



GO Global Organization
Design Society

READINGS IN GLOBAL ORGANIZATION DESIGN

ARTICLE #14-09-18-11

PARIVEDA SOLUTIONS: NOT YOUR NORMAL REQUISITE ORGANIZATION

Bruce Ballenge, President & CEO, and Kerry Stover, COO,
both of Pariveda Solutions Inc.

A presentation at
Designing the Smarter Organization
the Global Organization Design Society's 5th World Conference
July 31, 2014 to August 5, 2014
sponsored by IBM at Dolce (IBM) Palisades
Palisades, NY

PERMITTED USES

Many GO Society affiliates including the author of this document have generously granted permission to the society to distribute their creative work for educational, non-commercial use. To ensure our affiliates' continued willingness to contribute high quality resources, the society includes educational, non-commercial provisions to protect authors' rights in its site registration terms-of-use agreement.

Permitted uses of this document include your personal educational use and sharing your interest with colleagues by sending them a short excerpt together with the GO Society web site URL where they may register for a free account and download the entire document.

Any exemption from this policy requires written permission from the editors. Editors@GlobalRO.org

Academics may request permission to use the document for educational purposes within educational institutions. Managers may request permission to use the document within their own organization.

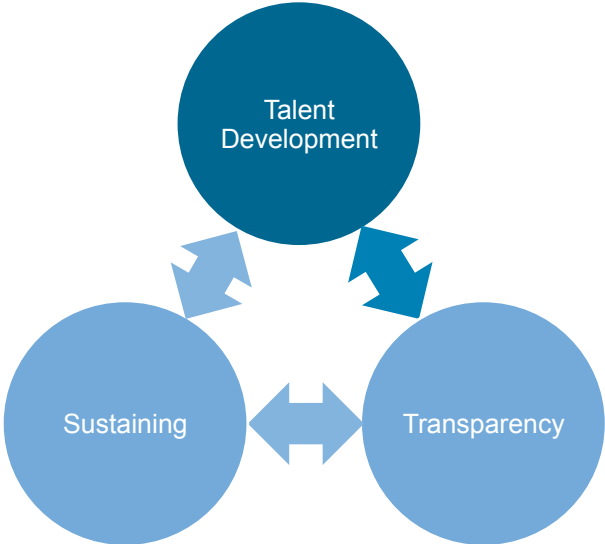
Any consultant or commercial interest that wishes to email, host on a web site, print or to distribute this document in any form must seek permission by writing directly to the author who holds copyright and requesting a copy that does not include the GO Society logo, as the society is restrained by its author agreements from granting such permission. You can find an author's contact information in his or her profile on the GO web site.



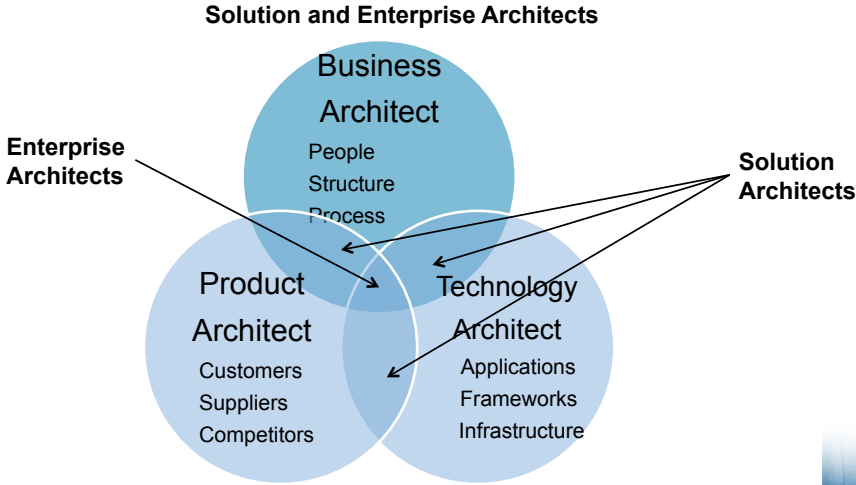
Pariveda Solutions: Not Your Normal Requisite Organization

Dolce Palisades
August 2014

Our Mission: Developing people to their fullest potential requires sustainability and transparency across and over multiple generations



Our Objective: Develop solution architects who navigate white space and ultimately enterprise architects who define white space...

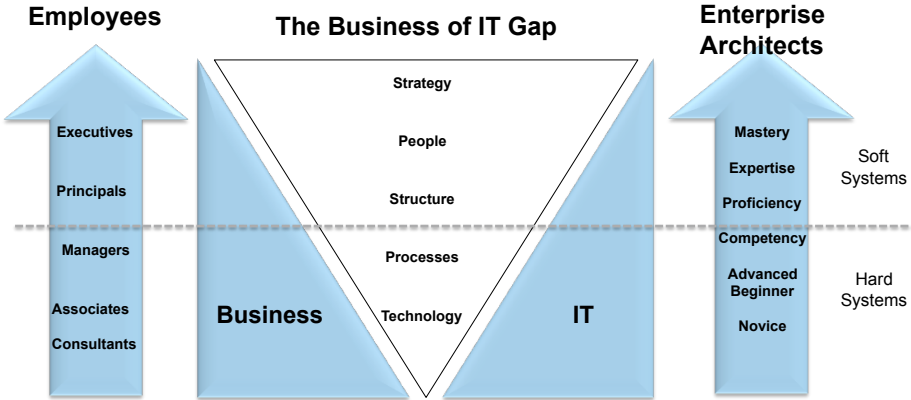


Note: Enterprise Architects are also called Entrepreneurs



3

...because working in white space is secret sauce in our industry



Mastery comes from continuously building skills, knowledge and habits across a broad spectrum of capabilities to embrace higher levels of complexity and ambiguity



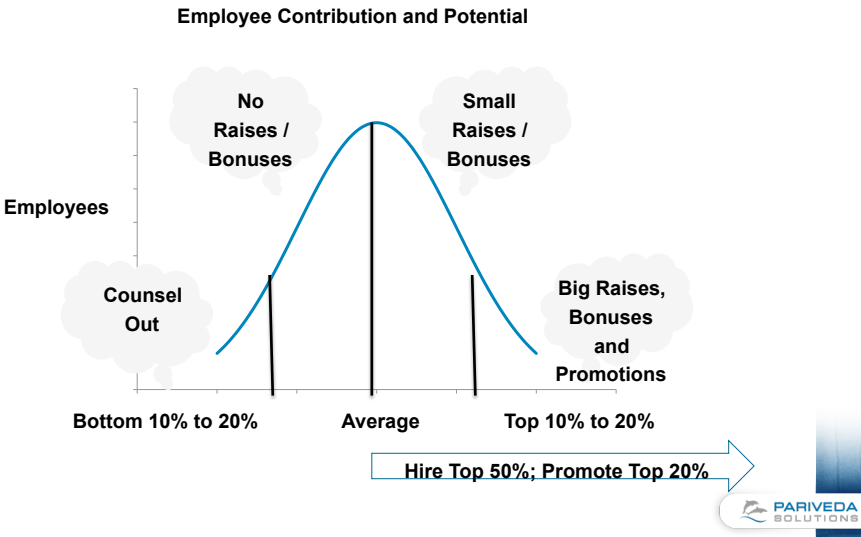
4

People advance from level three to level five and higher through annual promotions by meeting progressively higher expectations across five integrated maturity models over a 9-15 year timespan

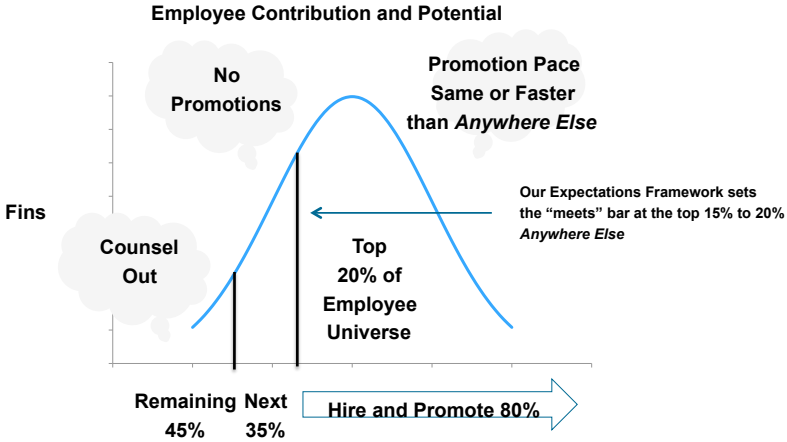
Cohort	S1	S2	S3	C1	C2	A1	A2	M1	M2	M3	P1	P2	P3	V11	V12	V13	V21	V22	V23	V31	V32
Professional	Accountable													Facilitator							
	Team Player													Supervisor							
	Experiential													Metasystematic							
	Logical													Systematic							
Architect	Leads Self													Leads Teams							
	Lead Others													Leads Teams of Teams							
	Leads the Leaders													Leads Teams of Teams							
Leader	Understands Techniques													Coaches Techniques							
	Coaches Techniques													Adapts Coaching Techniques							
	Coaches New Coaches													Invents Coaching Techniques							
	Credible													Respected							
Player/Coach	Counselor													Partner							
	Trusted													Respected							
	Respected													Credible							
Advisor	Credible													Respected							
	Respected													Trusted							
	Trusted													Partner							

ROLES

The traditional view of employee career development is carrots and sticks to incent desired behaviors



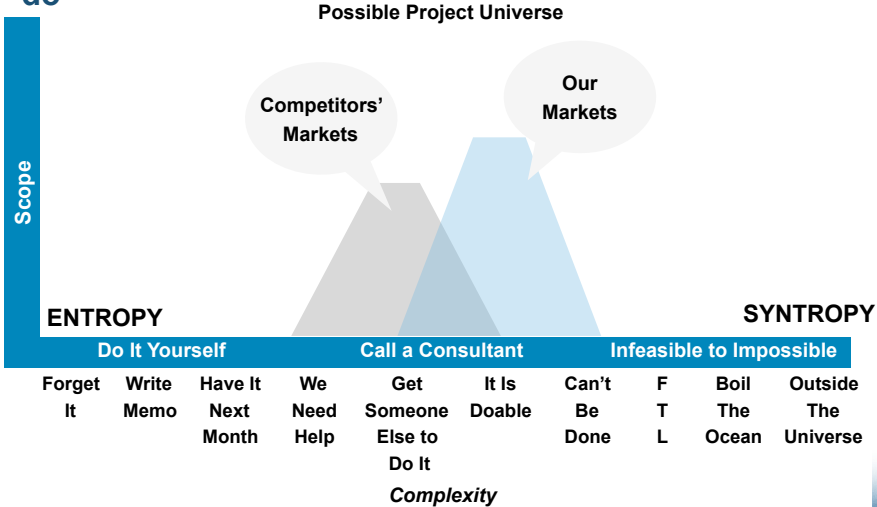
Our view of career development is to select only the top 15% to 20% and develop them all



7 |



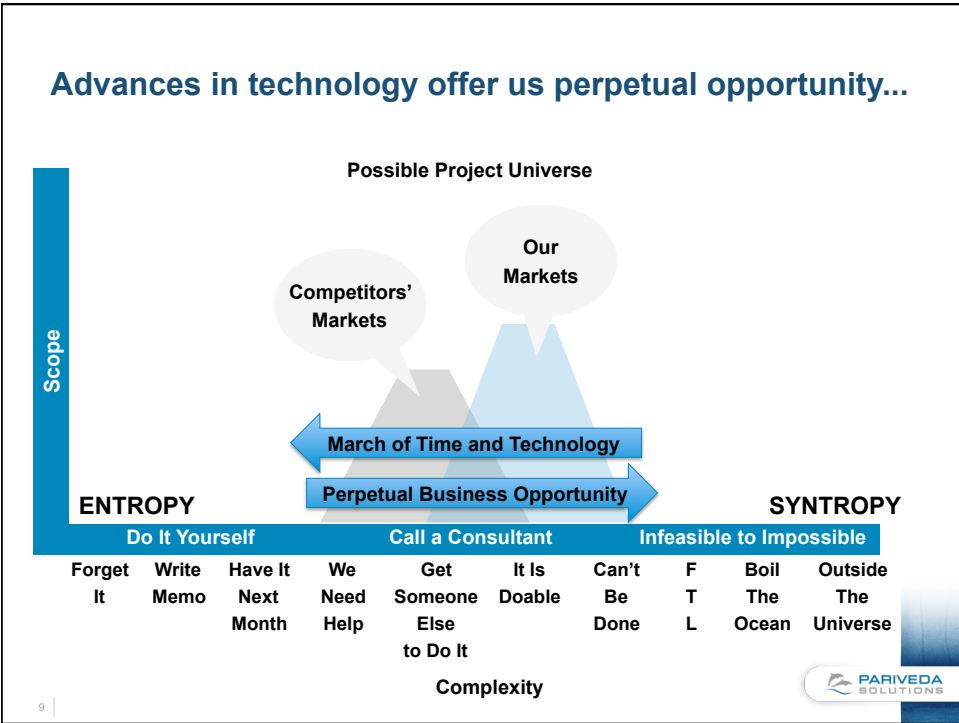
By focusing on talent development, we often deliver projects beyond those our competitors can, or seek, to do



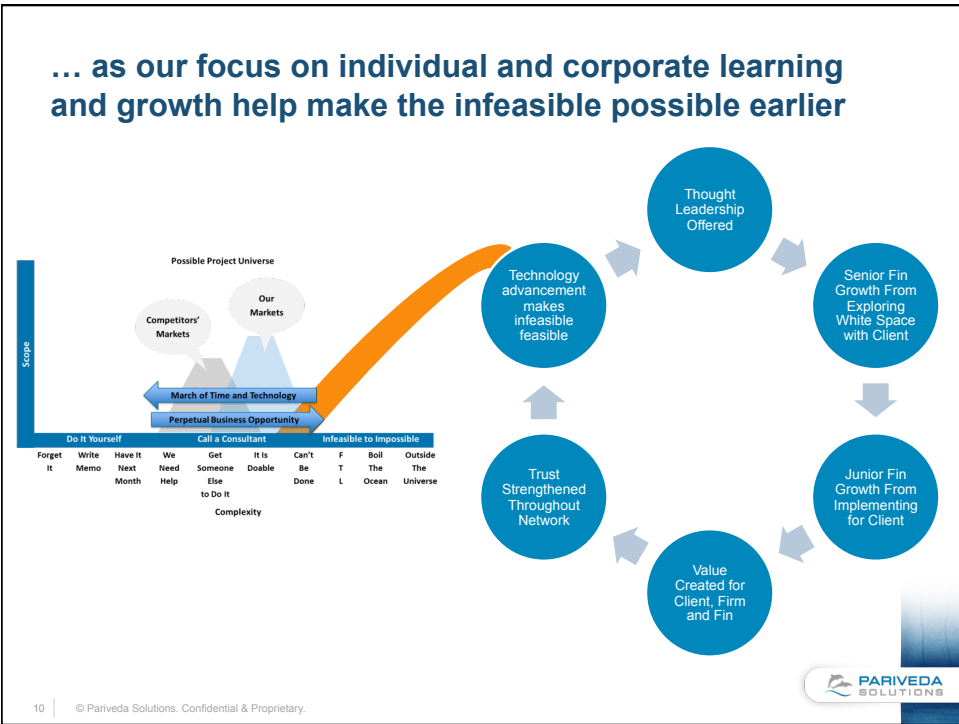
Kerry will show how we accomplish this throughout the rest of our presentation...

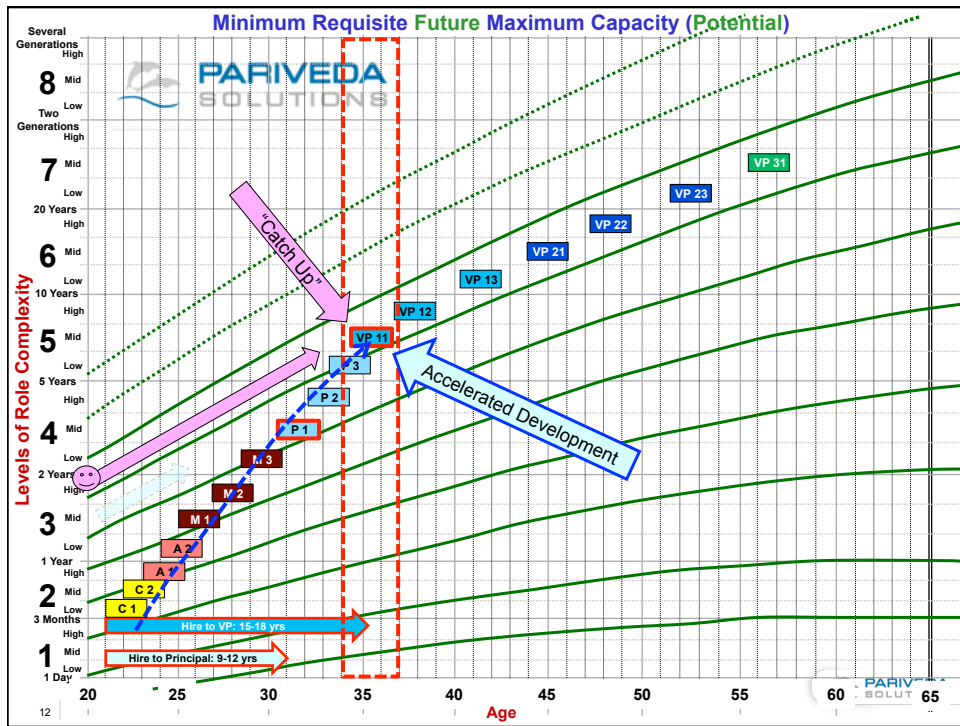
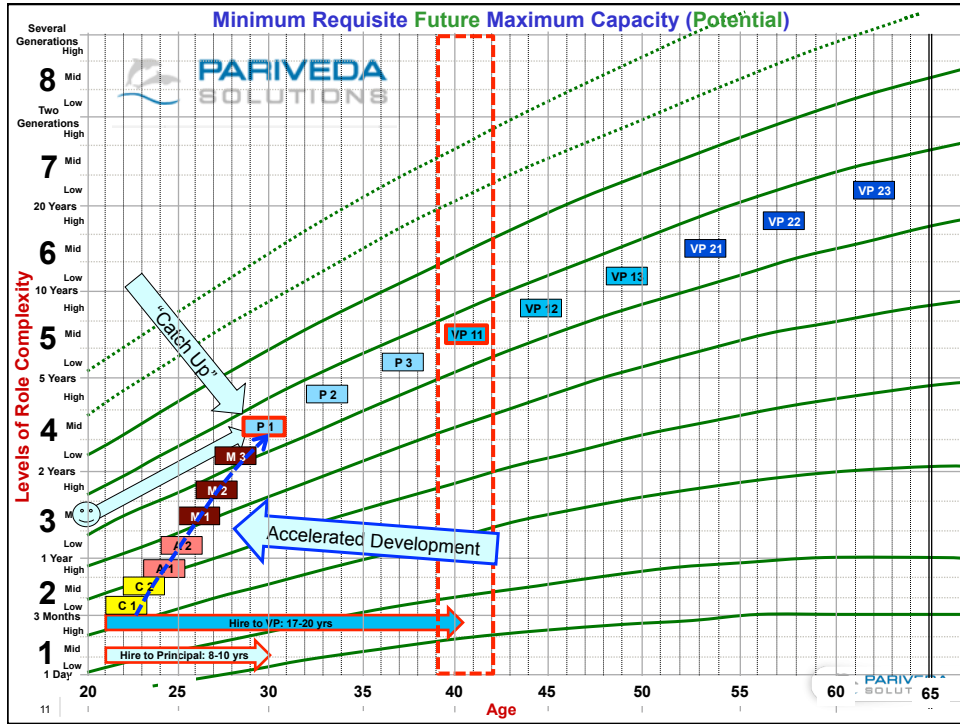


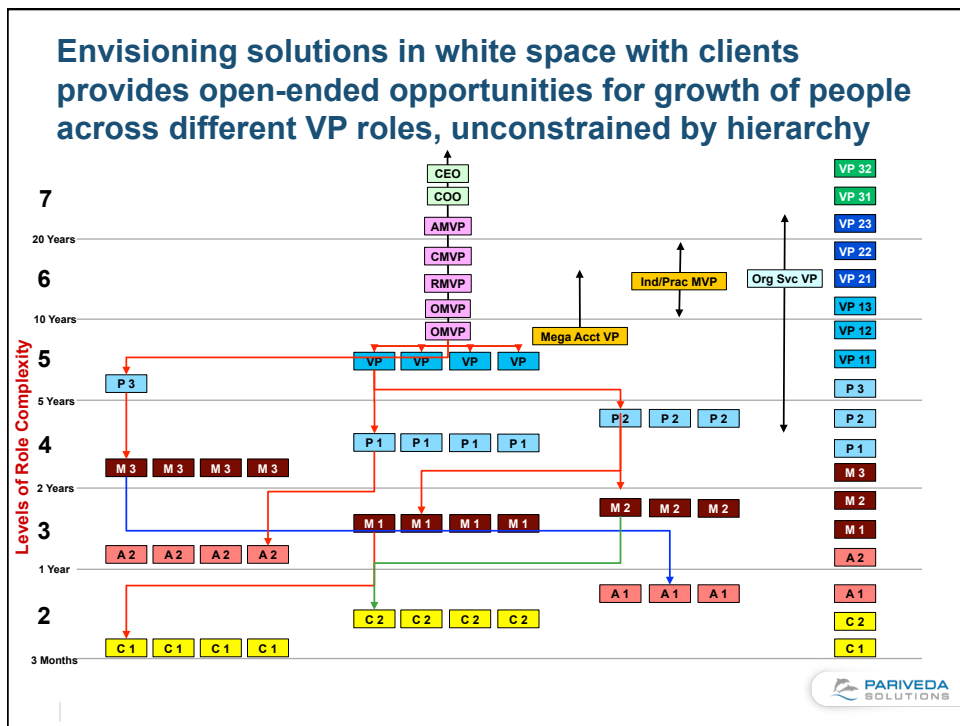
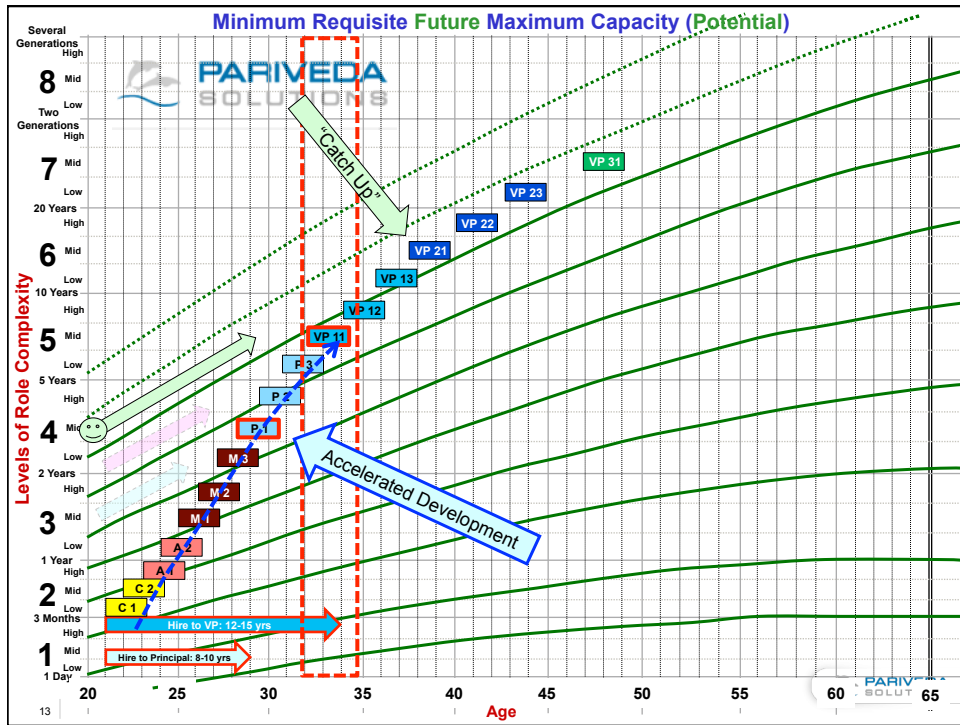
Advances in technology offer us perpetual opportunity...



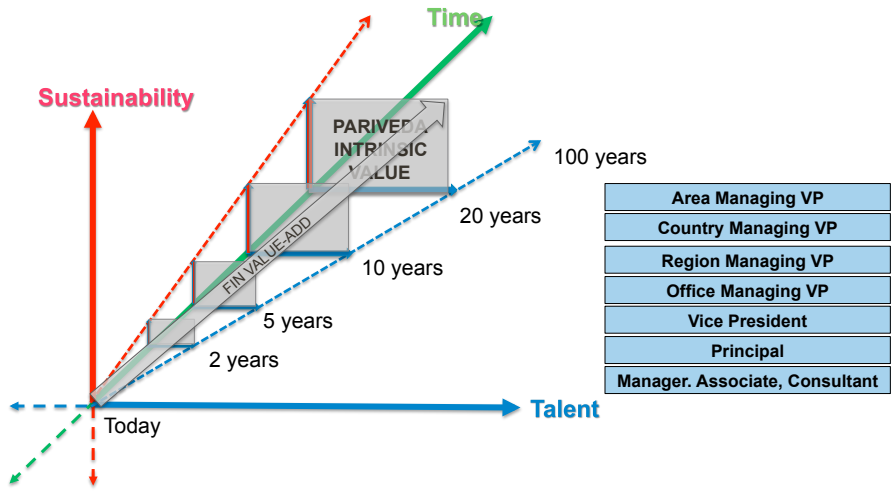
... as our focus on individual and corporate learning and growth help make the infeasible possible earlier







Continuously growing trust with clients while continuously developing people increases our intrinsic value over time



The tensions we manage as we build our firm are common



Questions and Answers





GO Global Organization Design Society

GO SOCIETY PURPOSE AND VALUES STATEMENT

To support the organizing of work in a responsible, fair and healthy manner in which people are led in a way that enables them to exercise their capabilities.

The Society believes this requires applying a systems framework* emerging from reflective inquiry in which levels of work and capability are the initial paradigm and growth in human awareness is the essential process.

The benefits are organizational effectiveness, fulfilled people and organizations designed for value-creation, sustainability and social well-being.

Note: inspired by the work of Wilfred Brown and Elliott Jaques

The *Global Organization Design Society* was founded in 2004 to establish and operate a worldwide association of business users, consultants, and academics interested in science-based management to improve organizational effectiveness.

The GO Society fulfills its purpose by:

- Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.
- Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources. The GO Society supports the learning and development of current and future practitioners by holding world conferences and professional development workshops, publishing books and a journal, and maintaining a resource-rich web site with related articles, monographs, books, videos, blogs, discussion groups, and surveys.

GO BOARD MEMBERS

- Michelle Malay Carter, USA
- Sheila Deane, Australia
- Don Fowke, GO Chairman, Canada
- Azucena Gorbaran, Argentina
- Jan Ake Karlsson, Sweden
- Cynthia (Cynsie) Kraines, USA
- Ken Shepard, GO President, Canada
- George Weber, GO Secretary and Treasurer, Canada

GO EDITORIAL BOARD

- Kenneth C. Craddock, M.P.A., M.A.
- Décio Fabio, Portuguese Editor
- Jerry L. Gray, Ph.D.
- Owen Jacobs, Ph.D.
- Ken Shepard, Ph.D.

DEVELOPMENT COORDINATOR

Kate Jenkins

WEB MASTER

Muhammad Delwar Hossain

GLOBAL ORGANIZATION DESIGN SOCIETY

32 Victor Avenue
 Toronto, ON
 Canada M4K 1A8
 Phone: +1-317-644-0472
 Email: info@GlobalRO.org
<http://GlobalRO.org>

GO SOCIETY SPONSORS

