

RED ORGANISATIONS

Description: Constant exercise of power by chief to keep foot soldiers in line. Highly reactive, short-term focus. Thrives in chaotic environments. **Guiding Metaphor:** Wolf pack; **Key Breakthroughs:** division of Labour, Command authority; **Current Examples:** organized crime, Street gangs, tribal militias

AMBER ORGANISATIONS

Description: Highly formal roles within a hierarchical pyramid. Top-down command and control. Future is repetition of the past. **Guiding Metaphor:** Army; **Key Breakthroughs:** Formal roles (stable and scalable hierarchies), Stable, replicable processes (long-term perspectives); **Current Examples:** organized crime, Street gangs, tribal militias

ORANGE ORGANISATIONS

Description: Goal is to beat competition; achieve profit and growth. Management by objectives (command and control over what, freedom over how). **Guiding Metaphors:** Machine; **Key Breakthroughs:** Innovation, accountancy and Meritocracy; **Current Examples:** Multinational companies, Investment banks, charter schools

GREEN ORGANISATIONS

Description: Focus on culture and empowerment to boost employee motivation. Stakeholders replace shareholders as primary purpose. **Guiding Metaphors:** Family; **Key Breakthroughs:** Empowerment, egalitarian management, Stakeholder model **Current Examples:** Business known for idealistic practices (Ben & Jerry's, Southwest Airlines, Starbucks).

TEAL ORGANISATIONS

Description: Self-management replaces hierarchical pyramid. Organizations are seen as living entities, oriented toward realizing their potential. **Guiding Metaphors:** Living organism; **Key Breakthroughs:** Self-management, Wholeness, Evolutionary purpose; **Current Examples:** A few pioneering organisation