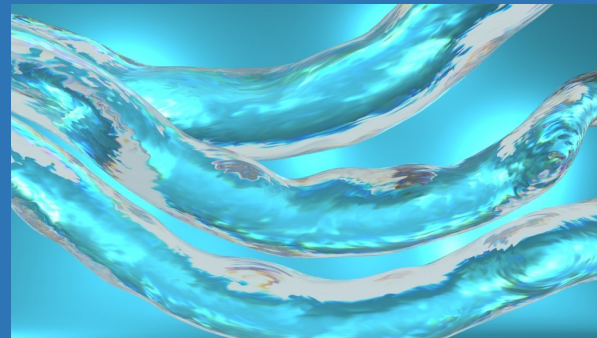
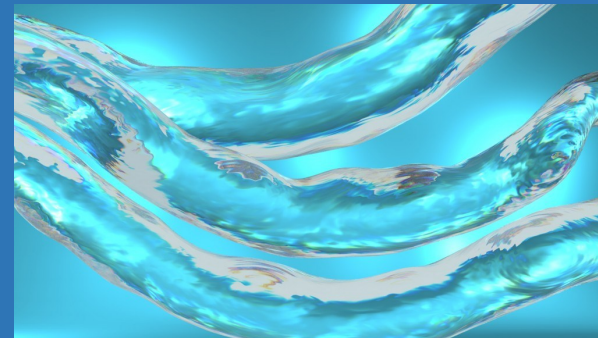


# THE FUTURE OF WORK

Make your organization  
liquid for Industry 4.0

Jan De Visch





**“We are already in the new. We are in it, but we don’t see it.”**

## 61 In-Depth dialogues

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**8/10 are actively reviewing their organization design.**

**3 key reasons: (1) Simplicity/cost, (2) agile, (3) Breakthrough innovation.**

**7/10 admit they started too late.**

**6/10 are profoundly sceptical about self-organization.**

**4/10 are exploring what it can mean for their organization.**



# What?



*Holocracy*

*Sociocracy 3.0*

*Cybernetics*

*Teal*

*L'entreprise Humaniste*

*Beyond budgeting*

*Agile/lean*

*Semco*

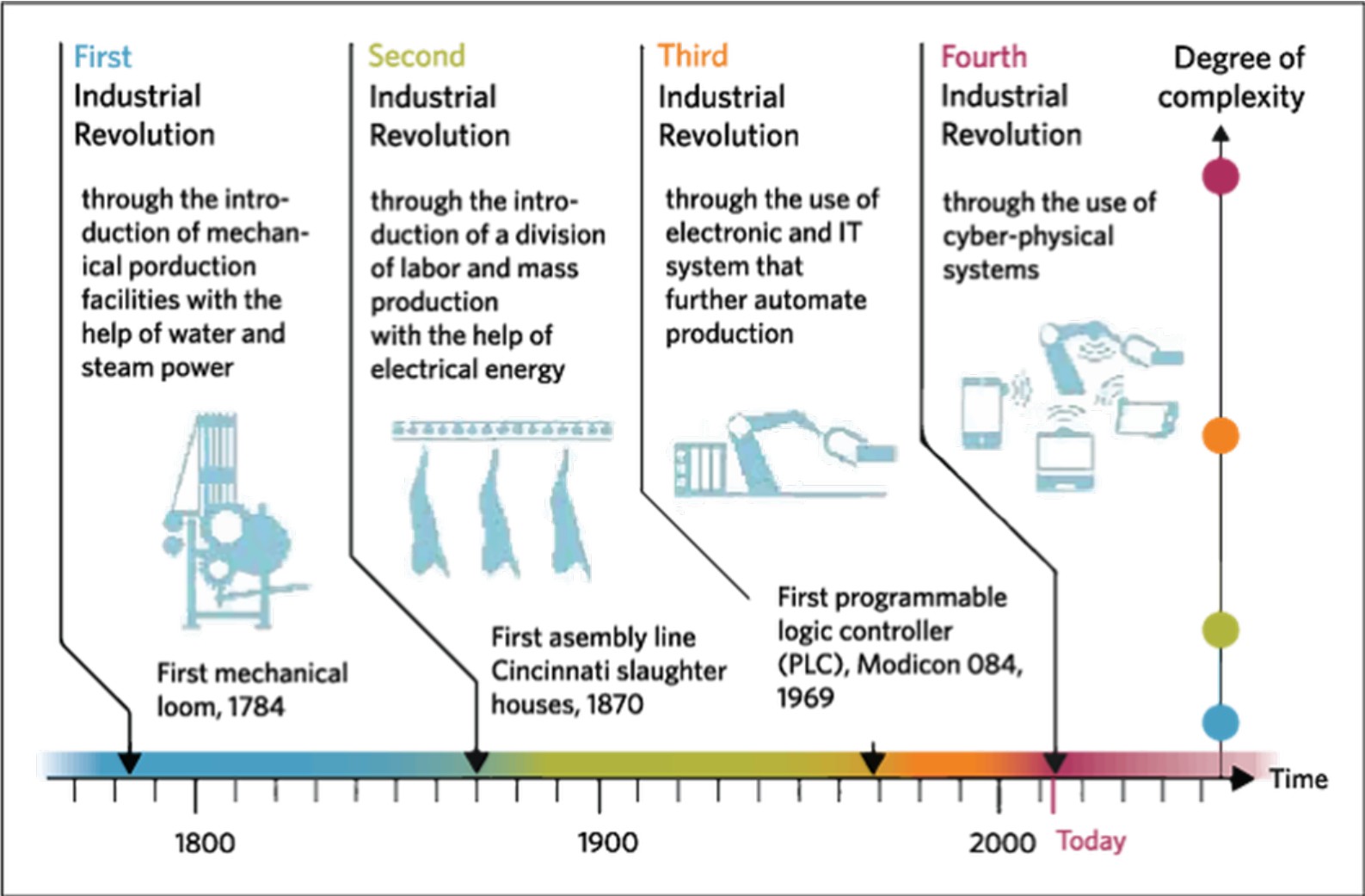
*Boundary less organization*

*LiquidO*

*Autonome teams*

# The pace, breath and depth of change increases...

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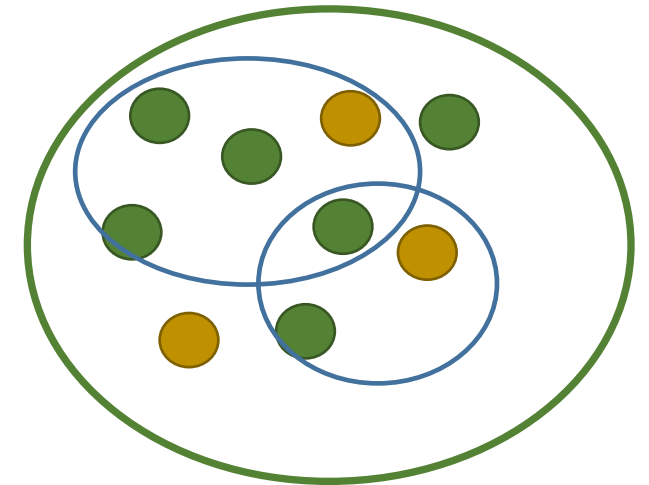
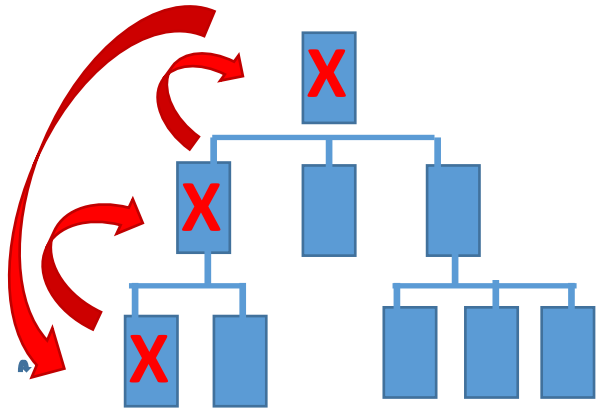
• Industry 2.0

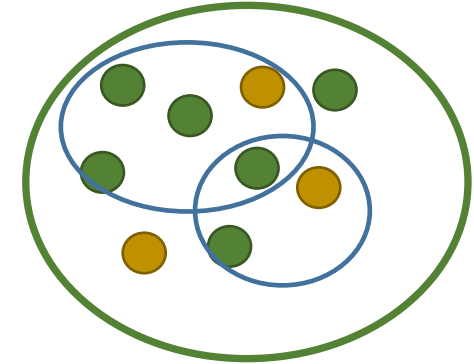
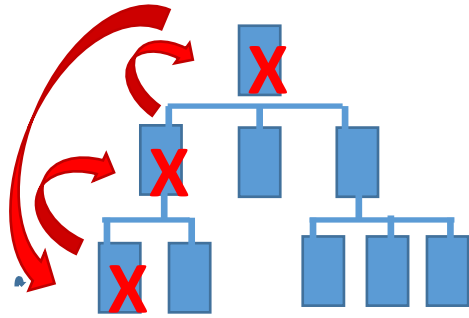


• Industry 3.0



• Industry 4.0





**Command & Control**

**Predict & Control**

**Share & Learn**

Formal roles within  
hierarchical pyramid  
(inside out)

Project roles within  
blurred hierarchy

Cross functional collaboration  
in multiple teams across disciplines  
and organizational boundaries  
(outside in)

People 'belong' to the org.

Engagement & trust

Strong purpose

'What' and 'how'  
determined by boss  
(waiting for instructions)

'How' delegated,  
People become  
contributors

'How' partly taken over by systems,  
Jobs augmented  
(taking initiatives)

Skills

Competencies

Capability: thinking & maturity

Identity defined by function

Identity defined by merit

Identity defined by 'rightness'

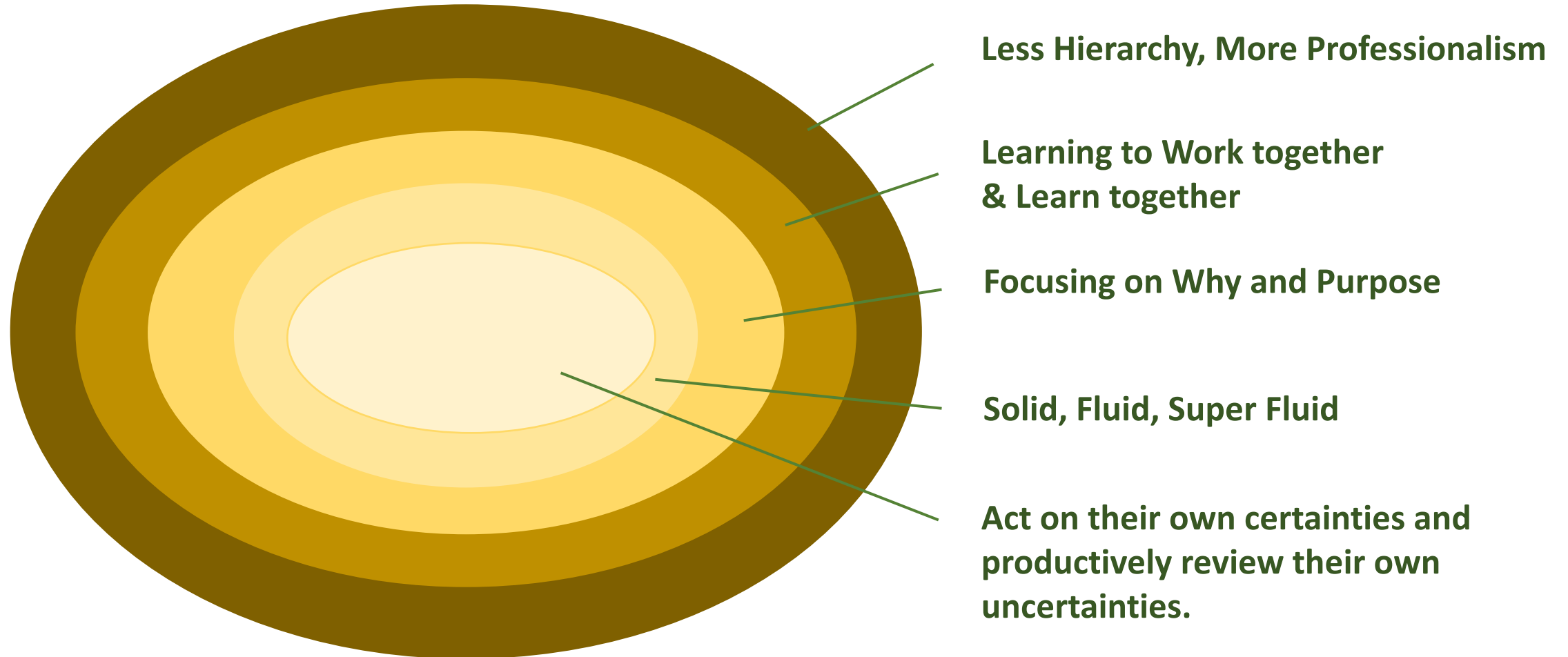
# The Path towards change?



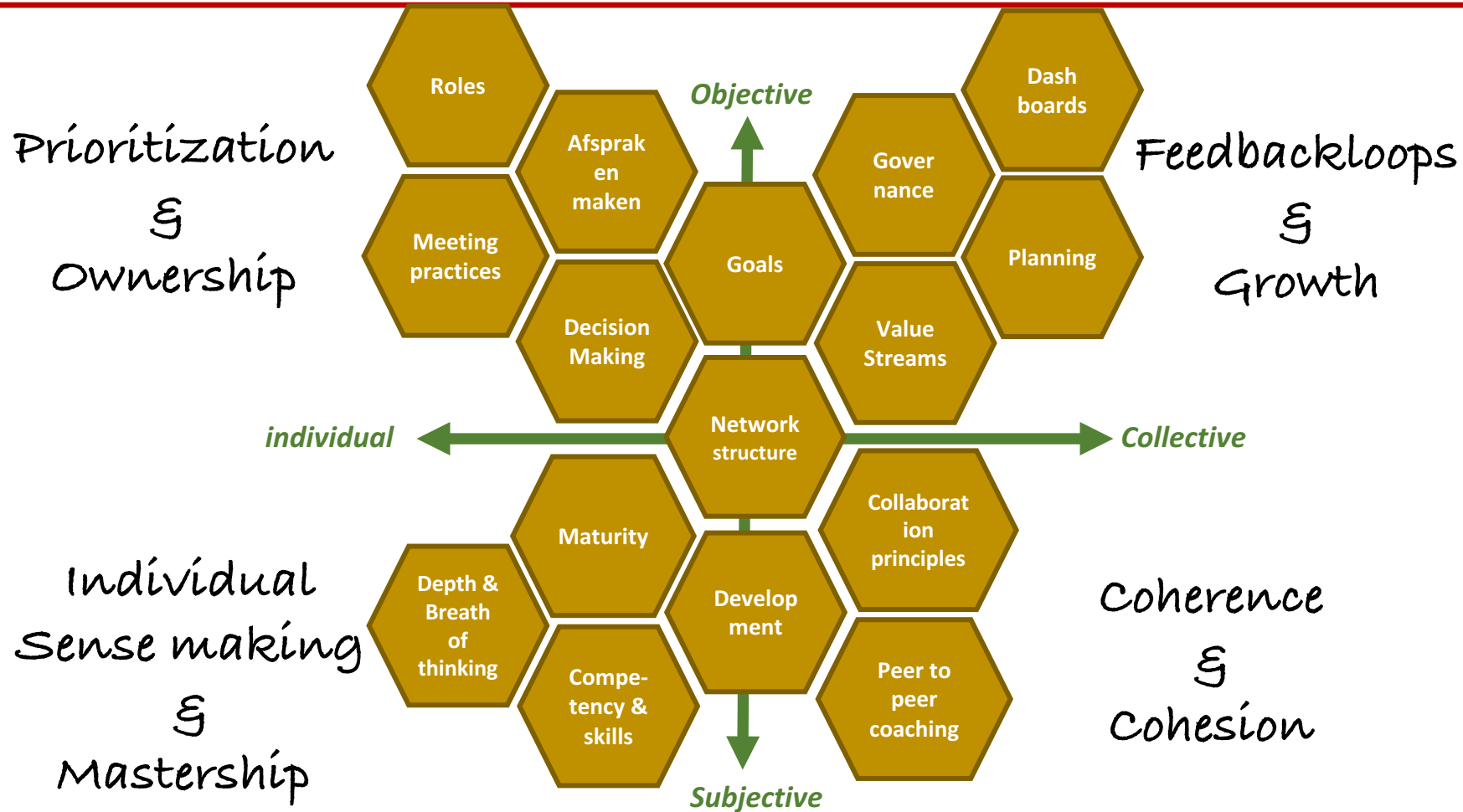


# 5 tensions of self-organization

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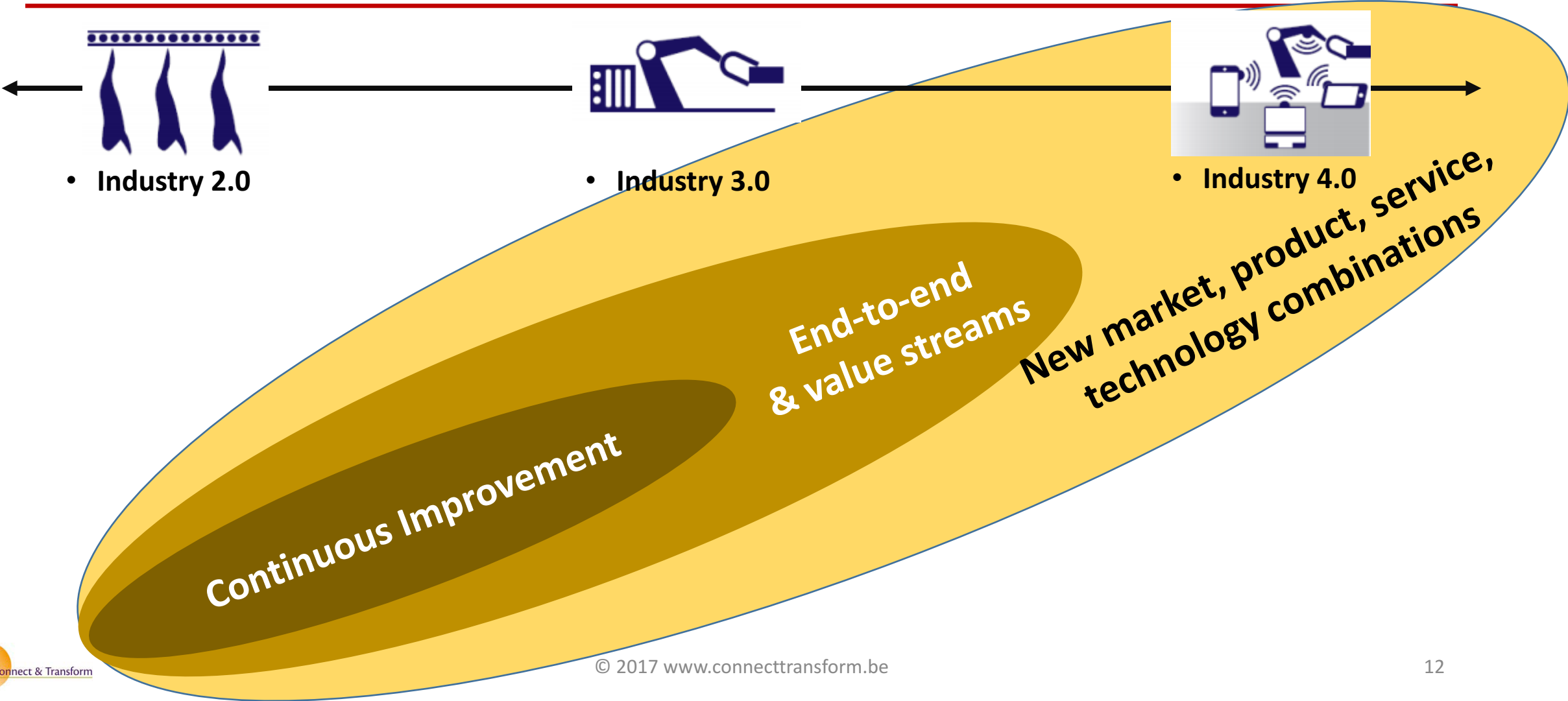
# Think through relationships in preparing the implementation



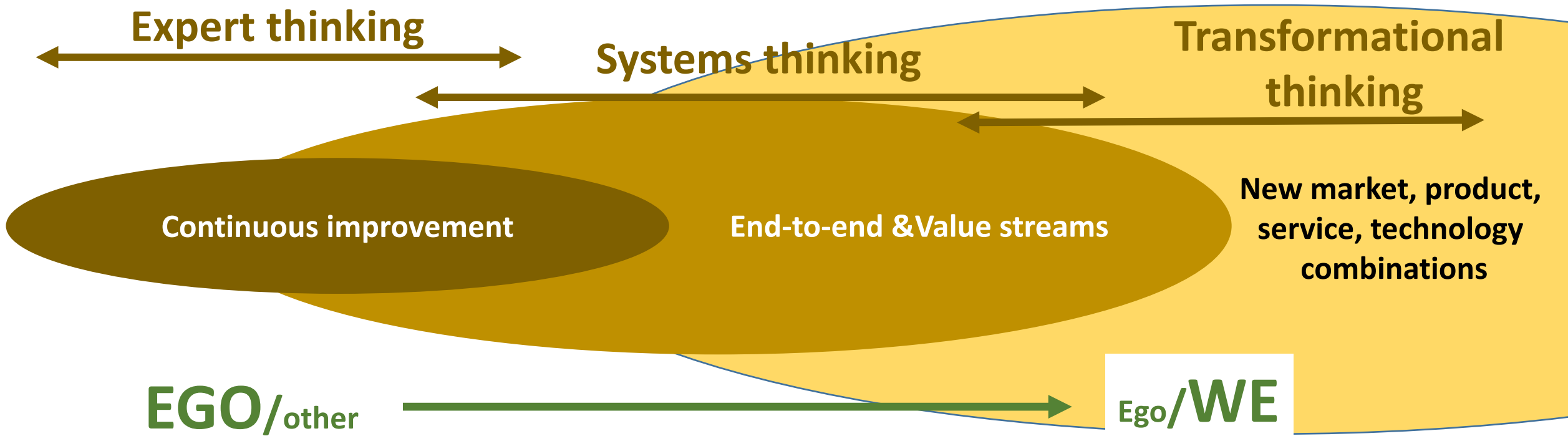
# Collaborative Intelligence & Liquid thinking?



# Three spaces of self-organization & collaborative intelligence



# Liquid organization requires liquid reasoning and liquid tools



## Contact Info



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Mechelen – Brussels

Geography: Emerging Markets and Europe

Sectors: Services, Financial, Energy, Media, Consumer Lifestyle, Healthcare  
and Software Solutions



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