

orgdna chat

The Price of Growth: Losing Our Edge, and the Impact(s) of Org Culture

Times shown in: [Eastern Daylight Time](#) and [Coordinated Universal Time](#)

Between **2016 Sep 19 12:00** and **2016 Sep 20 01:00**

21 people sent 271 messages containing #orgdna

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13:34:16 17:34:16	Astrid F. Kowlessar @AstridBijou		RT @collabdna: "The Price of Growth: Impacts of Org Culture" at 9/19 #orgdna 9pET Can you join? @mritzius @drtimony @clairesmbb @astridbije
13:46:25 17:46:25	DNA of Collaboration @collabdna		"The Price of Growth: Impacts of Org Culture" 9/19 #orgdna at 9pET Can you join? @d_scott @rjw118 @allisonhornery @sjabbott @complexified
14:04:36 18:04:36	Mike Ritzius @mritzius		RT @collabdna: "The Price of Growth: Impacts of Org Culture" at 9/19 #orgdna 9pET Can you join? @mritzius @drtimony @clairesmbb @astridbije
14:21:02 18:21:02	D. Scott Smith @d_scott		RT @collabdna: "The Price of Growth: Impacts of Org Culture" 9/19 #orgdna at 9pET Can you join? @d_scott @rjw118 @allisonhornery @sjabbott...
16:59:22 20:59:22	Jon Husband @jonhusband		RT @collabdna: "The Price of Growth: Impacts of Org Culture" at #orgdna MON 9/19 9pET Hope u can join @jonhusband @hjarche @orgnet @jbandee
18:21:27 22:21:27	Panteli Tritchew @PanteliT		RT @collabdna: "The Price of Growth: Impacts of Org Culture" at 9/19 #orgdna 9pET Can you join? @savvyod @4km @milouness @kwooleyy @panteli
18:28:13 22:28:13	DNA of Collaboration @collabdna		"The Price of Growth: Impacts of Org Culture" 9/19 #orgdna at 9pET Can you join? @quickmuse @SJAbbott @dc2fla @changeguerilla @trescolumnae
18:37:26 22:37:26	Bruce Waltuck @complexified		Think yes :-) RT @collabdna "The Price of Growth: Impacts of Org Culture" 9/19 #orgdna at 9pET Can you join?
18:38:09 22:38:09	Nahum Gershon @nahumg		RT @complexified: Think yes :-) RT @collabdna "The Price of Growth: Impacts of Org Culture" 9/19 #orgdna at 9pET Can you join?
20:13:14 00:13:14	Chris Jones @sourcePOV		Great #orgdna buzz tonite, see also: @collabdna @britz. Join us re: "The Price of Growth: Culture w/ Scale" https://t.co/fpXEXyjom6 #orgdev
20:17:49 00:17:49	Allison Hornery @allisonhornery		@collabdna pencil me in :) #orgdna
20:18:32 00:18:32	DNA of Collaboration @collabdna		We're back to the table tonight Sherree, would love to have you join us, 9pET :) #orgdna https://t.co/yJ1KC9M5yH
20:19:41 00:19:41	DNA of Collaboration @collabdna		Awesome Allison. But alas, I am out of erasers :) #orgdna << coming soon to a coffee shop near you https://t.co/pkZl8MVGUI
20:21:28 00:21:28	Christy Pettit @odguru		RT @collabdna: "The Price of Growth: Impacts of Org Culture" at #orgdna MON 9/19 9pET Can u join? @jamiebillingham @LeadKJWalters @odguru @
20:45:59 00:45:59	mark britz @britz		Join us tonight 9pm ET. Topic: "The Price of Growth: Culture w/ Scale" https://t.co/yFcXEIluFR #orgdna
20:49:42 00:49:42	Chris Jones @sourcePOV		What do #leadership, #complexity and org culture have in common? So glad you asked. #Join us at #orgdna in 12m https://t.co/8cYrEYnuH1

20:52:58 00:52:58	Chris Jones @sourcePOV		Lots of energy for #orgdna tonight, Mark; thx for your excellent post & graphic >> got us thinking >>... https://t.co/4UESuQFaGU
20:56:53 00:56:53	DNA of Collaboration @collabdna		"The Price of Growth: Losing Our Edge & the Impacts of Org Culture" join us at #orgdna 9pET (5 mins), frame >> https://t.co/16LDAfioCR
21:00:37 01:00:37	DNA of Collaboration @collabdna		Hey everyone, share a quick intro as you arrive, and we'll get #orgdna started >> It's 9pmET >> welcome !!
21:01:47 01:01:47	Chris Jones @sourcePOV		Chris Jones here, Charlotte NC. Thinker. Instigator. Explorer of edges, and starter of conversations. Glad everyone could stop in #orgdna
21:02:01 01:02:01	mark britz @britz		Hello from balmy #Syracuse NY. Mark Britz here... at the interest intersection of org learning and #orgdesign #orgdna
21:02:50 01:02:50	Chris Jones @sourcePOV		.@britz thanks again for tonight's inspiration post, Mark. That picture definitely got me thinking https://t.co/yxGszVm4Ia << #orgdna
21:02:53 01:02:53	Ruthie HB @Ruthie_HB		Ruth joining in from Colorado. Communications & Education. Curious as to what's #orgdna all about.
21:03:17 01:03:17	mark britz @britz		@Ruthie_HB Hi Ruthie! Great to have you here #orgdna
21:03:46 01:03:46	Sherree Worrell @Sherree_W		@collabdna @sourcePOV Thanks for the invite-almost missed it. Will pop in briefly (framing post has gr8 questions), it's dinnertime! #orgdna
21:03:50 01:03:50	Noah Sparks @noahsparks		Howdy, crew! *Noah Sparks, community igniter here. Elated to join you from SLC, UT (where the sun is setting)!... https://t.co/uXEovdnuD
21:03:55 01:03:55	mark britz @britz		@sourcePOV Thx for the opportunity to extend the convo Chris. The thought has been stewing w/ me for some time #orgdna
21:04:05 01:04:05	Chris Jones @sourcePOV		.@Ruthie_HB welcome Ruth !! we are talking about how growth impacts culture change in the organization, glad u could stop in #orgdna
21:04:17 01:04:17	Ruthie HB @Ruthie_HB		@britz Hey Mark! Looking fwd to #orgdna
21:04:35 01:04:35	mark britz @britz		@noahsparks Hi Noah. Long time no chat :) #orgdna
21:05:09 01:05:09	mark britz @britz		@Ruthie_HB Excellent. Org design has such a significant influence on org learning! #orgdna
21:05:11 01:05:11	Chris Jones @sourcePOV		Thx for stopping in Noah, appreciate the RT's this week .. @britz and I had a plan for culture, details .. err, eva... https://t.co/DgZcSGM81y
21:05:34 01:05:34	Bruce Waltuck @complexified		Greetings #orgdna folks. Good to be back with you tonight, from beautiful Starbucks in the heart of Jersey...
21:06:03 01:06:03	mark britz @britz		@complexified Hi Bruce nice to see you here again :) #orgdna
21:06:07 01:06:07	Chris Jones @sourcePOV		Glad u could pop in Sherree, yes time zones tricky .. still working to sort that out .. esp. as we have stranded UK... https://t.co/DtF3SdsH8E
21:06:23 01:06:23	Bruce Waltuck @complexified		RT @collabdna "The Price of Growth: Losing Our Edge & the Impacts of Org Culture" join us at #orgdna 9pET, frame >> https://t.co/QDChKuxicH
21:06:36 01:06:36	Chris Jones @sourcePOV		Hello Bruce, so glad u could join us !! #orgdna Q's teed up and at the ready .. https://t.co/gpBkRjv8vy
21:06:47 01:06:47	DNA of Collaboration @collabdna		Speaking of which, let's jump in .. #orgdna
21:07:05 01:07:05	Christy Pettit @odguru		Hey #orgdna -size matters! :)
21:07:10 01:07:10	Bruce Waltuck @complexified		@britz likewise Mark. Sorry I am not in Syracuse right now... My sister and other fam are in town #orgdna

21:07:38 01:07:38	Bruce Waltuck @complexified		@sourcePOV good to see you as always, Chris! #orgdna
21:08:01 01:08:01	DNA of Collaboration @collabdna		In our frame re: org scale & culture chg, https://t.co/I6LDAfioCR we intro'd new relationships & 2-way culture forces as drivers .. #orgdna
21:08:12 01:08:12	DNA of Collaboration @collabdna		From there, let's expand .. #orgdna
21:08:26 01:08:26	mark britz @britz		Gr8 pt in @sourcePOV's post. "the number of relationship multiples rapidly" as orgs grow. Wondering abt nature/strengths of those #orgdna
21:08:40 01:08:40	Sherree Worrell @Sherree_W		@sourcePOV No worries about timezones (I work w/multiple tz's...I get it) - sorry you have stranded folks. #orgdna
21:08:59 01:08:59	mark britz @britz		@complexified Its been a beautiful summer and fall color just starting to emerge here #orgdna
21:09:15 01:09:15	DNA of Collaboration @collabdna		Q1. What are additional drivers of org change, w/ natural growth? What influences how an org & its culture change as it scales? #orgdna
21:09:22 01:09:22	mark britz @britz		@odguru Christy wins ;) #orgdna
21:10:25 01:10:25	Chris Jones @sourcePOV		We started AUG 2012 on Sat a.m., tapping a good U.K. OD crowd. Sadly a move to U.S. eves stranded folks. Determined... https://t.co/HsROar3hvS
21:10:56 01:10:56	Ruthie HB @Ruthie_HB		Q1) Think a tipping point or crisis can cause/influence a culture change. #orgdna
21:11:17 01:11:17	mark britz @britz		A1. IMO it starts and ends w/ communication. Orgs struggle to maintain effective communication - long, narrow hierarchy emerges #orgdna
21:11:49 01:11:49	DNA of Collaboration @collabdna		cc: @mikey3982 @JohnWLewis gentlemen, UK & Europe are in mind .. help us find a time slot .. #orgdna #orgdev... https://t.co/y8KpGwhV4J
21:11:59 01:11:59	mark britz @britz		@Ruthie_HB Yes, a threat to the orgs existence can certainly impact culture #orgdna
21:12:23 01:12:23	Bruce Waltuck @complexified		@britz fall color already? Wow. We just had our first good soaking rain in many many weeks here. Much needed. #orgdna
21:13:08 01:13:08	Christy Pettit @odguru		I think early selected leadership is majorly important... Midwives of growth or the new sheriffs in town? #orgdna
21:13:17 01:13:17	Chris Jones @sourcePOV		A1. Leadership style definitely has an influence. Formative values & tenets espoused early may shape org's culture, yes? #orgdna
21:13:48 01:13:48	mark britz @britz		A1. I'd argue that as org grows, systems and protocols replace conversation and sharing for efficiency sake.. humanity dies a bit #orgdna
21:14:03 01:14:03	Chris Jones @sourcePOV		lol, hello Christy !! #gmta if I'm not mistaken :) #leadership #orgdna .. great to see u with us !! https://t.co/dtEp2rMobO
21:14:08 01:14:08	mark britz @britz		@complexified yes just a touch of color. still very warm #orgdna
21:14:19 01:14:19	Ruthie HB @Ruthie_HB		@britz Yes and can lead to turnover--pushing org staff to competitors. #orgdna
21:14:43 01:14:43	Bruce Waltuck @complexified		#orgdna A1: perceived attractors of meaning- market opportunities, shared purpose. Influenced by info & action exchanges. Do/Learn/Repeat
21:15:51 01:15:51	Chris Jones @sourcePOV		Mark, lots of value in your thinking on how small orgs (#smb, etc.) have a unique oppty to influence things that larger corps don't #orgdna
21:17:30 01:17:30	mark britz @britz		.@sourcePOV in my local convos I learned many smb focus very little on culture... too busy chasing the big guy. Lose sight #orgdna
21:17:31 01:17:31	Sherree Worrell @Sherree_W		A1 Growth, for the sake of growing (& nothing else) along w/leadership could severely impact and create a culture change. #beenthere #orgdna

21:17:51 01:17:51	DNA of Collaboration @collabdna		Could u translate a bit Bruce, "attractors of meaning" << how does that show up in workplace? and "action exchanges... https://t.co/UEZig6CTCM
21:18:19 01:18:19	Ruthie HB @Ruthie_HB		@sourcePOV can. #orgdna (2/2)
21:19:11 01:19:11	mark britz @britz		Today, social tech presents the opportunity for small orgs to stay "small" even as they grow #orgdna
21:19:45 01:19:45	Chris Jones @sourcePOV		Agree, RT @Sharree_W "growth for the sake of growing" huge downsides; and yet, so vital to Wall Street. VC's? Yes... https://t.co/bY8OczN7ug
21:19:57 01:19:57	Bruce Waltuck @complexified		#orgdna ideas as "magnets" of thought & action. What is pulling/pushing us? Always multiple factors, in varied force
21:20:18 01:20:18	Ruthie HB @Ruthie_HB		@Sherree_W Interesting as growth really starts out with loss. #orgdna
21:20:37 01:20:37	Chris Jones @sourcePOV		._@Sherree_W oops I mis spelled your twitter ID; my sincere apologies. Sherree with 3 e's. On it :) #orgdna
21:20:50 01:20:50	mark britz @britz		MT @collabdna Q1. What are drivers of org change, w/ natural growth? What influences how an org & its culture change as it scales? #orgdna
21:21:30 01:21:30	Christy Pettit @odguru		@britz @sourcePOV the small biz I've experienced r in "eat what u kill" mode. Often takes a looong time 4 knee jerk urgency to ease #orgdna
21:21:42 01:21:42	Sherree Worrell @Sherree_W		@sourcePOV LoL no worries. my name is full of double letters... :) #orgdna
21:22:01 01:22:01	DNA of Collaboration @collabdna		Excellent, so >> forces .. >> dynamics .. can see the linkage, "magnets" a good metaphor, just didn't want to lose... https://t.co/1HS1hPf9HC
21:22:59 01:22:59	mark britz @britz		@odguru @sourcePOV Agreed. Often the interconnectedness, openness, transparency exists as a survival mechanism? unconscious? #orgdna
21:23:41 01:23:41	Chris Jones @sourcePOV		Hmm. Very interesting. Can y'all expand a bit? RT @ruthie_HB @sherree_W "growth starts out with loss" #orgdna... https://t.co/ajio57aSCB
21:24:43 01:24:43	Sherree Worrell @Sherree_W		@odguru Good point re: sm biz (some). Knee jerk can become second nature and that's a definite culture killer. @britz @sourcePOV #orgdna
21:24:54 01:24:54	Christy Pettit @odguru		@britz @sourcePOV def habituated behaviour. Heroic measures and saving the day are the buzz... #orgdna
21:25:09 01:25:09	Chris Jones @sourcePOV		Hmm. Yes. So you think maybe there's an inbred survival drive going on? Perpetual panic? State of emergency?#orgdna https://t.co/tqM8xpuETI
21:25:14 01:25:14	mark britz @britz		"culture is both influencing and influenced by the people that make it up" - @sourcePOV. Very dynamic especially as tenures decrease #orgdna
21:25:54 01:25:54	Ruthie HB @Ruthie_HB		@sourcePOV @Sherree_W Think we all accept change in different ways. To make room for growth sometimes can lead to loss--turnover. #orgdna
21:26:36 01:26:36	DNA of Collaboration @collabdna		Would like to get your input on this aspect also @britz @complexified .. seems survival forces c/b overpowering, if... https://t.co/diql9qBrjV
21:26:51 01:26:51	Bruce Waltuck @complexified		#orgdna re growth from loss: thinking of Panarchy ecocycle. By choice or necessity, planned or crisis, release/rebirth
21:26:57 01:26:57	mark britz @britz		@Sherree_W @odguru @sourcePOV Right. Knee Jerk = new policy created to deal w/ a one off undesirable behavior :(#orgdna
21:27:58 01:27:58	Sherree Worrell @Sherree_W		@Ruthie_HB interesting point re: growth. Yes, growth can lead to turnover, but sometimes that's a good thing. Sometimes. @sourcePOV #orgdna
21:28:00 01:28:00	Ruthie HB @Ruthie_HB		@sourcePOV @Sherree_W As Sherree said, leadership plays a role in that. #orgdna
21:28:02 01:28:02	mark britz @britz		@collabdna @complexified A constant state of revolutionary ideals? Sounds Maoist ;) #orgdna

21:28:14 01:28:14	Christy Pettit @odguru		@sourcePOV not panic. Successful sme r generally great at responsiveness. a hard habit to break when it no longer serves. #orgdna
21:28:19 01:28:19	DNA of Collaboration @collabdna		So, seeing among A1's: a.) turnover, b.) survival state, c.) style of leader .. others? what's missing? #orgdna #leadership
21:28:35 01:28:35	Ruthie HB @Ruthie_HB		RT @complexified: #orgdna re growth from loss: thinking of Panarchy ecocycle. By choice or necessity, planned or crisis, release/rebirth
21:28:51 01:28:51	DNA of Collaboration @collabdna		Moving to Q2 .. keep those A1's coming .. #orgdna
21:28:52 01:28:52	mark britz @britz		@Sherree_W @Ruthie_HB @sourcePOV It is a matter of perspective and I think modern orgs need to focus less on retention really #orgdna
21:28:59 01:28:59	Ruthie HB @Ruthie_HB		@complexified release/rebirth is what I was thinking. #orgdna
21:29:51 01:29:51	Sherree Worrell @Sherree_W		@britz @Ruthie_HB @sourcePOV I may need to disagree about retention. Good ppl are hard to find and keep in today's world. #orgdna
21:30:24 01:30:24	DNA of Collaboration @collabdna		Just joining? #orgdna is discussing how org growth influences & is influenced by culture .. pls jump in; our frame: https://t.co/16LDAfioCR
21:30:40 01:30:40	Sherree Worrell @Sherree_W		RT @collabdna: Just joining? #orgdna is discussing how org growth influences & is influenced by culture .. pls jump in; our frame: https://...
21:31:32 01:31:32	Bruce Waltuck @complexified		#orgdna re "survival forces" - powerful "attractor of meaning" but..also subjective, varied, unevenly distributed in orgs. Impact varies
21:31:52 01:31:52	mark britz @britz		@Sherree_W I think there shld ALSO be energy used in ways to harness the flow of new, short-term workers. New reality for some orgs #orgdna
21:32:21 01:32:21	DNA of Collaboration @collabdna		Q2. What signals change? How can we know culture change is happening? #orgdna cc: #leadchange #culture #leadership
21:32:59 01:32:59	Ruthie HB @Ruthie_HB		@Sherree_W @britz @sourcePOV Me too. One thought is that w/o retention, difficult to champion the org culture change... #orgdna
21:33:20 01:33:20	mark britz @britz		@Sherree_W a "residue" as well as a retention strategy. Ways to more quickly connect new employees to artifacts, frictionless work #orgdna
21:33:28 01:33:28	Chris Jones @sourcePOV		A2. How do we know? Confusion. Dissent. Turnover (.. there's that word again !!) .. #orgdna
21:33:40 01:33:40	Bruce Waltuck @complexified		#orgdna re "harness" - it takes a lot of energy and structure to limit/control actions & consequences. May have unintended consequences
21:34:22 01:34:22	mark britz @britz		RT @collabdna Q2. What signals change? How can we know culture change is happening?/ Social signals are key IMO. 1/2 #orgdna
21:34:23 01:34:23	Ruthie HB @Ruthie_HB		RT @collabdna: Q2. What signals change? How can we know culture change is happening? #orgdna cc: #leadchange #culture #leadership
21:34:41 01:34:41	Chris Jones @sourcePOV		Good point. One thing u def CAN'T control is retention. Self selection at its finest. "I don't want to work here an... https://t.co/7cnKbSfV2R
21:35:03 01:35:03	Bruce Waltuck @complexified		#orgdna A2: change reflected in patterns of attitude, interaction, fear, exploration, learning, adaptation
21:35:24 01:35:24	Sherree Worrell @Sherree_W		A2 Lack of communication, transparency and a change in attitudes. More knee-jerk (or no) decisions made. #orgdna
21:35:41 01:35:41	mark britz @britz		A2. For exmpl Orgs gather exit data as employees leave but not the reaction of co-workers/teammates of those who left. 2/2 #orgdna
21:36:42 01:36:42	Chris Jones @sourcePOV		YES. Retention is huge for any org in 21c global/virtual market. Esp. acute in small hi-growth orgs. Imo, can't aff... https://t.co/PvFBsDNRXX
21:36:51 01:36:51	mark britz @britz		@Sherree_W How can we "see" or touch these things? How best to keep finger on pulse? #orgdna

21:37:06 01:37:06	Jamie Billingham @jamiebillingham		Stumbling in late - need a break from Moodle and grade books. Save my mind please! #orgdna
21:37:10 01:37:10	Sherree Worrell @Sherree_W		Excellent point. #orgdna https://t.co/StSgSrVNbE
21:37:25 01:37:25	Christy Pettit @odguru		@britz interesting point... #orgdna
21:37:37 01:37:37	Ruthie HB @Ruthie_HB		RT @Sherree_W: A2 Lack of communication, transparency and a change in attitudes. More knee-jerk (or no) decisions made. #orgdna
21:37:42 01:37:42	Chris Jones @sourcePOV		YES. YES. I think "patterns" aspect is huge. Leaders who can sense & act on patterns are empowered indeed #orgdna https://t.co/oqVgqNuV19
21:38:14 01:38:14	mark britz @britz		A2. We need the leading indicators! Often all we have is lagging ones... when damage is done #orgdna
21:38:26 01:38:26	Bruce Waltuck @complexified		RT @sourcePOV: YES. YES. I think "patterns" aspect is huge. Leaders who can sense & act on patterns are empowered indeed #orgdna https://t.co/...
21:38:59 01:38:59	Bruce Waltuck @complexified		@jamiebillingham waving my magic wand in the dorection of your mind. SAVED! #orgdna
21:39:01 01:39:01	Chris Jones @sourcePOV		Jamie !! We are talking retention & survival forces in high growth orgs, w/ +/- culture impacts. Not sure mind savi... https://t.co/uofPOCHdLu
21:39:39 01:39:39	Jamie Billingham @jamiebillingham		A1 - orgs grow/change like people - via trauma or learning. For growth through learning - need anticipation and participation. #orgdna
21:39:46 01:39:46	Paul @Shamlet		@sourcePOV #orgdna This can be difficult to do if one of the patterns that emerges is outward conformity but inner withdrawal--
21:39:54 01:39:54	mark britz @britz		@Sherree_W @odguru I think this is a system over human thing. Another symptom really of procedure trumping ppl #orgdna
21:40:13 01:40:13	mark britz @britz		RT @Shamlet @sourcePOV #orgdna This can be difficult to do if one of the patterns that emerges is outward conformity but inner withdrawal--
21:40:54 01:40:54	Jamie Billingham @jamiebillingham		A2 - Change, esp culture change is palpable in my experience - you can feel it in your bones. #orgdna
21:41:22 01:41:22	Chris Jones @sourcePOV		Oh. Wait. I forget to account for that magic wand Bruce has. Did u get it on Diagon Alley? #orgdna Wizzards neede... https://t.co/vUd1h2hL75
21:41:33 01:41:33	Jamie Billingham @jamiebillingham		@sourcePOV I see that - so like a breath of fresh air! #orgdna
21:41:51 01:41:51	Ruthie HB @Ruthie_HB		RT @britz: @Sherree_W @odguru I think this is a system over human thing. Another symptom really of procedure trumping ppl #orgdna
21:41:52 01:41:52	Sherree Worrell @Sherree_W		Can you elaborate? When something changes in an org, the atmosphere changes - you can feel it. #orgdna https://t.co/conRoc7WTw
21:42:18 01:42:18	Chris Jones @sourcePOV		Ahh yes, but conformity is a powerful force all it's own, perhaps the biggest in culture change circles. Road to Ab... https://t.co/xivC84qcC3
21:42:20 01:42:20	mark britz @britz		@jamiebillingham Yes, I agree. But attitudinal changes usually manifest themselves in some observable behavior changes. #orgdna
21:42:24 01:42:24	Jamie Billingham @jamiebillingham		@complexified Thank you, thank you, thank you! #orgdna
21:42:46 01:42:46	Sherree Worrell @Sherree_W		I totally agree. RT @jamiebillingham A2 - Change, esp culture change is palpable in my experience - you can feel it in your bones. #orgdna
21:42:53 01:42:53	Jamie Billingham @jamiebillingham		Yes, @britz @jamiebillingham Yes, I agree. But attitudinal changes usually manifest themselves in some observable behavior changes. #orgdna
21:43:08 01:43:08	mark britz @britz		@Sherree_W is feeling enough especially in an age of big data :) #orgdna

21:43:09 01:43:09	Ruthie HB @Ruthie_HB		@britz @Sherree_W @odguru Yes! "Use this!" because the org says too... Often "professionalism" is cited instead of lack of support. #orgdna
21:44:08 01:44:08	Jamie Billingham @jamiebillingham		A2 - I feel behaviours more than i see them - and yes, changes in patterns of conversation, voice tones signal change #orgdna
21:44:08 01:44:08	Bruce Waltuck @complexified		@sourcePOV LOL... No... It is a purple carrot. #orgdna
21:44:14 01:44:14	Chris Jones @sourcePOV		Paul !! Greetings !! so glad you could stop in .. Canada & the #k12 #ecosys continue to represent :) #orgdna https://t.co/uEGRowhLan
21:44:54 01:44:54	Sherree Worrell @Sherree_W		@britz there are usually reasons for a change (that you can feel). Data, revenue, ee's - the list goes on. #orgdna
21:45:00 01:45:00	mark britz @britz		A2. Seems to me managers once again a key artery of 2 way info flow. More mindfulness needed over measurement? #orgdna
21:45:07 01:45:07	DNA of Collaboration @collabdna		So MANY A1's flying past this evening, we will make an effort to inventory them all. Transcript will be important. #orgdna
21:45:22 01:45:22	Bruce Waltuck @complexified		Be back in a bit... starbucks closing... Back to the ranch here. #orgdna
21:46:07 01:46:07	Chris Jones @sourcePOV		No worries, understand THAT transaction well :) #orgdna https://t.co/3s9RxXGtVq
21:46:13 01:46:13	Jamie Billingham @jamiebillingham		Managers or other middles - @britz A2. Seems to me managers once again a key artery of 2 way info flow. More mindfulness needed #orgdna
21:46:46 01:46:46	mark britz @britz		@jamiebillingham Yes. I chose the common understanding. I'm working from what is #orgdna
21:47:16 01:47:16	DNA of Collaboration @collabdna		Can you expand on "mindfulness" here? in what context? how does it look in the org? #orgdna https://t.co/h8cXzL6b6c
21:47:50 01:47:50	mark britz @britz		@jamiebillingham I often wonder the role #SNA (see @OrgNet work) can play in monitoring shifts #orgdna
21:48:21 01:48:21	DNA of Collaboration @collabdna		Q3. Must we lose our edge w/ scale? Can the benefits of being small (e.g. nimble, low-cost) survive w/ growth? #orgdna
21:48:42 01:48:42	Sherree Worrell @Sherree_W		@britz Not sure of your use of mindfulness, but communication is key (reference your 2-way flow of info). #orgdna
21:48:51 01:48:51	Jamie Billingham @jamiebillingham		Mindfulness was from @britz but I have some thoughts on this too. Loops back to being an intentional change agent. #orgdna
21:48:54 01:48:54	mark britz @britz		@collabdna The role of manager has long been more overlord. Need to shift back to manager as mentor/coach, barrier reducer #orgdna
21:50:09 01:50:09	Christy Pettit @odguru		A2. Signals of change: when edges soften, when an unlikely senior person says idk or we need help. #orgdna
21:50:23 01:50:23	Chris Jones @sourcePOV		A3. There's a natural loss of nimbleness w/ scale. I think that's physics. M/b certain values can be retained. Thoughts? #orgdna
21:50:24 01:50:24	mark britz @britz		@Sherree_W more in tune to needs/wants of employees. Serving as a key node in the network perhaps rather than trad. driver of goals #orgdna
21:51:46 01:51:46	mark britz @britz		A3. I believe an org who places "social" at the center of its #orgdesign can scale and remain nimble #orgdna
21:51:58 01:51:58	Noah Sparks @noahsparks		RT @britz: @jamiebillingham I often wonder the role #SNA (see @OrgNet work) can play in monitoring shifts #orgdna
21:52:06 01:52:06	mark britz @britz		RT @collabdna Q3. Must we lose our edge w/ scale? Can the benefits of being small (e.g. nimble, low-cost) survive w/ growth? #orgdna
21:52:14 01:52:14	Chris Jones @sourcePOV		++ interesting A2, Christy. So, deeper >> uncertainty? A slowing down perhaps? An opening for new ideas? Do teams l... https://t.co/NNUIfjHeZG

21:52:23 01:52:23	Jamie Billingham @jamiebillingham		@sourcePOV What about large flocks of birds or fish - huge yet nimble - signal differently than small group tho- thinking bio-teams #orgdna
21:52:26 01:52:26	Paul @Shamlet		@britz @collabdna #orgdna Anchor the role in building relationship, and it will be easier to engage intuition when it comes to shift/change
21:53:05 01:53:05	Jamie Billingham @jamiebillingham		RT @britz: A3. I believe an org who places "social" at the center of its #orgdesign can scale and remain nimble #orgdna
21:53:29 01:53:29	mark britz @britz		MT @Shamlet Anchor the role (mngmt) in building relationship, and it'll be easier to engage intuition when it comes to shift/change #orgdna
21:53:42 01:53:42	Chris Jones @sourcePOV		Excellent example. But I'd like to see an org turn like a school of fish. On thousands of dimes at once. Hypothetic... https://t.co/dRpPiyQnc8
21:54:47 01:54:47	Sherree Worrell @Sherree_W		A3 I wld think if the right pieces are in place (people/teams, expectations for all levels, etc) scaling could stay nimble. 1/2 #orgdna
21:54:48 01:54:48	mark britz @britz		@jamiebillingham @sourcePOV I always appreciate examples from nature but the one thing "man" has done is overcome nature ;) #orgdna
21:55:18 01:55:18	Jamie Billingham @jamiebillingham		@sourcePOV ok, maybe not that nimble - I've worked w/ very large orgs that were nimble and very small org that we like tankers. #orgdna
21:55:24 01:55:24	Sherree Worrell @Sherree_W		A3 I could also be dead wrong. :) #orgdna
21:55:24 01:55:24	Christy Pettit @odguru		@sourcePOV the opposite of faith is certainty. When ppl can be confident enough 2b uncertain, change in relationships can occur. #orgdna
21:55:40 01:55:40	Chris Jones @sourcePOV		._@jamiebillingham I think u are right, signalling and/or simple rules could do the trick, in theory. But do orgs behave that way? #orgdna
21:55:49 01:55:49	Jamie Billingham @jamiebillingham		@britz @sourcePOV Much to her dismay... and man peril.... #orgdna
21:56:13 01:56:13	Jamie Billingham @jamiebillingham		That was man's peril #orgdna
21:56:28 01:56:28	mark britz @britz		@Sherree_W Simple, clear, sincere and purposeful are easy to follow... maintain tho? #orgdna
21:56:43 01:56:43	Sherree Worrell @Sherree_W		RT @britz: @Sherree_W Simple, clear, sincere and purposeful are easy to follow... maintain tho? #orgdna
21:56:53 01:56:53	mark britz @britz		@jamiebillingham got it :) #orgdna
21:57:23 01:57:23	Jamie Billingham @jamiebillingham		So bio-team rules are pretty simple and are derived form nature https://t.co/DfMzOTVQze #orgdna
21:58:11 01:58:11	Sherree Worrell @Sherree_W		@britz Good question. May be harder to maintain in some instances, but why does it have to be? #orgdna
21:58:23 01:58:23	Chris Jones @sourcePOV		A3. Yes, mankind def has the upper hand on birds and fish. Unless you want everyone to turn quickly. Then? #fail #backtonature #orgdna
21:58:25 01:58:25	mark britz @britz		._@Sherree_W the hidden gem of having social tech early in a young org... permanent record of cultural birth. Can always be recalled #orgdna
21:59:13 01:59:13	DNA of Collaboration @collabdna		We'll stretch to 10:15p ET group willing, one more Q tonight, to wrap up this conversation .. #orgdna
21:59:35 01:59:35	DNA of Collaboration @collabdna		Well, "wrap up" in air quotes .. we're never really done yanno :) #orgdna
22:00:10 02:00:10	Ruthie HB @Ruthie_HB		RT @collabdna: Q3. Must we lose our edge w/ scale? Can the benefits of being small (e.g. nimble, low-cost) survive w/ growth? #orgdna
22:00:24 02:00:24	DNA of Collaboration @collabdna		Q4. Complex forces can be paralyzing. What can/should leaders do to accommodate healthy growth & healthy (sustained) culture? #orgdna

22:00:43 02:00:43	Chris Jones @sourcePOV		RT @collabdna: Well, "wrap up" in air quotes .. we're never really done yanno :) #orgdna
22:00:46 02:00:46	Sherree Worrell @Sherree_W		@collabdna This is a great conversation that I hate to jump of but I need to run (dinner). Look fwd to reading the recap. Thank you! #orgdna
22:00:59 02:00:59	Bruce Waltuck @complexified		#orgdna back for the big finale... :-)
22:01:50 02:01:50	Ruthie HB @Ruthie_HB		Q3) Think edge can still be maintained w/ being small. Some larger orgs go back to basics/simple. #orgdna
22:02:40 02:02:40	Jamie Billingham @jamiebillingham		@complexified Yea! We are talking about broccoli now :-)) #orgdna
22:02:40 02:02:40	Chris Jones @sourcePOV		It's a deal Sherree, ++ great u joined. Watch for transcript, w/b a PDF linked in comments tmrw, here >>... https://t.co/gG RTPW Xoa9
22:02:41 02:02:41	mark britz @britz		A4. Be honest. Treat employees as adults. Fight the urge to retreat into comfortable company and be transparent instead #orgdna
22:03:22 02:03:22	Bruce Waltuck @complexified		@jamiebillingham re Flocking/Swarm- patterns defined by simple rule sets. We hum-ans have a lot in our heads. Not always helpful #orgdna
22:03:49 02:03:49	Jamie Billingham @jamiebillingham		A4 - and be vulnerable and transparency. Thinking Brene Brown #orgdna
22:04:15 02:04:15	Ruthie HB @Ruthie_HB		Q4) Further champion the positive. Displays encouragement. #orgdna
22:04:46 02:04:46	Jamie Billingham @jamiebillingham		@complexified Perhaps part of the problem is the disconnect that has happened between out heard and the rest of us lol #orgdna
22:04:52 02:04:52	Jamie Billingham @jamiebillingham		RT @Ruthie_HB: Q4) Further champion the positive. Displays encouragement. #orgdna
22:05:15 02:05:15	Ruthie HB @Ruthie_HB		RT @jamiebillingham: A4 - and be vulnerable and transparency. Thinking Brene Brown #orgdna
22:05:28 02:05:28	Chris Jones @sourcePOV		Agree. Humans barely see patterns, let alone act on them. Or in them. We're stuck w/ conformity. Boring. Not useful... https://t.co/WlvOwf6Yuz
22:05:51 02:05:51	mark britz @britz		.@Sherree_W Here's a little something I observed and brought to light on the #ESN as Cultural "repository" https://t.co/8O45zLafPl #orgdna
22:06:09 02:06:09	Jamie Billingham @jamiebillingham		@complexified Freudian slip there - our heads not our herds or our heards... #orgdna
22:07:01 02:07:01	Bruce Waltuck @complexified		@jamiebillingham I love broccoli. Did I bring it up? I love cauliflower even more, if that helps :-)) #orgdna
22:07:13 02:07:13	Ruthie HB @Ruthie_HB		@jamiebillingham Vulnerability is important. Puts "human" aspect from leaders/relatable--down in the trenches w/ "us". #orgdna
22:07:18 02:07:18	Chris Jones @sourcePOV		lol, I went to "herds" (from flocks & schools) #animalkingdom rocking #orgdna tonight << leaders take note, some go... https://t.co/LvQpfzdfs
22:07:53 02:07:53	Jamie Billingham @jamiebillingham		@complexified We were born into complexity - natural state. School and odd societal practices have made us less in tune, thats all. #orgdna
22:08:38 02:08:38	Paul @Shamlet		@complexified #orgdna Thus the leader must lead in embracing uncertainty, wrestling with complexity, encouraging purposeful exploration--?
22:09:42 02:09:42	Bruce Waltuck @complexified		#orgdna A4: leaders must set clear values. Invite all to shape goals & coordinate action. Distribute info, responsibility, accountability
22:09:47 02:09:47	Jamie Billingham @jamiebillingham		@Ruthie_HB Yes, exactly :-)) #orgdna
22:10:23 02:10:23	Bruce Waltuck @complexified		@jamiebillingham heard or herd? LOL. Or both. #orgdna

22:11:01 02:11:01	Ruthie HB @Ruthie_HB	 Q4) Makes me think colleagues need to be on board. Makes adapting more natural (e.g. 2-yr moving up to preschool room less scary) #orgdna
22:11:19 02:11:19	Jamie Billingham @jamiebillingham	 @complexified Not sure I'm down w/ leaders setting values - imo leaders need to hold space for co-creating values #orgdna
22:11:37 02:11:37	Jamie Billingham @jamiebillingham	 @complexified - but I work in #nonprofit #orgdna
22:12:03 02:12:03	Bruce Waltuck @complexified	 @jamiebillingham which is how we get the flock out of here? Heading the herd who heard? #orgdna
22:12:20 02:12:20	Chris Jones @sourcePOV	 Hey John, thanks for the #orgdna RT, would love to have u stop in at some point, 3rd Monday's gpET (if interested)... https://t.co/VIX7bzZDyC
22:12:32 02:12:32	Jamie Billingham @jamiebillingham	 :-D @complexified which is how we get the flock out of here? Heading the herd who heard? #orgdna
22:12:51 02:12:51	mark britz @britz	 RT @jamiebillingham We were born into complexity - natural state. School & odd societal practices have made us less in tune #orgdna
22:13:09 02:13:09	Bruce Waltuck @complexified	 @Shamlet yes. See Snowden & Boone in HBR 2007 A Leader's Framework For Decision Making, e.g. #orgdna
22:13:35 02:13:35	Paul @Shamlet	 @sourcePOV @jamiebillingham #orgdna Confidence = you can trust your judgment and you'll have the space to act on it in concert with others
22:13:46 02:13:46	Bruce Waltuck @complexified	 @jamiebillingham yes... complexity is innate. See Meg Wheatley's wonderful book "A Simpler Way" #orgdna
22:13:50 02:13:50	Chris Jones @sourcePOV	 No. For me? "I heard the herd in my head, and I ran like hell." That's the pattern I visualized. It was a Plato mom... https://t.co/aiJcVTaxSn
22:14:22 02:14:22	Jamie Billingham @jamiebillingham	 @complexified I love Wheatley #orgdna
22:14:57 02:14:57	Bruce Waltuck @complexified	 @jamiebillingham sorry... totally agree re leaders opening space for co-creation of core values & operating principles. #orgdna
22:15:09 02:15:09	Jamie Billingham @jamiebillingham	 @sourcePOV I think we are devolving lol #orgdna
22:15:16 02:15:16	Chris Jones @sourcePOV	 Absolutely. "A Simpler Way" = best book recommendation I ever received. Owe ya big for that one, Bruce. Changed man... https://t.co/4fQEilVqOI
22:15:29 02:15:29	mark britz @britz	 A4. At the very least a leader needs to remember that its organization is built upon living/breathing/feeling organisms #orgdna
22:15:59 02:15:59	Jamie Billingham @jamiebillingham	 Nice! @britz A4. At the very least a leader needs to remember its organization is built upon living/breathing/feeling organisms #orgdna
22:16:07 02:16:07	Bruce Waltuck @complexified	 @jamiebillingham re non-profits... too many I know struggle with dysfunction for same reason as other orgs. Fear of uncertainty. #orgdna
22:16:13 02:16:13	Chris Jones @sourcePOV	 Oh yes. This is the fun part. Prelude to the after party :) It's all because Bruce came back w/ a latte .. #orgdna https://t.co/ww0HxZfRxm
22:17:04 02:17:04	Ruthie HB @Ruthie_HB	 RT @britz: A4. At the very least a leader needs to remember that its organization is built upon living/breathing/feeling organisms #orgdna
22:17:25 02:17:25	Jamie Billingham @jamiebillingham	 @complexified Oh, completely - lots of uncertainty. The values driven thing seems to run a bit deep though. At least sometimes. #orgdna
22:17:36 02:17:36	Bruce Waltuck @complexified	 @jamiebillingham See my PPT with key quotes from "A Simpler Way" #orgdna https://t.co/oGghFMWlqD
22:18:02 02:18:02	Bruce Waltuck @complexified	 @jamiebillingham @sourcePOV yes... WE ARE DEVO. D-E-V-O. #orgdna
22:18:12 02:18:12	Chris Jones @sourcePOV	 Lol, I have 4 pages of notes in a Word table. I wonder if we grabbed the same quotes !? #orgdna https://t.co/i46Etp4bzI

22:18:37 02:18:37	mark britz @britz		This has been a fascinating conversation! You've all given me much to ponder. I'm looking fwd to next months chat already! #orgdna
22:19:01 02:19:01	Jamie Billingham @jamiebillingham		@complexified Thnaks - Tweeted it so I could find it again :-) (On work computer- don't tell the boss lol) #orgdna
22:19:06 02:19:06	Chris Jones @sourcePOV		"Fear of survival is the darkest of Darwinian shadows" - M.Wheatley, in A Simpler Way .. #orgdna
22:20:08 02:20:08	Chris Jones @sourcePOV		Likewise, Mark. SO MUCH great thinking here to ponder, many branches to pursue .. be thinking which ones to follow... https://t.co/nYHTAAJuqI
22:20:50 02:20:50	Bruce Waltuck @complexified		@jamiebillingham challenge of course is a)when actions don't match espoused values & b)when values stifle learning/growth/adaptation #orgdna
22:20:51 02:20:51	Jamie Billingham @jamiebillingham		@complexified We just hired a new staff member who brought in entire box of chocolate covered macadamia nuts. I love her #orgdna
22:21:01 02:21:01	Chris Jones @sourcePOV		Almost quoted Frost in tonight's frame: "Natures 1st green is gold, her hardest hue to hold .." #orgdna
22:21:24 02:21:24	Bruce Waltuck @complexified		@jamiebillingham I never tweet and tell lol. #orgdna
22:21:34 02:21:34	Jamie Billingham @jamiebillingham		Oh yes! @complexified challenge a)when actions don't match espoused values & b)when values stifle learning/growth/adaptation #orgdna
22:21:43 02:21:43	Paul @Shamlet		One of my summer reads this year -- wondering if anyone in #orgdna is familiar with it and what your thoughts are: https://t.co/Dp947ztwyZ
22:22:04 02:22:04	mark britz @britz		@complexified @sourcePOV Damn it. Now I want A Mocha Latte #orgdna
22:22:34 02:22:34	Jamie Billingham @jamiebillingham		@Shamlet That looks like a great read, thanks for sharing it. #orgdna
22:22:40 02:22:40	Chris Jones @sourcePOV		Interesting, Paul .. 1st I'd heard, but I shall give it a look .. keep me/us posted as well .. #orgdna https://t.co/B1qBaPkcO8
22:22:40 02:22:40	Bruce Waltuck @complexified		@jamiebillingham I'll remember that when I come across the border :-) Note to self: bring chocolate. #orgdna
22:23:03 02:23:03	Chris Jones @sourcePOV		NO COMMENT. I am blocking that tweet from the in basket. #orgdna https://t.co/2usY5gvsye
22:23:32 02:23:32	Jeff Sussna @jeffsussna		RT @complexified: #orgdna complexity per se is not paralyzing. Inability to act into uncertainty, to explore/learn/adapt/stabilize paralyz...
22:23:40 02:23:40	mark britz @britz		@sourcePOV :) #orgdna
22:24:52 02:24:52	Chris Jones @sourcePOV		Let's open up #orgdna planning invite to all participants .. we'd love your input, a Jed Bartlett-ian "What's Next?" << more on culture?
22:25:08 02:25:08	Jamie Billingham @jamiebillingham		Thanks Chris! Hope to catch you all again soon :-) #orgdna
22:25:41 02:25:41	mark britz @britz		@jamiebillingham Thanks for joining in Jamie! #orgdna
22:26:07 02:26:07	Bruce Waltuck @complexified		@Shamlet Familiar but have not read it. Thinking the illustrated intro version will be pretty cool to begin :-) #orgdna Thanks!
22:26:47 02:26:47	mark britz @britz		G'nite all #orgdna
22:27:10 02:27:10	Bruce Waltuck @complexified		@britz @sourcePOV Tad late for Starbucks downtown. Marshall Street? Dunkin Drive-through open for sure. Thompson Rd. #orgdna
22:27:52 02:27:52	DNA of Collaboration @collabdna		Great #orgdna vibe tonight, some new faces, old timers .. and a TON of great ideas .. more soon? See u 3rd MON in October, 10/17 9pm ET

22:29:14 02:29:14	Chris Jones @sourcePOV		G'night Mark, thanks again .. great conversation you sparked !! more ahead at #orgdna .. https://t.co/Gl6NiBDVb8
22:29:15 02:29:15	Bruce Waltuck @complexified		RT @collabdna: Great #orgdna vibe tonight, some new faces, old timers .. and a TON of great ideas .. more soon? See u 3rd MON in October, 1...
22:29:37 02:29:37	Andy Fleener @andyfleener		RT @complexified: #orgdna complexity per se is not paralyzing. Inability to act into uncertainty, to explore/learn/adapt/stabilize paralyz...
22:30:06 02:30:06	Paul @Shamlet		@collabdna Thanks to all in #orgdna -- always enjoy coming at it from my perspective as a teacher. Stretches my thinking!
22:30:14 02:30:14	Bruce Waltuck @complexified		Thanks all for the great #orgdna shared learning tonight on org culture, and leading change. Always fun, always a pleasure!
22:31:53 02:31:53	Chris Jones @sourcePOV		Likewise, Bruce. Huge to have you with us, hope you can make us a regular stop :) .. be well .. #orgdna https://t.co/P4bxUnnbqj
22:33:04 02:33:04	Chris Jones @sourcePOV		Yes Paul, always a pleasure. Miss our #ecosys chats, but we're bringing much of it fwd into org & culture contexts.... https://t.co/VDI2QNtrdj
22:35:42 02:35:42	Chris Jones @sourcePOV		Lol Jamie, it's a plan. And you know where to find us. Keep the great ideas flowing !! #orgdna https://t.co/T52AU3wOSb
22:38:45 02:38:45	Ruthie HB @Ruthie_HB		Definitely got my mind boggling! #orgdna
22:39:44 02:39:44	Sherree Worrell @Sherree_W		RT @collabdna: Great #orgdna vibe tonight, some new faces, old timers .. and a TON of great ideas .. more soon? See u 3rd MON in October, 1...
22:39:48 02:39:48	Chris Jones @sourcePOV		Hopefully in a good way, Ruth :) so glad you joined us tonight !! Would love to have you back .. 3rd Monday's 9pmET... https://t.co/DidTNZip6S
22:42:34 02:42:34	Chris Jones @sourcePOV		I must step away too, it's late back east. Be mulling #orgdna topics for next time, seeing many ways to continue tonight's convo. Night.
23:03:05 03:03:05	Allison Hornery @allisonhornery		@sourcePOV Sorry I missed #orgdna, was caught up. However, been reading plenty of George Lakoff since the last chat :)
23:18:45 03:18:45	Rob Bartlett @robbartlett		RT @odguru: A2. Signals of change: when edges soften, when an unlikely senior person says idk or we need help. #orgdna
00:37:16 04:37:16	James Urquhart @jamesurquhart		RT @complexified: #orgdna complexity per se is not paralyzing. Inability to act into uncertainty, to explore/learn/adapt/stabilize paralyz...