# BETWEEN GREEN AND TURQUOISE MANAGEMENT STYLES

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**Abstract:** Metaphors and colours can support a description of the organization culture and management styles, and between these descriptions are visible relations. Therefore, there are two highly developed management styles, green and turquoise. In these concepts, some different values are applied to employees, not just to innovative equipment and technology. The main difference between green and teal (turquoise) management is that the source of the organisation performance is intertwined with the all characteristics of the organisation's members. The article presents the stages of development of management styles included in the colour characteristic of certain types of organizations, from the most basic to intelligent. There are different models of organizations which can be also described in the evolutionary approach. The purpose of the article is to provide descriptions of management styles specific to green and turquoise organizations.

**Keywords:** teal (turquoise) organization, green organization, management styles.

*Ignorance is the biggest blockage before starting
the change process and development for the team
and the organization. Often bosses, business owners,
managers, and leaders have an impression that their team
or organization is already working perfectly
and there is nothing more that they can do better*

Marek Wzorek

## 1. Introduction

Organization management is based on using all the resources at one's disposal to achieve the organizations' goals by making decisions (Grzesik and Kwiecińska, 2016). People working in an atmosphere of partnership and trust operate more efficiently, make fewer mistakes and, as a result, they increase the company's competitiveness on the market, which translates not only into better financial results but also enhances the prestige and image of the organization. As a result of cooperation, an external image of the organization is created, which defines the nature of relations with the business environment (Akberdiyeva, 2018, p. 10). The goal of every entrepreneur's activity is not only profit but above all development. What is more, the company's success depends, among others, on the best possible cooperation of its individual members. The most important are relationships (Zema & Sulich, 2019) inside (among employees) and outside the organization (with its environment), which complement those hitherto favoured in the resource theory (Grudziński and Sulich, 2019) i.e. money, machinery and equipment, materials, energy, methods

work, time, customers, and employees (Pocztowski, 1996, p. 8). Staff is considered today as one of the two most important resources available to the organization operates in a market economy (Capon & Pettit, 2018; Pisarska & Iwko, 2018). Money is the second resource (Fic, 2013; Smith, 2003). However, people decide about the degree and manner of their use (Pocztowski, 1996, p. 8). Therefore, what distinguishes a strong company from others is its competent employees, who, using their skills, knowledge, practical skills and motivation to work, build new quality and awareness in the organization (Sulich, 2015).

The article presents the stages of development of management styles included in the colour characteristic of certain types of organizations from the most basic to intelligent (Blikle, 2018), and even self--learning (Senge, 2018). Over the years, organization management styles have changed dynamically. Companies had to adapt employment conditions and the atmosphere of created relationships to the needs of societies as a socio-economic environment, which was a resource of employees and customers (Kulhánek & Sulich, 2018). Management styles, described by means of colours, also correspond to the conditions of organizational development, but they relate to the interior and the environment of closed enterprises (Blikle, 2018). In contrast, the effectiveness of an organization depends on the productivity of its employees, on their ability and practical skills, experience, goals and values, attitudes and behaviour, personality traits and motivations that allow them to form relationships (Niemczyk, Organa, & Piórkowska, 2012). The organizational culture includes all methods of operation and relationships prevailing in the company, thanks to which a coherent and productive teamwork is possible (Akberdiyeva, 2018, p. 10).

The purpose of the article is to provide descriptions of management styles specific to green and turquoise organizations. The article assumes that people in the organization are important because most problems arise because of them, but employees also solve these and other problems themselves. That is why people are a strategic resource of the company, they have the opportunity to learn, they are able to think conceptually, and they are also creative (Pocztowski, 1996, p. 9). The green and turquoise management model are examples of implementing the theory of corporate value (Akberdiyeva, 2018, p. 9) and building relational capital (Malara & Ryśnik, 2008). Green and turquoise management models are examples of implementing the theory of corporate value and building relational capital. Selected management styles have allowed the establishment of new orders in enterprises in terms of responsibilities (Demków & Sulich, 2018), remunera-

tion, and therefore the profits and development of the organization. Currently, among modern management styles, two of them are the most important, i.e. green and turquoise management, therefore this article will be devoted to these management approaches.

## 2. Organizational culture

An organization is an instrument that allows for an economically rational combination of available resources and enables the large-scale production of various goods and services (Banaszyk, 1997, p. 12). That is why an organization is seen primarily as a technical and economic system. However, it is the people who constitute the organization's activities that cause success or failure to occur (Banaszyk, 1997, p. 12; Drucker, 2012). To understand the essence of the existing organizational culture in a particular company, it is necessary to analyse how decisions are made in the organization (Akberdiyeva, 2018, p. 10). That is why the organization is also a cultural system. Each organization develops a characteristic culture and is in a sense an independent cultural community (Stańczyk, 2008, p. 11).

Organizational culture is created by values that structure the behaviour undertaken within the organization (Budur & Demir, 2019; Capon & Pettit, 2018). These values include the shared beliefs and values of the participants of the organization, allowing to create a system of meanings and rules of organizational behaviour (Organa & Sus, 2018). Interestingly, each organization has its own individual term for what it means by organizational culture. In essence, organizational culture is an expression of final goals, the carrier of the deepest meanings and as such is related to ethics (Banaszyk, 1997, p. 15). In contrast, ethics, in this context, is a set of moral standards and a philosophy that creates the necessary foundation of an organization. Traditional management style often requires the clear and strict implementation of managerial instructions (Akberdiyeva, 2018, p. 10).

The most popular typology of organizational culture is the one proposed by Deal and Kennedy (1982, 1983), which includes four groups of cultures: (1) "all or nothing" (2) "bread and games" (3) analytical culture of ventures (4) culture of processes. These cultures create micro-environments within the organization. Over the years, these models were developed into more elaborated ones as presented in Figures 1 and 2. The typology in Table 1 is a great simplification of the complicated world of an organization, but thanks to this view one can orientate oneself to the extreme forms of organizational culture (Banaszyk, 1997, p. 17).

**Table 1.** The typology proposed by Deal and Kennedy

| Group | Culture Name | Characteristic |
|---|---|---|
| 1 | "Everything or nothing" | It is an individual microworld in which success sets everything. Failures are mercilessly laid bare. There is equality among men and women, only the result counts. "Talismans and superstitions play a big role in helping to reduce risk" (Banaszyk, 1997, p. 16). Showing the whole palette of emotions is the norm in the organization. Success is achieved immediately. |
| 2 | „Bread and Games" | Cooperation and overcoming obstacles resulting from the environment is favoured. "The environment is full of new opportunities" (Banaszyk, 1997, p. 16). Pro-activity is a special value, passivity is perceived negatively. "Sincere positive emotions are a sign of professionalism. |
| 3 | Analytical culture of ventures | The environment is perceived as a big threat. Through analysis and long-term forecasting, some attempts are made to control it. "Scientific and technical rationality is trusted" (Banaszyk, 1997, p. 16). Activities are long-term and decisions are well thought out. Showing emotions is considered unprofessional. Success is achieved gradually. |
| 4 | Process culture | All relationships are centred around a process or project, the overall goal plays a subordinate role. The organization strives for the discreet and perfect implementation of activities, which is why "mistakes cannot be made". Emotions are undesirable at the formal level, but there are informal rumours and intrigues. The measure of success in this organization is the perfect performance of tasks. |

Source: own study based on (Banaszyk, 1997, pp. 16-17).



**Fig. 1.** Stages of management evolution

Source: (Laloux, 2014).

Organizational culture over a longer period of time is not unchanging (Deal & Kennedy, 1983). Changes usually occur as a result of major crises in the organization, which lead to the reconstruction of the organizational structure and composition of teams. Then the organizational routines and rituals are radically changed. "Performing routine work under constant control becomes monotonous, which creates chaos in the organizational culture" (Akberdiyeva, 2018, p. 10). However, the crisis is not a necessary stimulus for change. Organizations can grow on their own or change is forced by management preferring new behavioural patterns. This leads to a growing conflict between the old and new culture (Smith, 2003).

## 3. The evolution of the perception of organizations in management sciences

The literature describes different management styles. In the book "Reinventing Organizations" F. Laloux (2015) described the types of organizations that are a significant extension of the models proposed in Table 1. The colours of these organizations (Figure 1) concern primarily organizational culture, often shaped on the experiences of the company founder, according to its values (Akberdiyeva, 2018,

p. 10). Organizational culture is evolving, which is why it begins to adapt to the environment and creates various types of relationships and interactions with it (Niemczyk, Organa, & Piórkowska, 2012, p. 24). The metaphor of the perception of the organization is constantly changing (Table 2).

The metaphor is a linguistic stylistic measure in which foreign semantic words are syntactically combined with each other, creating a phraseological relationship with a meaning other than the literal meaning of words (Stańczyk, 2012, p. 300). The metaphor can be used as presented in Figure 1 to describe the different organisation styles, also indicated in Table 2.

The intensification of the turbulence of the environment and the resulting unpredictability of the operating conditions of enterprises influence the change in the hierarchy of organizational values (Stańczyk, 2008, p. 145). At present, people are interested in a partner rather than an authoritative treatment (Figure 2). Employees want to do their best and be autonomous and flexible. What is more, each person should contribute their values to the organization (Maciołek, 2019).

In the face of such conditions, the assumptions of a new management school are being formed (Blikle, 2018), the foundation of which is the organization's innovation, flexibility and entrepreneurship (Stańczyk, 2008, p. 146).

**Table 2.** Popular organization metaphors and their characteristics

| Metaphor | Organization view | Characteristic |
|---|---|---|
| Machine | An organisation as a set of well-structured parts with well-defined roles and tasks. | Focus on efficiency and productivity. People as elements of the mechanism, acting in a certain way, defined by tasks. |
| Organism | Organization sensitive to the passage of time (birth, development, maturity, ageing, death), operating in the environment and dependent on it. | Emphasis on the environment. Flexible adaptation to the environment and meeting the organization's own needs. |
| Brain | Organization as an entity acting wisely and learning. | Focus on learning ability. People as the most important resource of the organization. |
| Culture | Organization as a kind of symbolic communication and action, different from the actions of others. | Emphasis on the individual nature of the organization outside and unambiguous shared values inside. |
| Political system | Organization as a network of people working together to achieve a common goal. | Emphasis on authority as a way of responding to conflicts and preventing conflicting actions. |
| Mental prison | Organization as a way of stereotypical approach to phenomena, limiting individual features. | Emphasis on limiting individual freedom by imposing stereotypical attitudes and behaviour. |
| Flow and transformation | Organization as a constantly changing system, consciously shaping its activities and influencing the environment. | Emphasis on change. The use of strategy to consciously shape one's own position and environment. |
| Instrument of domination | Organization as a way of exploitation, constantly monitoring the behaviour and attitudes of people associated with it. | Emphasis on the control and dominance of organizations over people. |

Source: (Stańczyk, 2012, p. 303).
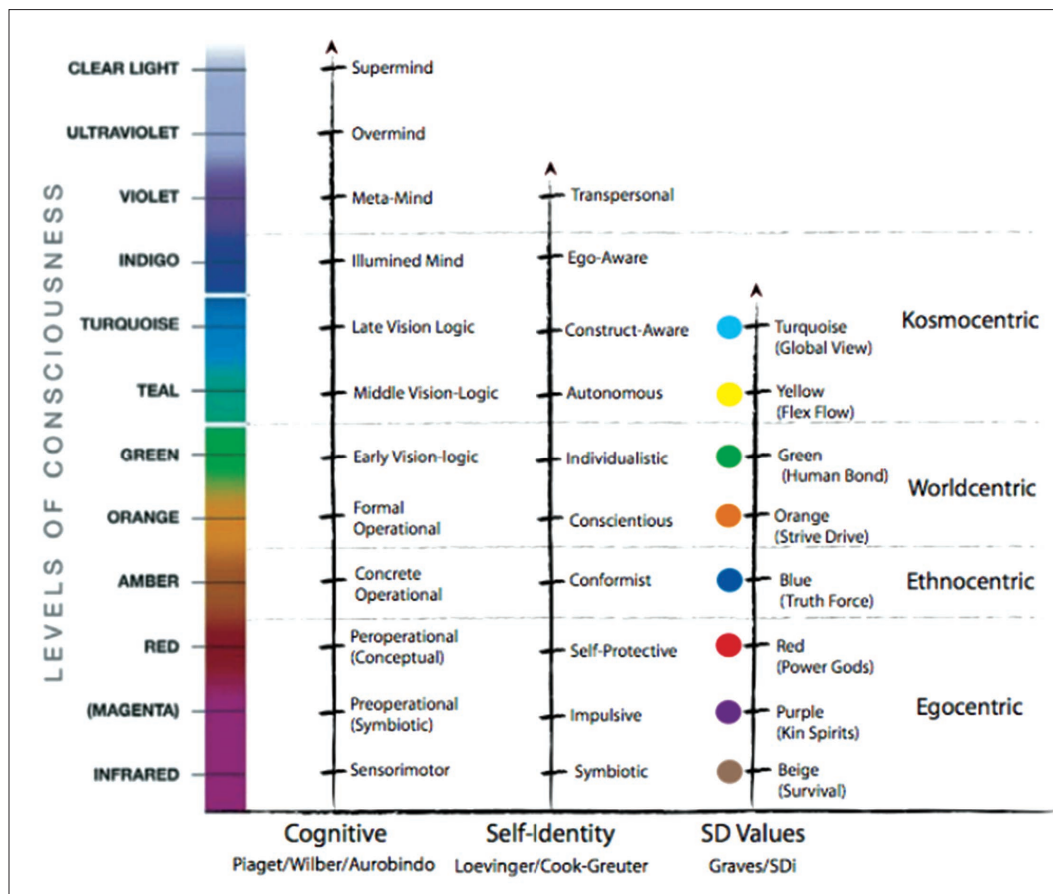
**Fig. 2.** Characteristics of a turquoise (teal) organization

Source: (Brown, 2007; de Morre, 2019).

### 3.1. Green management style

The so-called green organizations have been a challenge for traditional companies in recent years. Green organizations are characterized by a management style, not a pro-ecological or green purpose (Capon & Pettit, 2018). There are companies in the economy that collectively make decisions, which makes it possible for a team member to submit changes but the final decision remains with the managers (Akberdiyeva, 2018, p. 10). The green management style emphasizes care and leadership as well as democracy and equality. Moreover, this style focuses on maintaining harmony and a sense of community within the organization. This is a company management model in which the following are important:

1) an individual element that is based on the values and interests of members of the organization,

2) active and creative participation in it.

In this organization the leader supports and motivates employees, and also provides opportunities through egalitarian management. The structure in the green organization resembles a pyramid, in which the goal is customer satisfaction. Companies known for

their idealist practices are, among others, Zappos and Starbucks (Maciołek, 2019).

Green management is also based on security, which is the foundation of proper relationships in the organization (Zema & Sulich, 2019). Employees in these types of organizations are more involved because it is important in them to focus on customer satisfaction as well as decision-making at lower levels, or long-term development. Human feelings and emotions are important, and interpersonal relationships are more important than results. In green management, one is also dealing with developed corporate social responsibility (Demków & Sulich, 2017; Witek-Crabb, 2016).

### 3.2. Teal management style

Turquoise (teal) management is the next stage in the manner of management in the development of the organization (Laloux, 2015), namely, there is no middle management in turquoise organizations. Employees treat the organization as a living organism with a strong feedback (Akberdiyeva, 2018, p. 11). Moreover, organizational culture is based on creating

a culture of stimulating employees to act independently (Akberdiyeva, 2018, p. 10):

1) hiring employees who make their own and independent decisions,

2) making consultative decisions with colleagues (including the manager),

3) making the final decision by the employee and not by the manager.

The main four rules of turquoise management are as follows (Laloux, 2015):

1) you do what you can,

2) you do what you need,

3) you are responsible for it.

4) you can change what you do, but with 1, 2 and 3.

According to the concept of Laloux (2015), turquoise is the highest level of awareness of organization management, and process management is a certain stage in the introduction of this management culture. Hence, process management (Blikle, 2017) is based on the implementation of tasks assigned by the client, not the supervisor. In this type of organization, not only the effects of error are removed, but also the cause and trust builds responsibility. Blikle writes: "turquoise management is carried out according to the principle: those who know, and the rest trust them. In a turquoise organization nobody needs to be supervised to work, no one has to be judged or driven to work with a stick and a carrot. And since you don't need to watch or drive, managers turn into real leaders and mentors. There, nobody gives orders to anyone, and the scope of tasks of each employee falls into four principles " (Blikle, 2018).

In turquoise organizations, a sense of freedom in action is important, teamwork is organized by the development of team members. The employees engage in the undertaken activities themselves, which shows their interest in a given topic, nothing is imposed on anyone. This approach opens up space for creativity, and thus for the development of innovation (IC Project, 2019).

In his book, Laloux (2015) proposed three pillars of turbulent organizations:

1. Self-management.

2. Wholeness, a feeling that you can be yourself at work, be accepted as you are, and there is no need to separate work and private life.

3. Evolutionary purpose, i.e. company mission and vision. "The evolutionary goal is seen from the perspective of the organization as a living and changing organism that has a life goal, while team members help to achieve it every day".

It is worth adding the fourth pillar, which is:

4. Transparency, i.e. sharing important strategic information with all persons in the organization (including in terms of the financial and business situation).

## 4. Conclusions

Considering the above, it should be noted that the traditional competition inside the organization ceases to be significant, as it leads to the degradation of the cooperation and creativity processes. In this area, turquoise organizations are close to the green.

Management in the turquoise style is currently in the experimental phase, the aim of which is to remove management pathologies previously observed in many organizations. This style of management, which is a form of organizational culture, indicates creativity and the level of development of the awareness of employees who are responsible for a given organization, identify with it, and pursue their own goals.

The turquoise style of management strives for harmony between employees and the surrounding world. Complementary formal and informal relationships occur in green and turquoise organizations, which increases employee engagement and flexibility. In addition, in a turquoise-style organization, the workplace is not associated with stress and burnout, but rather its own development. Work is not only a place to earn money, but first and foremost, a place for self-development and self-realization as well as self-expression.

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## MIĘDZY ZIELONYM A TURKUSOWYM STYLEM ZARZĄDZANIA

**Streszczenie:** Metafory i kolory mogą wspierać opis kultury organizacyjnej i stylów zarządzania, czasem uwidaczniając relacje między nimi. W związku z tym, istnieją dwa najwyżej rozwinięte style zarządzania: zielony i turkusowy. W tych koncepcjach różne, określone wartości dotyczą pracowników, a nie innowacyjnego sprzętu i technologii. Główna różnica między zarządzaniem zielonym a turkusowym polega na tym, że źródło wyników organizacji jest powiązane ze wszystkimi cechami członków organizacji. W artykule przedstawiono etapy rozwoju stylów zarządzania zawartych w charakterystyce kolorystycznej niektórych rodzajów organizacji – od najbardziej podstawowych po inteligentne. Istnieją różne modele organizacji, które można również opisać w podejściu ewolucyjnym. Celem tego artykułu jest przedstawienie stylów zarządzania specyficznych dla organizacji zielonych i turkusowych.

**Słowa kluczowe:** organizacja turkusowa, organizacja zielona, style zarządzania.