Operating Model and Backbone

March 2018
A simple advice process creates a learning organisation

Before making a major decision that affects others in the organisation

1. **A person has to seek advice** from at least one trusted colleague with potentially relevant or complementary knowledge or expertise.

2. **Giving advice is optional.** It is okay to admit lack of expertise. This enables the requestor to proceed on the basis of the available evidence.

3. **Following advice is optional.** The requestor may ignore advice if she/he believes that all things considered there is a better approach or solution. Not receiving advice in a timely manner is deemed equivalent to no relevant advice being available within the organisation. This allows everyone to balance available wisdom with first hand learning and risk taking.

4. **A few simple prosocial design principles provide guidance for dealing with people who regularly** ignore relevant advice (or consistently refuse to seek or give advice) and therefore regularly **cause downstream problems for others** as a result. Such situations are obvious for all involved. A persistent breakdown of collaboration either results in a significant change in behaviour once the downstream problems are recognised, or in the non-cooperative person leaving the organisation.

Tailored Core Design Principles:

1. **Trusted relationships within the group** and strong understanding of purpose
2. Fair distribution of costs and benefits
3. Fair and inclusive decision-making
4. Fast and empathetic conflict resolution
5. Authority to self-govern
6. Appropriate relations with other groups
7. Tracking agreed upon behaviours
8. Graduated responses to transgressions to prevent a person or a subgroup from gaining power over others

Supports an open and inclusive neurodiverse & creative team

A working advice process minimises the need for tracking

Fair and inclusive distribution of resources minimises the need for coercion
Value creation fuelled by mutual trust and zero capital @ S23M

1. Clear purpose, a long term perspective, revenue sharing instead of salaries
   ⇢ resilience

2. Purpose supported by 26 backbone principles
   ⇢ an inclusive culture of thinking and learning

3. Employee ownership and zero debt
   ⇢ no distractions by stakeholders with short term motivations and hidden agendas

4. Intensive 12 month induction and on-boarding process
   ⇢ a foundation of mutual understanding

5. Organising around the talents and needs of specific people
   ⇢ ability to benefit from an incredible diversity of talents

6. Relying entirely on equitable team-oriented incentives and zero individual incentives
   ⇢ elimination of in-group competition

7. Operating an advice process instead of hierarchy
   ⇢ maximising learning opportunities

8. Open source intellectual property
   ⇢ no barriers to flows of tacit knowledge
If you are interested in further details of how

- the advice process,
- the pro-social design principles,
- and value creation via mutual trust and zero capital

are implemented at S23M, please contact jorn.bettin@s23m.com.

I am happy to share our experience with other teams.

From what I have seen to date, the abstract principles listed on the previous pages provide a good starting point for implementing concrete policies and systems that are specifically adapted to the needs of neurodiverse groups of people that have come together for collaboration and mutual support.

With the needs of autistic people in mind, the original pro-social design principles from Elinor Ostrom have been modified (a) to emphasise trusted relationships over strong group identity, and (b) to limit the legitimacy of coercion to a narrow use case.

From my autistic vantage point, I believe that wider society would also benefit by adopting a more autism friendly culture

https://autcollab.org/2018/04/05/what-society-can-learn-from-autistic-culture/.
Backbone
MODA + MODE backbone for creating learning organisations and understandable systems

26 principles that provide a meta paradigm to avoid getting entrapped in a paradigm

MODA + MODE thinking tools for interdisciplinary research, design, and engineering:
26 techniques and tools for context specific methodology construction, sourced from a range of domains

Source domains (sciences)
- Scientific method
- Theory of knowledge
- Cognitive science
- Creativity, neurodiversity movement
- Disability studies
- Critical psychology
- Sociology
- Social psychology
- Organisational psychology
- Evolutionary biology
- Cell biology
- Medicine

Source domains (engineering)
- Probabilistic reasoning
- Product line engineering
- Domain engineering
- Model driven engineering
- Domain specific modelling
- Continuous improvement
- Kaizen
- Agile software development
- Management
- Risk management

Mathematical foundations
- Category theory
- Model theory
- Denotational semantics
- Multi-state logics
The MODA + MODE backbone – principles 1 to 3

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<tr>
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<th>MODA + MODE principle</th>
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| 1  | Understand that minorities and outsiders are well positioned for uncovering attempts of deception | addressing corruption, honesty | Disability studies; critical psychology:  
| 2  | Give minorities and outsiders access to private means of communication                | development of new theories, equality | Sociology, social psychology:  
| 3  | Operate transparent governance                                                        | access to evidence, trust     | Management, medicine:  
Sage; McGivern, Gerry; Fischer, Michael D. (1 February 2012)  
"Reactivity and reactions to regulatory transparency in medicine, psychotherapy and counselling", Social Science & Medicine. 74 (3) 289–296. |
# The MODA + MODE backbone – principles 4 to 6

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<tr>
<td>8</td>
<td>Value the strength of shared beliefs and corresponding evidence more than the number of shared beliefs</td>
<td>trust, happiness</td>
<td>Scientific method</td>
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The MODA + MODE backbone – principles 9 to 12

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## The MODA + MODE backbone – principles 13 to 16

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<td>16</td>
<td>Validate shared understanding by sharing of models and corresponding instances</td>
<td>shared understanding, evidence, quality of design, manufacturing and recycling</td>
<td>Scientific method, domain engineering, model driven engineering</td>
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## The MODA + MODE backbone – principles 17 to 20

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<td>18</td>
<td>Aim for optimal conflict in a supportive and trusting team environment</td>
<td>agility, learning, quality of design, manufacturing and recycling</td>
<td>Organisational psychology: Robert Kegan (Author), Lisa Laskow Lahey (2009) Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization (Leadership for the Common Good)</td>
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<td>20</td>
<td>Conduct an adequate number of experiments in different contexts to minimise risk before global application of major changes</td>
<td>caution, minimisation of externalities</td>
<td>Scientific method, risk management: John S. Bircham (Author), Heather J. Connolly (2013) Addicted to Performance <a href="http://addictedtoperformance.com/">http://addictedtoperformance.com/</a></td>
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The MODA + MODE backbone – principles 21 to 23

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<td>23</td>
<td>Practice everyday improvement, everybody improvement, everywhere improvement</td>
<td>continuous parallel evolution, continuous improvement of design, manufacturing, and recycling</td>
<td>Kaizen: Masaaki Imai (1997) Gemba Kaizen, A common sense approach to continuous improvement strategy, McGraw Hill</td>
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# The MODA + MODE backbone – principles 24 to 26

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<td>26</td>
<td>Use modular decentralised design to promote reuse without compromising resilience</td>
<td>simplicity, resilience in design, manufacturing, and recycling, resilience of cells, organs, organisms, species, and ecosystems</td>
<td>Evolutionary biology, cell biology</td>
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A specific culture may have further bones, but one or more missing vertebrae lead to an organisational learning disability
Thank you!

Jorn Bettin
jorn.bettin@s23m.com

Nothing beats capturing the knowledge flow of leading domain experts to co-create organisations & systems that are understandable by future generations of humans & software tools.