

# Evolutionary Breakthroughs in Human Collaboration

Colour	Description	Guiding Metaphor	Key Breakthroughs	Current Examples
<b>RED</b>				
	<p>Constant exercise of power by chief to keep foot soldiers in line.</p> <p>Highly reactive, short-term focus. Thrives in chaotic environments.</p>	Wolf pack	<ul style="list-style-type: none"> <li>- Division of labour</li> <li>- Command authority</li> </ul>	<ul style="list-style-type: none"> <li>- Organised crime</li> <li>- Street gangs</li> <li>- Tribal militias</li> </ul>
<b>AMBER</b>				
	<p>Highly formal roles within a hierarchical pyramid.</p> <p>Top-down command and control. Future is repetition of the past.</p>	Army	<ul style="list-style-type: none"> <li>- Formal roles (stable and scalable hierarchies)</li> <li>- Stable, replicable processes (long-term perspectives)</li> </ul>	<ul style="list-style-type: none"> <li>- Catholic Church</li> <li>- Military</li> <li>- Most government organizations (public school systems, police departments)</li> </ul>
<b>ORANGE</b>				
	<p>Goal is to beat competition, achieve profit and growth.</p> <p>Management by objectives (command and control over what, freedom over how)</p>	Machine	<ul style="list-style-type: none"> <li>- Innovation</li> <li>- Accountability</li> <li>- Meritocracy</li> </ul>	<ul style="list-style-type: none"> <li>- Multinational companies</li> <li>- Investment banks</li> <li>- Charter schools</li> </ul>
<b>GREEN</b>				
	<p>Focus on culture and empowerment to boost employee motivation.</p> <p>Stakeholders replace shareholders as primary purpose.</p>	Family	<ul style="list-style-type: none"> <li>- Empowerment</li> <li>- Equalitarian management</li> <li>- Stakeholder model</li> </ul>	<ul style="list-style-type: none"> <li>- Businesses known for idealistic practices (Ben &amp; Jerry's, Southwest Airlines, Starbucks, Zappos)</li> </ul>
<b>TEAL</b>				
	<p>Self-management replaces hierarchical pyramid.</p> <p>Organizations are seen as living entities oriented towards realizing their potential.</p>	Living organism	<ul style="list-style-type: none"> <li>- Self-management</li> <li>- Wholeness</li> <li>- Evolutionary purpose</li> </ul>	<ul style="list-style-type: none"> <li>- A few pioneering organizations (Patagonia, Buurtzorg, FAVI, Morning Star, ESBZ)</li> </ul>

Source: Frederic Laloux, Reinventing Organizations [Nelson Parker, 2014]