



Teal Organisational Theory Statement

The Aurum Project

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The Aurum Project (AP) is proud to be a charity established in 2004 and registered with the [Australian Charities and Not-for-profit Commission](#). The AP mission is to advance the understanding of homeopathy in Australia by promoting and conducting research of the use of natural medicine and homeopathic medicines for childhood health and behavioural problems.

AP is an independent health research organisation and is part of a unique subgroup of the not-for-profit sector. Our primary function is to undertake health research for the ultimate benefit of children in the community. We are a group of researchers, supported by management and administrative staff. Our management committee is entirely volunteer based.

AP Management Committee believes it is critically important for members involved in Research Pods to be enabled to flourish, professionally and personally as they undertake the challenges of research. To achieve this environment for Pods and to build capacity, AP functions increasingly as a Teal Organisation.

1. What is a Teal Organisation?
2. Exhibit 1: Management evolution
3. The tenets of a Teal Organisation
4. What is an AP Research Pod?

1. What is a Teal Organisation?

A Teal Organisation is one which operates effectively, even at a large scale, with a system based on peer relationships. They set up structures, practices and policies in which people have high autonomy in their domain, and are accountable for coordinating with others.

Exhibit 1 illustrates the color scheme devised by Frederic Laloux, author of *Reinventing Organisations*, as a convenient way to name the successive stages of management evolution leading up to describe Teal Organisations.

2. Exhibit 1: Management evolution

Exhibit 1: Evolutionary Breakthroughs in Human Collaboration

Color	Description	Guiding Metaphor	Key Breakthroughs	Current Examples
RED	Constant exercise of power by chief to keep foot soldiers in line. Highly reactive, short-term focus. Thrives in chaotic environments.	Wolf pack	<ul style="list-style-type: none"> • Division of labor • Command authority 	<ul style="list-style-type: none"> • Organized crime • Street gangs • Tribal militias
AMBER	Highly formal roles within a hierarchical pyramid. Top-down command and control. Future is repetition of the past.	Army	<ul style="list-style-type: none"> • Formal roles (stable and scalable hierarchies) • Stable, replicable processes (long-term perspectives) 	<ul style="list-style-type: none"> • Catholic Church • Military • Most government organizations (public school systems, police departments)
ORANGE	Goal is to beat competition; achieve profit and growth. Management by objectives (command and control over what, freedom over how).	Machine	<ul style="list-style-type: none"> • Innovation • Accountability • Meritocracy 	<ul style="list-style-type: none"> • Multinational companies • Investment banks • Charter schools
GREEN	Focus on culture and empowerment to boost employee motivation. Stakeholders replace shareholders as primary purpose.	Family	<ul style="list-style-type: none"> • Empowerment • Egalitarian management • Stakeholder model 	Businesses known for idealistic practices (Ben & Jerry's, Southwest Airlines, Starbucks, Zappos)
TEAL	Self-management replaces hierarchical pyramid. Organizations are seen as living entities, oriented toward realizing their potential.	Living organism	<ul style="list-style-type: none"> • Self-management • Wholeness • Evolutionary purpose 	A few pioneering organizations (see "Examples of Teal Management")

Source: Frederic Laloux, *Reinventing Organizations* (Nelson Parker, 2014)

3. The tenets of a Teal Organisation

'Building Capacity' for the Pod and its participants, is a keynote of Teal's organisational success and this is attained by following four areas:

1. Self-management: High autonomy and self-management of the project by the Pod's participants.
2. Agency in the Pod's domain: Decision making and solution finding is tied to the Pod participants, rather than the AP executive team alone.
3. Wholeness: Participants are encouraged to access their wholeness and not just their professional side as they proceed through the project and navigate the challenges. This is shown to feed passion, energy, expression and creativity in solution finding.
4. Evolutionary Process: Enable agile processes that sense and respond to changes.

It is also very important for Pods to be supported and guided through the entirety of the project in partnership with the management committee and Research Coordinator, as there are administrative, legal, ethical and governance issues to be considered in homeopathic research under AP Charitable status. As a partner to each Pod, the Research Coordinator and Management Committee are available to provide input on these matters so we all maintain safe practices within the frameworks of governance that must be upheld for the protection of participants and the protection of AP. It is crucial that Pods, the Research Coordinator and Management Committee liaise with each other as matters of this nature arise.

Pods can and are encouraged to seek support from both the Research Coordinator and the AP management committee on all matters relating to ethical conduct of research, as well as adopting the principles of Teal organizations in practice.

As AP becomes a larger organisation it is even more important that members of Pods, volunteers, AP members, and employees carry out their work in line with AP goals and aspirations to work within the tenets of TEAL organisation.

Any writing of guidelines and policy will benefit by first examining these goals and aspirations.

4. What is an AP Research Pod?

An AP Research Pod (Pod) is a research team. The differentiation of what makes Pods different to traditional research teams is how the people work together. The Pods are made up of professional homeopaths and other people interested in a research topic. Through regular meetings and dialogue they create a relationship that increases trust and resilience. They work together to create, design and implement the research project.

One example is AP Rhizome Research Pod which started working together by defining their research area in Urinary Tract Infection (UTI). They considered different approaches to answering a research question to produce sound evidence on how homeopathy treatment could provide support for people with UTI. All of the Pod members are in active clinical practice, and motivated to contribute to the homeopathy profession.

Pods are driven by dynamic groups of homeopaths and researchers who have a passion to learn more about health and homeopathy through ethical research practices, and to serve the greater good of our communities. The participants bring their wide-ranging experiences, resources and knowledge to the Pod and the unique dynamic that is generated by this diversity is enriching to all involved.

AP aims to enable personal, professional fulfillment and growth as well as deliver successful and purposeful research outcomes. AP Management Committee also believes: it is critically important for members involved in Pods to be enabled to flourish, professionally and personally as they undertake the challenges of research. To achieve this environment for Pods and to build capacity, AP functions increasingly as a Teal Organisation.

Development of statement about: The Aurum Project: Teal Organisational Theory

(Review frequency - 3 yearly)

Policy Identifier / Version	APTEAL.V1 first draft by Celeste Salter & Linlee Jordan	Date review due	APTEAL.V1 reviewed and accepted by management committee	Date APTEAL.V1 included on website
APTEAL.V1	29/04/2024	26/6/2027	26/6/2024	26/7/2024