

TEAL MANAGEMENT? YES, BUT ABOVE ALL IN SOCIAL ORGANIZATIONS. CASE STUDY

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Purpose: The purpose of this article is to examine the feasibility of broadly implementing teal management within businesses. Through a critical review of existing literature, the authors express skepticism towards the widespread adoption of this management style in typical business settings. However, the article also delves into an engaging case study, highlighting a specific social organization where the application of teal management demonstrates more promising outcomes. The research findings indicate that teal management may be more effectively employed in social organizations, where its principles align more closely with organizational needs and culture. Ultimately, the article aims to present these research results and the derived conclusions, offering a nuanced perspective on the applicability of teal management across different types of organizations.

Findings: In the course of this work, it was found that the principles of teal management can be fully implemented in practice, especially within social organizations such as foundations and associations. This is because these organizations are driven by the passion and commitment of their members, aligning well with the core principles of teal management. Conversely, the application of teal management in business enterprises is more limited due to inherent conflicts over resources, power, and remuneration, which are not in alignment with the teal organization's ideals. Although some aspects of teal management are gradually being adopted in business settings, the full implementation remains challenging at the current level of human consciousness and organizational development.

Originality/Value: This paper provides new insights into the practical application of teal management principles, particularly within social organizations. It highlights the unique alignment between the goals of social organizations and the ideals of teal management, offering a nuanced understanding of why these principles may be less applicable in business settings. This work is valuable for organizational leaders, management theorists, and policymakers interested in innovative management practices and organizational development.

Keywords: teal organization, teal management, business, economic organizations, social organizations.

Category of paper: Case study, literature review.

1. Introduction

Recently, in the theory and practice of management, the concept of teal organization has become increasingly fashionable. Some researchers strongly glorify the possibility of using this concept in modern enterprises (Blikle, 2017; Głowacz, 2020; Laloux, 2015; Trzcionka, 2018; Wzorek, 2019), while some have some reservations (Holwek, 2017; Hopej-Tomaszycka, Hopej, 2018; Violinist, 2017; Wyrzykowska, 2019; Ziembicki, 2017). Therefore, the authors decided to look at this theory, studying the available literature on the subject and Internet sources. In this process, they used the method of logical inference. In the next stage of the research, the case of the functioning of a particular organization in practice was analyzed, which was suspected of operating in a teal manner. The study used participant observation, diagnostic surveys, and analysis of various information sources to describe the mechanisms of the organization's functioning (internal documents, Internet sources). As a result of this study, the authors concluded that this is a genuine case of full use of the teal organization's assumptions in practice but in a social organization. Therefore, based on the study results, it was concluded that the functioning of teal organizations in practice is possible at the current level of human development. However, above all, it is possible in social organizations. Therefore, the primary purpose of this article is to present and document these conclusions. Its structure has also been subordinated to this goal.

2. Basic assumptions of teal organization/teal management

The concept of Teal Organization was first introduced to the world literature by F. Laloux in 2014, who comprehensively described this management model based on research conducted on 12 different types of organizations in the book *Teal Organization. To Work Differently* (Warsaw: Studio Emka, 2015) (original title: *Reinventing Organizations*). He based this model on the conclusions resulting from various theories of human development, primarily human consciousness (K. Wilber, J. Wade and C. Graves), showing how the assumptions of the functioning of organizations and the social relations prevailing in them were shaped historically or evolutionarily. He marked the various stages of the development of human consciousness and, consequently, the models of organization dominant in this period (paradigms), with five different colours: red, amber, orange, green and teal. Virtually every article on teal organizations begins with a presentation of the assumptions of these conclusions (cf. Cimoch, 2021; Holwek, 2018; Januszko-Szakiel, 2020; Violinist, 2017; Trzcionka, 2018), so we will not elaborate on this topic in our publication¹.

¹ In C. Graves' concept of human development, developed by D.E. Beck, Ch. Cowan, called Spiral Dynamics, has other colors (purple or, for example, yellow) (Holwek, 2018). Laloux, on the other hand, narrowed it down to five basic paradigms, mentioning only the sixth - infrared (2015).

The concept of a teal organization, also known as teal management (Blikle, 2014; Wzorek, 2019; Głowacz, 2020; Sulich, Rutkowska, 2020), is not just a new term but a real innovation and a breakthrough in modern management. So, what are the basic assumptions of teal organizations/management?²

Moreover, again, in virtually every publication on this topic, the authors agree (Blikle, 2017; Holwek, 2018; Laloux, 2015; Wegner, 2023; Wyrzykowska, 2019), stating that they consist of:

1. Self-management – in these organizations, there are no managerial staff in the traditional sense. Instead, management is based on empowering relationships between employees and independent or group decision-making. These decisions are not only related to current work and its organization or innovations but also to recruitment, payroll, or significant purchases or investments (Holwek, 2018). These organizations are characterized by a lack of hierarchy and a flat and "slimmed-down" organizational structure. They have a flexible approach to roles and functions, as well as interchangeability and substitutability. "In the discussed organizations, the following support departments have disappeared or function only in a rudimentary form: controlling, procurement, human resources management, quality, risk management, and strategic planning. Depending on the needs, these functions are taken over by employees who deal with something else daily" (Holwek, 2018).
2. Evolutionary goal – in these organizations, there are no attempts to set rigid goals or budgets. They often function without budgets or precise financial goals. Goals are set evolutionarily in response to changing needs and conditions in the environment, in a team and bottom-up way. On the other hand, the purpose of the organization's functioning is often much more valuable than just business (visionary, missionary, social, transcendent). Also, it evolves depending on how the needs and conditions of the environment change. These assumptions are often seen as their financial successes. That is, it is not "making money", as E. Goldratt or M. Friedmann claim, that is the primary goal of economic organizations, but "serving the world". Moreover, the world repays them for it. As A. Blikle writes, when we act honestly and respond positively to our vocation, the universe does everything to help us" (Blikle, 2014, p. 3).
3. Striving for wholeness – "Work should be organized in such a way that it gives a sense of meaning in life, allows for development, offers space for creativity and innovation. Relationships should be shaped as partners rather than competitors, cooperate and support each other instead of competing, and build good relationships based on trust. The essence is to take care of the "good life" in the social area, not outside of work" (Kalwa-Rojczyk, 2018, quoted in Blikle, 2014). Yes, but how do you do it...? At the same time, some authors question the practical usefulness of these assumptions

² In this publication, we will use these names as synonyms interchangeably.

(Holwek, 2017; Hopej-Tomaszycka, Hopej, 2018; Wyrzykowska, 2019; Ziembicki, 2017), but more on this in the next point of the article. On the other hand, A. Blikle emphasizes that each teal organization is different in practice, and despite the fact that it operates based on similar principles or mechanisms, in fact, it builds its model of success and immanently differs from others (2014, p. 2).

As A. Skrzypek (2017) points out, the concept of a teal organization as a new type of organization sets a new paradigm for the self-managing organization. The basis of this paradigm is the empowerment of the employee, who gains a sense of importance for what he or she does in the company. This means a change in the relationship, as the employee becomes a partner and sometimes also a co-owner of the company, impacting the decisions made. In a teal organization, no leaders and individual employees take on functions depending on what they can do and the company's needs. A teal organization is based on trust, listening, and effective communication.

The above assumptions of the teal organization operating model can be briefly summarized as follows (Blikle, 2014):

1. everyone "does" what they can,
2. what they "do" must be needed,
3. employees take full responsibility for what they "do",
4. employees can change their work model, but remember to keep up with the above three points.

However, in the context of the mechanisms of the functioning of a teal organization, these principles are enigmatic. Therefore, in another publication, Prof. Blikle already gives different rules (Blikle, 2021):

1. "Do not look for the guilty party to punish him — look for the cause to remove it.
2. Don't expect perfection that can't be achieved — expect progress that is always possible.
3. Avoid competition, which destroys partnership – create conditions for cooperation.
4. Don't judge, because it destroys — appreciate, because it strengthens.
5. Don't say what's wrong — say what can be better.
6. Don't ask people what they could do better — ask what bothers them at work.
7. Don't build on control — build on trust.
8. Don't say that someone is bad – say how you feel about it (the so-called "I message").
9. Do not manage – create conditions for self-organization.
10. Be not an overseer—be a teacher, a moderator, and a student".

These principles make teal management much more understandable and, in practice, can constitute its "decatalogue".

According to F. Laloux, a teal organization is currently the most developed form of management. It assumes an innovative approach to cooperation based on social values and balance between people, the environment, and the economy while ensuring the highest organizational efficiency in given conditions (similar to Wzorek, 2019). However, we have some doubts about it.

3. Doubts about the assumptions of the "ideal" model of the teal organization and the possibility of extensive use of this concept in business

F. Laloux, A. Blikle and M. Wzorek give many examples of teal management in business (Laloux, 2024; Blikle, 2014; Wzorek, 2019). At the same time, Laloux emphasizes that in order to reflect the model of teal management fully or to meet the assumptions of a teal organization, it would be necessary to "merge into one" all of the 12 organizations he studied (Laloux, 2014, p. 77). Also, some of the organizations he surveyed, as a consequence, strongly departed from the model he postulated (Laloux, 2014, p. 76). M. Wzorek and A. Blikle give many examples of teal management in Poland, but there are still few examples of the general number of organizations operating in business. Therefore, the authors of the article do not doubt that, in exceptional cases, the teal management model can work in business organizations, but they have many doubts about the possibility of using it to a greater extent in these organizations (as follows: Holwek, 2018; Hopej-Tomaszycka, Hopej 2018; Kirov, Kirova, 2017; Wyrzykowska, 2019; Ziembicki, 2017). These doubts stem from their academic knowledge of effective management, their many years of experience as consultants and members of organizations, including in managerial positions, and their reflections on human nature, specifically for the issues raised in this article. Of course, as P. Drucker used to say, it is always likely that the authors are wrong, but they tried to support their conclusions with such arguments (logical and scientific) to minimize this probability.

Thus, the first observation that the authors would like to emphasize is the division of the three main principles of the teal organization into four:

1. Self-organization.
2. Self-direction.
3. An evolutionary goal.
4. Fullness of life.

The division and renaming of self-management into self-management is not a mere semantic change. It has far-reaching implications for the application of these principles in business. In their analysis, the authors highlight the stark difference between self-organization and self-management, as defined by J. Zieleniewski, R. Rutka, S.P. Robbins, and R.W. Griffin. This distinction is crucial and should be the focus of any discussion on teal.

When it comes to the issue of self-organization – dividing goals into specific tasks, determining the optimal way to perform tasks (regardless of whether they are incidental or repetitive tasks), and assigning tasks to team members and their performance – the authors fully agree that this can be done in many situations in practice in a democratic way. Examples of this can be self-organizing teams in agile project management, self-organizing work teams in the automotive or aviation industry (e.g. in Volvo in Sweden), various types of creative teams for

solving problems or implementing various types of projects (e.g. organizing a conference at a university), or finally teams for particular tasks in the army or police. However, it is necessary to have the appropriate competencies among the organization's members (Wyrzykowska, 2019). Doubts arise primarily about "self-employment", i.e. the selection of members to teams outside the organization in a bottom-up way - by employees - without ownership control. Perhaps in certain conditions or types of undertakings, "self-employment" is justified. However, in most cases, it may be threatened by nepotism, cronyism, selection of employees with inappropriate competencies, incompatibility of attitudes and values with the organization's ideas, or the appearance of undesirable people. Besides, it is difficult to imagine a company owner agreeing to hire new employees without his knowledge. Of course, the participation of team members to which a new employee is accepted in the "advisory process" is most advisable, especially HR specialists. However, we believe that the final employment decision should be made by the owner/manager of the company. Practice proves that this approach gives better results in most cases.

Self-organization is related to how internal structures are built (even temporarily) to perform tasks efficiently. On the other hand, management is a much more serious and important issue for the organization's functioning, which, in the case of teal organizations, is the so-called self-management. Moreover, Here, the question arises: Is self-management even possible? The definition of this concept shows that management is a process of efficient management of enterprise resources based on a set of specific activities (functions): planning (including in particular making appropriate decisions); organizing – that is, shaping appropriate conditions conducive to the implementation of plans; motivating (in short, arousing commitment), coordinating – facilitating cooperation; and control. As R. Rutka rightly emphasizes, management in an organization occurs when the manager can dispose of the resources included in it (acquisition, disposal, pledge, lease, employment, dismissal, or finally, ordinary exploitation).

Moreover, this results only from the competencies (permissions) of the resource owner or the rights assigned to another entity (intrapreneur manager) by the resource owner. In other cases, most often at lower levels in the organization, the phenomenon of management occurs. In theory, it consists of performing the same functions in the area of processes carried out in the managed unit (planning, organizing, motivating, coordinating and controlling), but only with the possibility of disposing of the entrusted resources (using them to perform tasks, without the possibility of disposing of them). So, what tasks in the management process can be delegated to ordinary employees without risking the organization's resources being misused and the tasks performed inefficiently?

In an organization, management can be divided into strategic and operational. In 2003, one of the article's authors wrote that as part of management processes, which is close to the concept of operational management, practically all (Walentynowicz, 2003). Except for good leadership (cf. Collins 2007). Moreover, this is also what happens in teal organizations.

However, the situation becomes more complicated within the strategic management process. Within this process, decisions are made with cardinal and long-term effects on the organisation's directions and ways of using resources (organization development). This type of responsibility should not be placed on the shoulders of ordinary employees, and the owner of private capital will rarely want to share such rights with them. Besides, do they have the proper knowledge and information to do so?

However, the issue of employee participation in the strategic management process is a different matter. In modern organizations, managers can and should value and incorporate their subordinates' opinions. This not only empowers the employees but also enriches the quality of the process. While managers retain ultimate responsibility, they should not wholly cede decision-making to their subordinates but rather foster a collaborative environment.

Therefore, the concept of self-management in teal organizations is more accurate in replacing the concept of self-management. An alternative definition of management states that it is a "voluntary or forced restriction of people's freedom of action, carried out to achieve the success of collective action. The essence of management is the coordination of collective efforts at the desired level" (Czermiński et al., 2001). Therefore, claiming that self-management brings better results is controversial, especially in economic organizations. Tasks in a team led by a leader are very likely to be performed better than without. Therefore, the article's authors believe there can and should be managerial positions in teal organizations, but in a different form than traditional ones (similar to Hopej-Tomaszycka, Hopej, 2018). The team can organize its work from the bottom up, and the employee can make decisions democratically or independently within the scope of the powers granted. However, these processes should be supervised by a specific person with absolute authority and elected by the team members (leader). In contentious cases, reaching a consensus in a process supported by such a person will always be faster than without such a person (Sypniewska, Baran, 2019). What is essential, however, is that the process of "coordinating collective efforts at the desired level" is approached by this person in a leadership way (co-setting goals and arousing commitment). K. Leja and A. Pawlak, following R. Greenlaf, call such an attitude "servant leadership" (Leja, Pawlak, 2021). The attributes of servant leadership are, m.in, "a vision and system of values conducive to diversity, absolute honesty, delegation of powers, supporting the personal development of subordinates, inspiring people and organizations to change, as well as mutual trust" (Leja, Pawlak, 2021, p. 18 quoted in Evans, 2005, p. 67). So, it is not a traditional management process.

It is also worth developing the managerial competencies of such people through various types of training initiatives because, as practice proves, the skills of suitable management, or especially leadership, are instead rarely found on their own³.

³ In practice, there is often a misconception that the skills of good management or good management are "sucked with mother's milk".

In order to support the thesis regarding the possibility of self-management and self-management in practice, the authors would like to cite several additional arguments. First of all, not all people are fully independent and are willing to take the initiative as part of performing various types of tasks. This is related to the so-called placement of the control point (J. Rotter's theory) and the so-called "internal controllability" and "external controllability" (D. Riesman and W. Reckless theory). Externally controllable people prefer someone to make a decision for them or assign them tasks, and then they can perform them even very conscientiously. People who are internally controllable or have an internal location of the control point show a higher level of agency, are willing to take the initiative and are not afraid to take responsibility (Jastrzębski, Baranowska, 2015). Most people have a mixture of these traits in different proportions. However, according to online sources, only about 17% of people are internally controllable, while people with complete externality are about 32%. Therefore, the conclusions from these theories indicate that even in teal organizations, there is a need for at least partial management.

Secondly, making decisions in a group (democratic) way usually takes much more time than in an individual way, and in business, the speed of decision-making is essential. Individual decisions are often more subjective than group ones, but the latter can be much more extreme (risky or safe). Therefore, the solution to the problem is a consultative way of making decisions, but you need a leader. An excellent example of how to make decisions in organizations is the Vroom-Yetton-Jago model (Vroom, Jago, 1988). Moreover, Since more and more employees are increasingly educated, competent, and aware, the instructions of this model naturally guide leaders in making decisions in a team.

Another argument for the need for management processes in a teal organization (of course, in a slimmed-down form) is the phenomenon of the level of maturity of employees (Czermiński et al., 2001). Not all employees are competent or mature enough to independently decide how to perform tasks or take on various additional responsibilities. A notable example is people who are just starting to work in a given organization or people with a lower level of education. The authors trust that such people will also find a place in a teal organization but will require additional instruction, help or organizational support. You can try to solve these problems by assigning them direct tutors (in a teal organization, where they volunteer independently). However, a good leader's motivational or coaching role in this process will be unquestionable.

These conclusions also result from the situational leadership model of P. Hersey and K. Blanchard (Mirčetić, Vukotić, 2020). This model, considered one of the best models of this type, shows that complete independence, with a high level of trust, can only be entrusted to mature employees. Besides, not all people have such high moral qualities that we can have complete confidence in them. As K. Leja and A. Pawlak will confirm, not all employees fit into a teal organization (2021, p. 17).

The authors are also critical of the issue of performing work without defining the scope of tasks to be performed and the issue of the general level of formalization of the organization. One of the principles of teal management assumes that teal organizations function perfectly well without it (Laloux, 2015, pp. 113-116). In most cases, the tasks of employees and the rules of the organization's functioning should be set in writing, at least to a minimal extent (mission, organizational values, basic principles and procedures). However, R. Rutka postulates that in an optimal way because good management theory and practice prove that the optimal level of formalization of the organization is conducive to its effective functioning (cf. L. Greiner's concept). Moreover, what does optimal mean? This means that adapted to given needs and conditions – e.g. as it is defined in Toyota – "bureaucracy" that is favourable is favourable, and inhibiting – inhibiting. Therefore, it should only be conducive (e.g. good organizational standards) and written down and communicated to the addressees in an uncomplicated and understandable form (e.g. drawings, photos, simple descriptions) because without at least a flexible outline of tasks to employees, the direction of action or organizational values, even in good faith, they may forget something, overlook it or get lost. On the other hand, the authors do not object to the fact that this is determined by the broad participation of the company's employees (similarly: Hopej-Tomaszycka, Hopej, 2018, pp. 238-239; Liker, 2022, pp. 191-194).

The last aspect of the theory of teal organizations with which the authors disagree is the issue of self-determination of the amount of remuneration, with limited possibilities to question this process (Laloux, 2015, pp. 159-161). This is one of the most sensitive topics in classic management, and the entire "staff" of scientists and practitioners is working to solve this problem. This is a delicate issue because in Western countries, due to the high level of "wage mark-ups", the relationship between the final value of the employee's salary and the cost to the organization is at least very subjective, if not conflicting. For example, in Polish conditions, an average full-time employee costs the organization a min. 180% of what he receives is net to his account. Therefore, in most cases, employees will always believe that they earn too little, and employers will believe that employees cost them too much, directing their activities towards alternative contracts (the so-called junk contracts). Such a situation in organizations often gives rise to conflicts. Completely letting go of the control of the managers over this process will most likely lead to even greater conflicts. Moreover, rising living costs, energy, natural resources, real estate, and simple inflation will deepen these conflicts.

Profit is essential for the functioning of enterprises. Profit is revenue minus operating costs (to put it simply), which are greatly influenced by remuneration costs. Therefore, someone must be the guardian of these costs, and no one can do it better than a competent, aware and right-thinking manager. In our opinion, the answer to this challenge is to determine the amount of remuneration in a consensual manner – negotiated by both parties to the contract, taking into account the conditions and capabilities of a given organization, a given employee or a given type of work. Professional tools can be used in this process, such as the UMEWAP method,

but this requires at least two parties to the contract – the employee and the company owner – even if the employee is more of a partner than a subordinate.

At the same time, the authors have nothing against the fact that the financial surpluses generated by the organization's members are divided democratically. On the other hand, the claim that there should be no bonuses or various types of awards in teal organizations is considered irrational by the authors (Wyrzykowska, 2019, quoted in Iwko, Pisarska, 2019). Perhaps some employees may care less about salary than working conditions, but various types of bills in private life "will not pay themselves". In addition, J.S. Adams's theory of justice and practice lead to conclusions about the low usefulness of the egalitarian approach in the motivation process. Therefore, a leader helps set fair salaries and thus maintaining high motivation in a teal organization.

The last issue the authors would like to address is the usefulness of teal management in production organizations. Of course, some aspects of the concept of employee leadership or decision-making participation can be used. However, it is not easy to imagine a situation where employees would independently determine the shape of structures and processes in conditions where they are determined, especially in apparatus or processing and assembly processes in the flow form. Anyway, the reader can imagine for himself what it would lead to.

Therefore, the authors believe that in economic organizations, where profit-making and resource efficiency are of cardinal importance, teal management may work, but only if the aspects mentioned above are considered, more so in service and knowledge-based enterprises than in manufacturing. The author's experience shows that human nature is even more particular than egalitarian and sometimes unreliable (and even often). That is why they stand guard over what has been presented above. Currently, most societies must be more mature to bestow privileges such as those postulated by the described concept. Perhaps someday (in the distant future), as the propagators of this concept trust (by the assumptions of the Spiral Dynamics model), but not yet (Wyrzykowska, 2019; Holwek, 2018).

4. The Case of Successful Use of Teal Management Theory in Practice

Although the authors have many doubts about the possibility of using the complete assumptions of a teal organisation's "ideal" model in business, the situation may be different for social organizations (non-profit organizations, third-sector organizations).

The Lean Education Foundation was established in Gdańsk in 2018. Its originator and founder is Joanna Czerna, PhD, Eng. from the Gdańsk University of Technology - lecturer, trainer, Lean consultant and owner of a thriving training and consulting company, LeanQ Team. It was not established to run the foundation itself and all related matters but because it was an excellent instrument for achieving social goals through the Young Lean Leader program,

which Joanna had established three years earlier. The Young Lean Leader competition - as a nationwide training program for high school students in an interesting, fun and at the same time developing form, was the materialization of the fulfilment of its author's dreams. The people running the competition very quickly concluded that it would function much more efficiently and effectively under the aegis of the foundation. A foundation is a much more beneficial organizational and legal form for implementing social goals than a limited liability company. As the founder recalls, "in order to achieve social goals, in the formula of a foundation, it is much easier to cooperate with institutional partners - primarily public administration bodies - and to obtain the necessary funds". Thus, for the 9th edition in Poland, the Young Lean Leader (<https://www.leaneducation.pl/m%C5%82ody-lean-lider>) competition has been running and developing.

From the very beginning, the competition was carried out in the form of volunteering. At the same time, the foundation's establishment strengthened its structures and organized the mechanisms for sharing knowledge, passion, and commitment of Lean Management enthusiasts. Currently, the competition/foundation gathers around a dozen permanent members (the so-called headquarters), and several dozen volunteers participate in it partially, most often teachers of competition groups, jurors, students helping organize semi-final and final games, and cooperating companies. Many of these people/companies have been cooperating with the competition for years. From the very beginning, the main patron of the competition has been the University of Gdańsk, and its permanent partners are also the Gdańsk University of Technology, Poznań University of Technology, Lean Management Polska Association, Belma Accessories Systems Sp. z o.o, Lubiana SA, Warner Bros Polska and others. Cooperation with the foundation and participation in the competition is voluntary.

The competition lasts nine months – from September to June of the following year. However, the work on it lasts for an uninterrupted year because even before the end of the previous edition, preparations for the next edition begin. The competition is divided into three stages. The first one – shaping knowledge and attitudes and arousing creativity, is carried out in teams of 10 students, under the supervision of teachers and substantive coordinators, as a decision-making game in students' schools. Several dozen student groups from all over Poland have participated in the yearly competition for several years. The second stage – deepening knowledge and "strengthening team bonds" - includes the process of preparing for the course of all-day, stationary semi-final games. As part of them, students perform a variety of tasks in teams. They occur in Sopot at the Faculty of Economics of the University of Gdańsk and one of the universities in southern Poland – in Wrocław or Poznań. The third stage is the "crème de la crème" of the competition. The ten teams awarded in the previous stages carry out real consulting projects in practice in companies. Based on their results, the final games are held at the beginning of June each year, and the competition winners are selected. This stage aims to develop specific practical skills among the participants. It should be mentioned that

each stationary semi-final and final game is a great event, experience, and joy for the young people and the organizers taking part in them.

In this way, for nearly nine years of the competition, the foundation has gained several thousand young Lean adepts, many of whom continue their adventure with Lean at university and later, perhaps also in their professional lives. This is the primary mission of the foundation: "to infect Lean Management, Kaizen and a positive attitude towards creativity, teamwork and respect for the positive values of young people". That is, to pass on the positive energy of volunteers to the young generation. The main assumptions and values of the foundation are presented in Table 1.

Table 1.
Foundations of the Lean Education Foundation

OUR MISSION		OUR VISION		
We create an environment to develop the universal attitudes and competencies sought by top employers		The combined communities of business practitioners, schools and universities co-create curricula that are used in elementary schools, vocational schools, technical schools, high schools and universities		
Our SPIRIT. Our VALUES				
Team	Positive attitudes	Honesty and openness	Respect	Integrity
We accept and are guided by the values of the Foundation. We are attentive to each other and our needs. We motivate each other to take action. We are interested in the progress of others' work and offer support. We make sure our messages are understood by the recipient. We demonstrate a willingness to learn and grow. We share knowledge.	We show an attitude of YES We are enthusiastic about the world We search for positive sides in every new proposal. We engage wholeheartedly in carrying out the tasks we have taken on. We take for granted that each of us has good intentions.	We are open to new proposals. We submit ideas. We give simple feedback. We do not take offense at each other. We report when we can't perform something. We actively listen to each other.	We respect that everyone has a life outside the Foundation. Everyone has the right to their opinion. We address each other with dignity and respect. We do not let emotions take precedence over the message.	We admit our mistakes. We accept the possibility of making mistakes. We report our unavailability. We keep our self-declared commitments. We report our unavailability. We keep our self-declared commitments.

Source: Foundation materials obtained during the study.

The structure of the foundation is task-oriented. It results from the main objectives of its activities and the basic tasks to be carried out in connection with the competition. Individual tasks are taken on by the foundation members voluntarily, and they are responsible for them in a "dignified" manner. Volunteers do not receive any remuneration for their work. As one of the respondents wrote: "the main remuneration of the members of the headquarters is the energy we get from observing how what we do affects our participants. An additional element of

motivation is self-fulfillment, because everyone in the foundation has unlimited opportunities to achieve their private development goals." In addition to their own time, energy and knowledge, volunteers often devote their financial resources (for trips, accommodation, implementation of various types of work, etc.). Therefore, as confirmed during the survey, the effectiveness of implementing tasks in the foundation, measured by the ratio of expenditures to the results obtained, is very high. The effectiveness of implementing tasks in the foundation is also very high. This is due to, firstly, the knowledge that volunteers have – after all, they are Lean experts daily, and secondly, the way work is organized in the foundation. The quality of the effects of the activities carried out by the foundation can be evidenced by, m.in others, statements of people cooperating with it: <https://www.youtube.com/watch?v=TFNmmQ4O85Q>, or the participants of the competition themselves: https://www.youtube.com/playlist?list=PL0pqiMyb_B3eA07u8AfMF_rDiMCd_BZOYSG. The organizational structure of the foundation, which simultaneously presents the scope of tasks carried out in the foundation, is presented in Figure 1. The foundation's volunteers voluntarily accept individual roles, tasks, and responsibility for them.

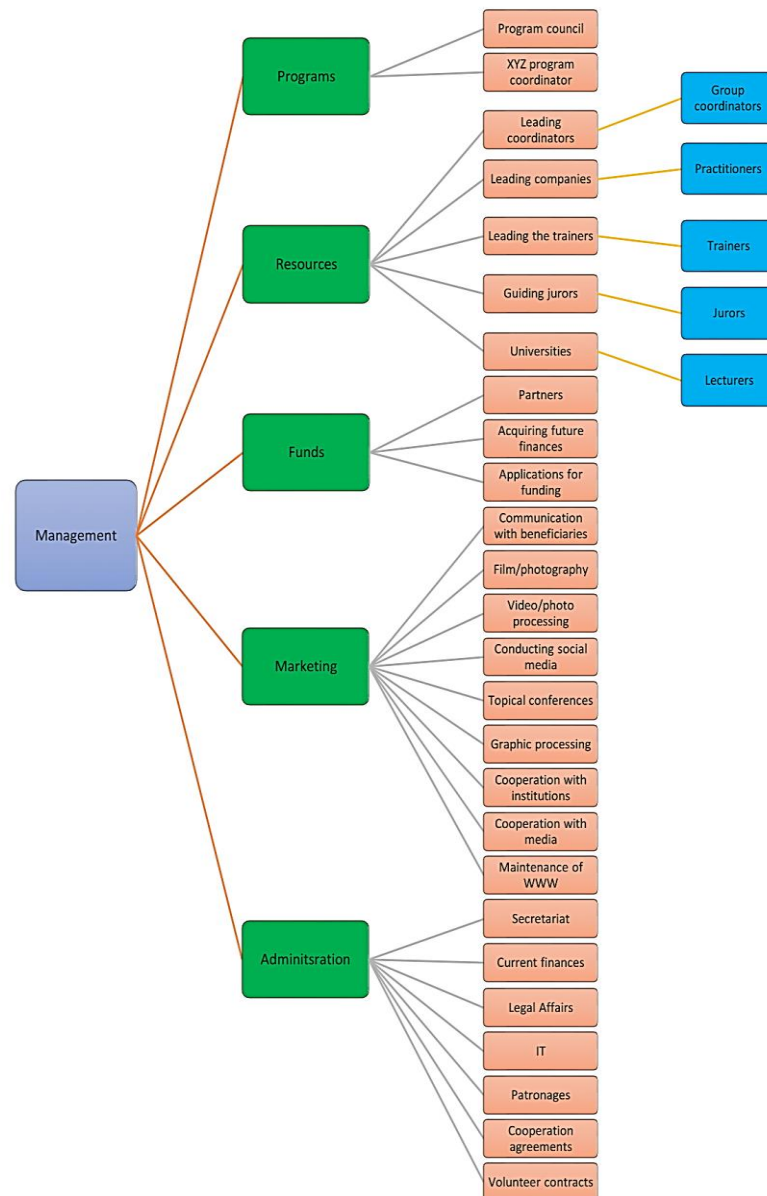


Figure 1. Organizational structure of the Lean Education Foundation.

Source: Lean Education materials obtained during the study.

Even though the scope of the foundation's activities covers the whole of Poland, the central volunteers (the foundation's headquarters) meet online every week to discuss the essential progress in the implementation of tasks and how to respond to possible difficulties. In their activities, the foundation members use the idea of "scram" and organizational and remote work tools such as online Kanban board, Trello, Slack, Google Meet, Google Drive, etc. Thanks to this, being a volunteer of the foundation, you can learn how to use these tools effectively, which is very helpful in your professional and private life. In addition, the foundation uses FB as a social media, e-mail as a communication tool, and a website and FB as a promotional tool. Twice a year, stationary conventions of the "headquarters" volunteers are organized (in January and July), during which the foundation's development decisions related to the Young Lean Leader program are made democratically. In addition, they meet in

person during various types of training or stationary games. The team of volunteers cooperating with the foundation on a "loose" basis is fluid, but the turnover in the team of regular volunteers is very low (10-20% per year). Unfortunately, the relationships with the organization voluntarily are not as stable as on an economic basis, so we estimate that the level of fluctuation in the foundation is not high. All the time, the person who brings the primary energy to the foundation and is its undisputed leader is Dr. Czerska. As she emphasizes, "In order not to inhibit the creativity of volunteers and not to impose anything on them (in the case of this type of activity, it would be pointless), the management of the foundation is carried out on the principles of teal". As other respondents also say, "The Foundation operates on the principles of a teal organization. Each member of the headquarters is assigned to manage a given part of the organization; it is about the scope of duties. These responsibilities are reviewed and changed at least once a year depending on the availability and interest of individual members". A considerable advantage of this model is that everyone will always find something for themselves, depending on their current energy, motivation and availability of time".

A great curiosity and, at the same time, a test of the team's efficiency turned out to be the fact that at the outbreak of the COVID-19 pandemic (in March 2020), the members of the foundation faced the dilemma of how to remotely continue what was planned to be implemented in a stationary manner in enterprises? The problem was, of course, solved very quickly. The 2019-2020 competition of the year was completed remotely. The 6th edition of the competition had to be conducted similarly. As befits a well-managed organization – the organizers of the competition, even in this challenging period for everyone "managed", but as they unanimously confirm, this form is very unfavourable for fulfilling the competition's assumptions, atmosphere and effects.

The Lean Education Foundation is a shining example of teal management in action. It operates successfully, achieving its goals with efficiency and effectiveness. This case is a testament to the practical application of teal management, particularly in social organizations or those at the intersection of social and business sectors, such as schools and universities. The success of the Lean Education Foundation should inspire confidence in the principles and practices we uphold.

5. Summary

As this article has proven, it is possible to use the assumptions of teal management entirely in practice, but more so in the case of social organizations (primarily foundations and associations) than in business. Why? One of Teal's fundamental assumptions is that people will participate in the organization to pursue their passions. Yes, and this is why social organizations are created. Business, on the other hand, is all about profit.

Moreover, this already gives rise to rivalry and conflicts. Conflicts about resources, power, and remuneration. Moreover, this is different from what a teal organization is about. Therefore, the authors think that at today's level of development of human consciousness, it is impossible to fully use the principles of teal management in economic organizations (although management in these organizations is becoming more and more democratized year by year). Under certain conditions and in certain types of enterprises, the principles of teal management can be used more, but in others, they can be used less. However, as the analyses in this article show, it still needs to be completed⁴.

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⁴ Many other management models and concepts can be successfully used in business.

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