* can be the organization’s owner or majority owner, a CEO or general manager who possesses formal authority through the organization’s legal setup, or a head of a sufficiently independent business unit. A Sponsor is always someone who actively searches for a way to get to the root of the organization’s problems.

The role of the Sponsor in OpenSpace Beta



There are 10 different roles in OpenSpace Beta, in total. All of these roles are essential, ‘inevitable’ even. The role of the Sponsor stands out: Because this role is the starting-point of the OpenSpace Beta chapter: No Sponsor = no authorization = no transformation. How to find a Sponsor, you might ask: A Sponsor is an individual who possesses singular authority within the organization, who has the power to invite everyone in the organization to come together for an all-hands OpenSpace Meeting. This individual must ‘really, really want Beta.’ If both these requirements are met, you have a Sponsor.

Pattern 02: Work within Formal Structure gets more targeted and more forceful. And much less bureaucratic

During the 90 days (and later), managers get rid of most of their tasks related to steering and controlling, Their work is massively de-bureaucratized – as much as is reasonable and legally possible. In the decentralized organization, managers take care of compliance and legal matters, they invest time on working the system, and on building the organization’s future business. Involvement in day-to-day operations is the exception, not the rule.

Consequently, work in Formal Structure, or "formal management", requires far fewer people in Beta. Ultimately, just around a third or a quarter of the previously assigned managers will likely suffice to take care of the Formal Structure in the decentralized organization.

Most of the former managers will take up highly responsible roles within the Value Creation Structure, instead. Here, attractive and fulfilling new roles are created in the course of adopting the Cell Structure Design. The new roles that emerge require high levels of professional mastery and are at least as important as previous management positions. Naturally, for these transitions to happen smoothly and to everyone’s satisfaction, these individuals’ salaries and status must be maintained.

In order to make a “lean and mean” *Formal Structure* work in practice, often more people are nominated as company officers with statutory authority, and given extended legal rights. In some cases, the management board is expanded as part of the transformation. This may seem counterintuitive at first, but it can be highly beneficial to handle day-to-day operations in decentralized and un-bureaucratic ways.

Formally Authorized Managers



In Alpha, or within the concept of centralization and functional division, power of attorney is usually linked to a specific function. In a Beta organization, power of attorney is disconnected from functional accountability, and is instead linked to people with the highest level of integrity.

Pattern 03: Tackling the finance area won't be the hardest part of the transformation work. That lies elsewhere

In the past, we assumed that there would be particular difficulty in redefining the finance area's responsibilities during the 90 days, and to identify or recruit the right experts for transformation work. **This is simply because the nature of the finance area changes significantly during the 90 days:** *Value Creation Accounting* will be introduced and embedded in the IT systems, ahead of the *Go Live*. Following these changes, the pursuit of *Relative Targets* will become the norm.

While the challenges in changing the ways of working in finance are real, our worries with regards to the finance function have proven overblown. Finance people typically see the combination of *open book management*, *fast close*, *relative reporting* as an opportunity to re-position themselves, internally, once the necessary conceptual understanding has been established among members of the finance management function.

We were surprised to find that the situation can be somewhat different in HR. We see that HR often finds it hard to take up an active role in the transformation process and to actively engage in the work streams during the 90 days. In some cases, this can lead to some difficulty and friction, even. Especially when changes to legal company-employee agreements, or contracts have to be made.

Proprietors of power in action
Value creation strengthening
Practicing Beta team patterns
Time-boxed flipping



Departments of support functions like finance and HR, along with functions like marketing and sales, purchasing, quality or engineering, undergo massive changes during the transformation to a decentralized network structure. Staff within these areas tends to underestimate the impact of Beta on their lines of work.

Pattern 04: Creative iterations around Cell Structure Design get done rapidly

The creative process to develop the new organizational structure in Beta – the *Cell Structure Design* – takes place in the first third or first half of the 90 days. The process of idealizing the cell structure is then completed, by and large, at least in the shape of a draft design. Put differently: **The phase in which the Cell Structure Design is fleshed out, conceptually, will take around 3 to a maximum of 4 weeks - not longer.**

There is a common myth that everything important must be hard and take a long time. The conceptual development of the *Cell Structure Design* is a great example of how flawed that kind of belief is. The right constellation of group participants, composed of individuals who know the business well and who know the organization well (but which is not necessarily a group made up of many "managers") can get this design work done within just two to three iteration loops.

Zen monk Shunryu Suzuki quipped: *'In the beginner's mind there are many possibilities – in the expert's mind there are few.'* This applies well to the creation of the Cell Structure Design draft. **The choice of members for the Cell Structure Design work stream matters: It determines how fast the design work will get done, and how positively disruptive the solutions embedded in the design will be.** It is often underestimated that, after the design is developed, conceptually, there is some work to do with regards to the realization of the cell structure, during the *socialization* of the Cell Structure Design, during the *Cell Constitution* (see pattern 06) and ahead of the *Go Live*.

Proprietors of power in action
Value creation strengthening
BetaCodex constraints
Time-boxed flipping



A specific process for how to develop and bring about the Cell Structure Design for an individual organization is described in some detail in our [research paper No. 20](#).

To learn more about Cell Structure Design, visit cellstructuredesign.com, which offers lots of learning resources on decentralized org design, and also hosts the open source license to this approach.

Pattern 05: Organizational Hygiene in OpenSpace Beta happens differently than we expected

For a while, we were under the illusion that Organizational Hygiene could be a fine kind of intervention to get started with, at the beginning of the 90 days of OpenSpace Beta. To be sure: From the outset, members of the organization will complain about some obvious “organizational BS”. That doesn’t mean, however, that everybody is sure about what is dispensable, why it should go, and how to get rid of it. Curiously, this leads to members of the client system also claiming that “there isn’t *that* much” that would be worth omitting or eliminating. It’s a typical “iceberg situation.”

That situation begins to change in the 2nd half of the 90 days. Only when a deeper understanding of the interrelationships in Beta organization takes root, does the practice of Organizational Hygiene become more and more straightforward. **Certainty emerges around which tools, practices, rules and meetings won’t be needed anymore in Beta.** An example: Once cell teams begin to function, and interactions between cells of the cell structure emerge, organizational crutches, or work-arounds like *ticketing systems* won’t be needed anymore and can be removed, for good.

Organizational Hygiene is an expression of consistent de-bureaucratization. This, in turn, gains traction during the later half of the 90 days.

Proprietors of power in action
Value creation strengthening
BetaCodex constraints
Time-boxed flipping



Restraint in removing bullshit practices, is understandable at first. Later, when the framing of what is ‘professional’ changes, removal of many barriers to performance is unleashed. That is the moment when, for example, managers might say: “90% of my meetings are pointless and I will just kill them all”, or when the CFO might say: “Doing budgets is just dumb.”

Pattern 06: Tension drops when Cell Constitution starts to unfold, as it helps people come together in the new system

Throughout the first half of the 90 days, some members of the organization keep complaining that the transformation appears to be "merely theoretical", supposedly. They remark that they cannot really imagine "it." And they find it hard to grasp what decentralization will mean for them, on a practical level.

During the second half of the 90 days, with the start of Cell Constitution, these arguments disappear at a stroke. The transformation becomes tangible for everyone involved, after all. New and old colleagues quickly exchange ideas within the newly formed team constellations, and almost everyone is usually genuinely curious about each other. There is cheerful anticipation, at least in some of the teams, ahead of the Go Live of the cell structure.

The matter of belonging is of the highest psychological importance, and understandably so. The key information that most people are after, during the 90 days, is: *Who will I be in a team (or cell) with? Who else will be part of my team?* That's a main worry that only fades away when the Cell Structure Design draft is published and socialized among everyone. Other questions quickly fade away, such as: *In the new structure, who will be my boss?*

The Cell Constitution is the moment in which the new teams' identities are formed, or begin to be formed. The excitement of coming together will make most of the stress fade away. Some teams quickly notice that their new cells are "dream constellations". Other teams might be less enthusiastic. They should say so, so that further conversation and discourse can be provided for.

Value creation strengthening Practicing Beta team patterns



The draft Cell Structure Design is published and socialized around the middle of the 90 days. After socialization of the design, all teams can proceed with their Cell Constitutions, which include documentations of cell identities by each team. Next, a Cell Expo with representatives from all cells will take place to reflect on the cell documentations, collectively. After that, a further round of improvements to the cell documentations by the teams can be performed.

Pattern 07: Physical moves create an additional spirit of optimism and newness

“Moving on” is an important rite of passage within the larger rite of passage that is the OpenSpace Beta chapter. It is like moving your home to another place. An act of renewal, and an invitation to leave an old world of departmental structure behind. In this case, designed by and socialized by pretty much everyone, together.

With internal relocations, which happen around the *Go Live* of the cell structure, the new organization will become a physical and a practical reality, too. Offices and desks are cleared out, boxes are packed, furniture is moved and pushed, equipment is rearranged, rooms are refurbished and redesigned. Most organizations are quite experienced in carrying out such moves quickly and effectively. Which is useful when arranging relocations while the 90 days are still running.

Value creation strengthening Deliberate storytelling



Internal relocations are part of the Go Live of the Cell Structure. But some part may be happening weeks or months after the Go Live, due to technical or physical reasons.

Pattern 08: In the home stretch of the 90 days, a 'sprint to the finish' is indispensable

The last two to three weeks before OpenSpace Meeting 2 are always stressful and a little hectic: this is the moment when awareness among key players kicks in about the limited time available for the transformation, and the urgent tasks that still to be or should be completed. Time starts to race by – or at least that's how it feels for those involved with the transformation work. And that may be many!

During this sprint to the finish near the end of the 90 days, a lot of energy is released. Cooperation between the active players works increasingly well and smoothly. Key players move closer together, alignment among them gets tighter. Discourse becomes more and more frank, and Beta-related action becomes more firm and more confident.

At this point, things become possible that seemed implausible or even impossible before. We have seen things like the *Cell Constitutions* (the initial, foundational gatherings of all cell teams) for an entire company of hundreds of employees happening in just two days.

Time-boxed flipping
Value creation strengthening
Proprietors of power in action
Learning acceleration
BetaCodex constraints
Practicing Beta team patterns



Daily or almost daily interaction between the Sponsor and the Master of Ceremonies is not just recommended, but indeed natural during the final weeks of the 90 days, if the sprint to the finish is supposed to generate the greatest possible impact.

Pattern 09: Conversations are stimulated with new interaction formats. This unleashes discourse that's serious and focused

People talk a lot – but that doesn't necessarily mean they talk about the things that matter, and in a way that's productive. Transformation means changing conversations, both in terms of content and style. As people in diverse crowds have different needs and expectations, several interaction formats are needed to produce radical conversation, early-on in the transformation.

All discourse formats should be consistently "run for colleagues by colleagues": External facilitators would thwart self-empowerment. **To ensure high quality discourse consistently, it is crucial that all interaction formats differ from meetings, or fixed-group settings:** they must be (1) based on sensibly chosen topics and specific "meaning," (2) open and voluntary in participation (invitation-based), (3) involving diverse people from different areas/functions and (4) limited in group size.

Diverse formats are needed to meet the expectations and needs of diverse crowds. **Tandem Sessions have proven to be crucial to producing rational interaction and dialog.** Tandem sessions start during the 60 days of preparation and continue during the 90 days. Other examples of good formats are *lunch talks, fireside chats, book clubs on 'Beta literature', conversation/intro formats* about Beta topics like *Relative Targets*. With our clients, we deploy several *learning acceleration* formats we developed. Such as *gomenius peer learning*, and workshops that use the personality diagnostic *Myself at Work* – a psychological test designed to foster self-organized work, and thus a perfect fit for Beta transformations and Beta environments.

The new formats are not just about *reaching others*, but also about *mobilizing* enough actively involved colleagues to hosting the new formats.

**Preparing executives
Socializing the invitation (45 days)
Deliberate storytelling
Proprietors of power in action
Learning acceleration
BetaCodex constraints**



Tandem Sessions are invitation-based conversations run for mixed groups of up to 12 people. They are hosted by a tandem of 2 people who are firmly committed to Beta. Tandem Sessions have a duration of never more than 90 minutes, and should be free from lecturing, based entirely on free conversation. No decisions are to be made in Tandem Sessions, and there are no minutes.

Pattern 10: At the start of the 90 days, work streams are set up, so that things can get going very fast

Following *OpenSpace Meeting 1* and the *Prep Day*, which takes place on the day after OS1, it is time for everyone to get into transformational work mode and get going. But this does not happen all by itself: **While specific work streams (which help to organize the change work during the 90 days) are identified during Prep Day, the particular groups to work on the work streams still have to be established.**

The first question to ask is who will be part of which work stream group. Some players will volunteer, while others are “set”, because the particular job cannot be done without them (but you still have to approach and invite these players). Then, agreements must be produced within the groups about how to proceed. Content is surveyed and conceptualized, and suitable working method needs to be agreed upon. These clarifications may take some time, in some of the groups.

It is by no means certain that these clarifications will happen smoothly in all groups. Dynamics may vary greatly. In some groups, like in the inevitable work stream around *Cell Structure Design*, the mandate and work approach will be clear from the outset. Some work streams may take longer than two weeks for their setup, require interventions or even termination. In short: **Even with good preparation, it easily takes two weeks after OS1 to figure out the working mode in all of the work streams and get going.**

**Proprietors of power in action
Value creation strengthening
Practicing Beta team patterns
Time-boxed flipping**



A word of caution: The less well-defined a work stream's topic, the bigger the challenges you should expect. Broad topics such as learning or communication will be hard to pin down later. Volunteers who mainly wish to be "part of something important" are likely to be drawn to the fuzziest topics, which does not make things easier within this kind of work stream.

Pattern 11: Writing the story and telling the story are wildly different matters. Don't expect the same people to do both

For players who are deeply involved in the conceptual transformation work, it will be overstraining to also actively promote their own insights and breakthroughs throughout the organization – all at the same time. **The focus of their attention will be on content and on conceptualizing joint success - and less on active, inviting communication about the transformation, internally or externally.**

The highly engaged individuals involved in the conceptual work will gain profound knowledge around Beta, *Cell Structure Design*, or *Relative Targets*, which may neither be easily transmittable, nor obvious to others, at least initially. Members of certain work streams will feel quite self-assured about the Beta way of organizing, and its many advantages, after a while. While at the same time others, who are not deeply involved in the design work, may feel left behind. This is normal, during the relatively short transition phase.

To a degree, that “chasm of understanding” is inevitable. This situation may last for three to four weeks, within the period of the 90 days, and it will dissolve when the process of *Cell Constitution* begins.

In short: Conceiving the new model of organizing and telling the story are wildly different matters. Most people cannot do both at the same time – or at least not very well.

Deliberate storytelling



Great narratives around Beta and the transformation are needed during the 90 days, but they will also be needed later on, for the transformation to become part of the organization's overall historical narrative. And, depending on context, to spread the word among external stakeholders.

Pattern 12: New language patterns reflect collective learning and newly developed, shared consciousness

In every transformation with OpenSpace Beta, patterns of language are formed anew. Early-on, there is an increasingly sensitive reaction to words and phrases from the old world of command-and-control, which may later fall out of use completely. And there are words that will get used more and more often during the 90 days, simply because they prove to be more helpful. This happens in passing.

What new words and phrases will to the fore and are embraced with passion will vary greatly, depending on the organization. But the new vocabulary will always be related to a more cooperative approach to working. **Language that describes “top and bottom” will fade away, language that describes collegiality, or “ways of working with-each-other-for-each other” will emerge.**

Deliberate storytelling
Proprietors of power in action
Learning acceleration
Practicing Beta team patterns



Proprietors of power in action will watch their tongue, in order to influence the language patterns in use and promote Beta ways of thinking: early-on, and throughout the OpenSpace Beta chapter. Formally Authorized Managers (of which the Sponsor is part), will be cautiously observed by everybody else during the transformation. Each of their words matters.

Pattern 13: Those who decide not to actively participate in the change work stay the way they are – for the time being

Individuals who do not show much interest in contributing to the transformation or who cannot bring themselves to participate actively - for whatever reason - will usually voice the same questions and concerns towards the end of the transformation as they do at the outset of the process.

These players will typically make little use of offers for discourse, learning and cooperation. A sense of carefulness and hesitation dominate among these individuals. Here, "world views" and "worries" dominate (instead of questions), "opinions" matter a great deal (instead of reflection).

The character and content of the arguments that these individuals articulate remains largely unchanged during the transformation. Watch out for utterings like "I cannot imagine how this will work out?" or "What do we do if this goes wrong?"

Nevertheless, most of the more aloof players still come around: They will be reached and integrated with the start of the practical realization of the cell structure.

The real-world expression of the Value Creation Structure is usually well accepted among even the more hesitant individuals. The reality of the cell structure will quickly sink in and become a simple matter of fact for most.

The role of Teams in OpenSpace Beta



In Beta, teams are acknowledged as the smallest unit of performance. This means that nobody, in a Beta organization, can end up as a free radical. Put differently: everybody will be part of at least one cell, or one particular team. For the overwhelming share of people, this is a comforting and also a very sensible idea.

Pattern 14: Towards the end of the 90 days, remarkable personal growth can be observed in some ‘Proprietors of Power’

Individuals who are strongly involved in the process and help to shape it show perceptible, often strong, personal growth towards the end of the 90 days. **These players then become more self-confident, clearer, more eloquent and more self-assured.** They learn to take more responsibility, acquire new qualifications, discover their own power (*“I will never give up the authority over my own work again, like I did before”*). They often take on more personal responsibility after the transformation. The speed of personal development is remarkable in OpenSpace Beta and can hardly be matched by other methods.

A role that exemplifies this is that of the Sponsor. **The Sponsor will undergo intense development, personally and professionally.**

The *Sponsor* perceives the organization in a different, and new way, in this phase – realizations may be positive and negative, for sure. Artifacts and patterns that are barriers to further change are now recognized by the Sponsor in their entirety and they are being worked upon with growing consistency. The Sponsor can use this personal growth to redefine her or his roles, and career paths.

During the second half of the 90 days, emotional highs and lows are inevitable. A well-functioning, close relationship with the key external advisor in OpenSpace Beta, the *Master of Ceremonies* – will help to absorb the tension and pull through the emotional roller-coaster.

Proprietors of power in action Learning acceleration



The final weeks of the 90 days offer particularly vast opportunities for action and learning that Proprietors of power in action will not want to miss out on. Daily guidance by the Master of Ceremonies is recommended.

Sources and recommended reading

Related BetaCodex Network research papers (available on betacodex.org/white-papers)



Techniques for transformation. White paper No. 01, 2008



Transformation as social movement. White paper No. 04, 2008



The Case for transformation. White paper No. 05, 2008



Secrets of Very Fast Organizational Transformation. White paper No. 15, 2019



From Now to New, right here: Change-as-Flipping. White paper No. 16, 2019

Further selected reading

Check out the full recommended books list on the [BetaCodex Network website](http://betacodex.org)

Bridges, William/Bridges, Susan: Managing transitions – Making the most of change. 4th ed 2017

Deutschman, Alan: Change or die –The three keys to change at work and in life. 2007

Haeckel, Stephan: Adaptive enterprise – Creating and leading sense-and-respond organizations. 1999

Hermann, Silke/Pflaeging, Niels: OpenSpace Beta – A handbook for organizational transformation in just 90 days. 3rd ed., 2023

Mezick, Daniel et al.: The OpenSpace Agility handbook. 2015

Nevis, E.C./Lancourt, J./Vassallo, H.C.: Intentional revolutions – A seven-point strategy for transforming organizations. 2008

Pflaeging, Niels: Essays on Beta, Vol. 1 – What's now & next in organizational leadership, transformation and learning. 2020

Purser, Ronald/Cabana, Steven: The self-managing organization. 1998

Senge, Peter: The Fifth Discipline: The art and practice of the learning organization. 2006

Wallander, Jan: Decentralisation – why and how to make it work. 2003

Weisbord, Marvin: Productive workplaces – Dignity, meaning, and community in the 21st century. 25th anniv. ed. 2012



the
betacodex
network

since 2008

Get in touch with
the authors of this paper:



Silke Hermann
silke.hermann@redforty2.com



Niels Pflaeging
niels.pflaeging@redforty2.com

Paper concept & design: Niels Pflaeging
Illustrations: Ingeborg Scheer, da-sign.de

You are free to use this paper, or parts of it, under the condition that you quote and/or mention the source, appropriately. Visit betacodex.org and contact us for more information about Beta and about how to bring about a Beta transformation.



the
betacodex
network

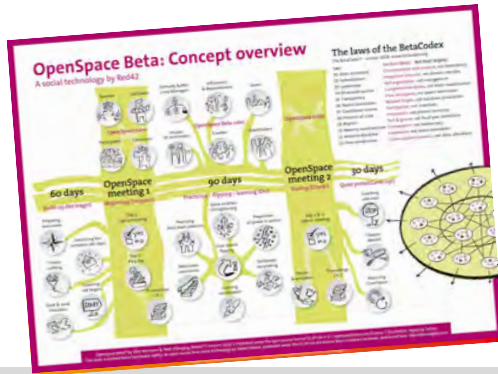
since 2008

The BetaCodex Network research papers

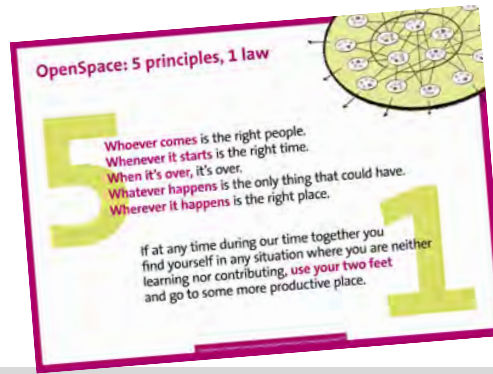


Read all BetaCodex Network white papers free of charge on betacodex.org/white-papers

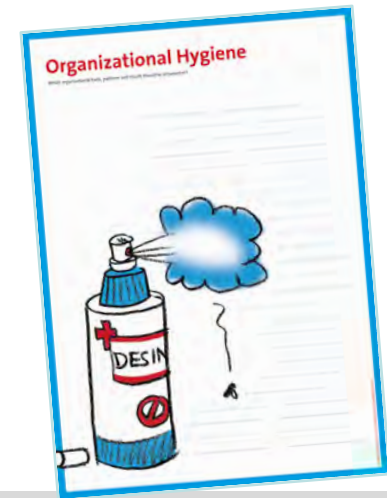
Related posters & books from Red42



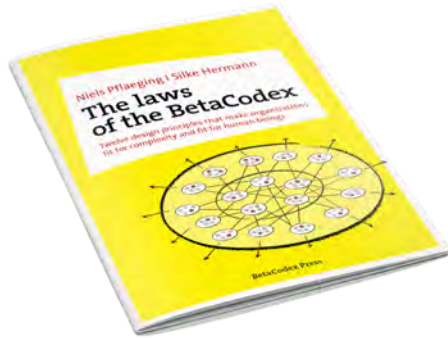
OpenSpace Beta concept overview poster
A1 format, folded



OpenSpace '5 principles, 1 law' poster
A1 format, folded



Organizational Hygiene poster
A1 format, folded



The Laws of the BetaCodex
12 design principles that make organizations fit for complexity and fit for human beings. Niels Pflaeging | Silke Hermann. 2023



OpenSpace Beta
A handbook for organizational transformation in just 90 days. Silke Hermann | Niels Pflaeging. 3rd ed. 2023



Organize for Complexity
How to get life back into work to build the high-performance organization. Niels Pflaeging. 6th ed. 2023



Essays on Beta, Vol. 1
What's now and new in organizational leadership, transformation and learning. Niels Pflaeging. 2020