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**Organizational Behaviour**

# **Reinvent and Reorganize the Work in Times of Crisis**

A memetics perspective  
in Education and Coaching Projects

**E-Leader Conference 2012**

**Berlin, 4-6 June**

# Outline

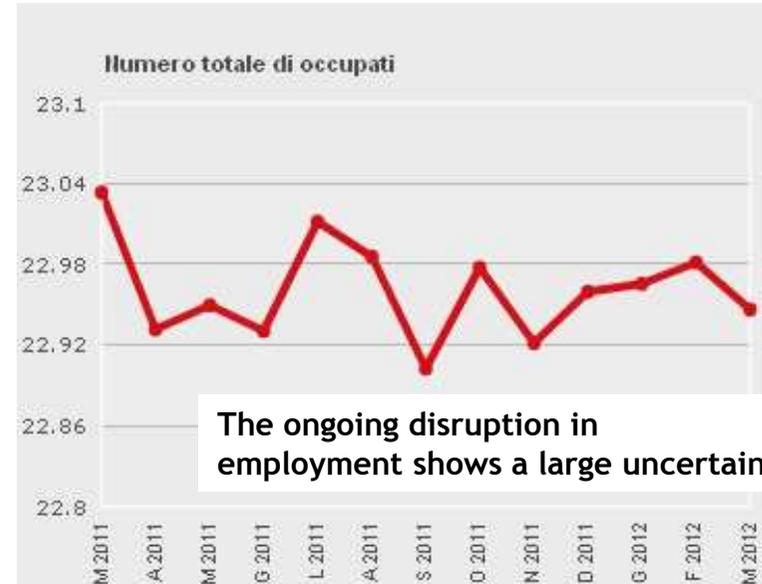
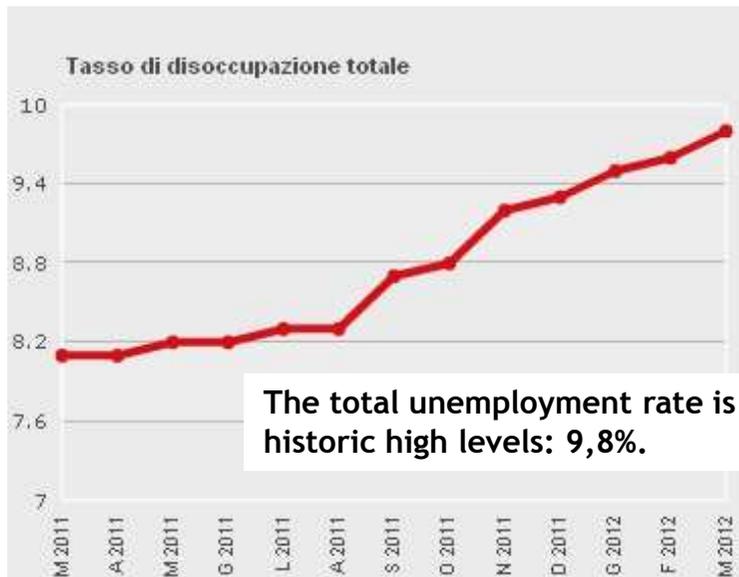
- The Italian Landscape
- Projects' Aim and Scope
- Inspiring Ideas and Basic Concepts
- Our “Eco-Cultural Systems”: Evolution and results
- Conclusions
- References



# The Italian Landscape: People at Work

Residents in Italy are **59,464,644**:  
28,750,942 males and 30,713,702 females.  
The **foreigners** are **3,769,518**.  
(last census, oct2011 - provisional data)

Total Employment: **23 million units.**



**The offer of "conventional" work (temporary or permanent) is lower than work demand.**

Source: [WWW.ISTAT.IT](http://WWW.ISTAT.IT)



# The Italian Landscape: Work Value



**We earn less and spend more for consuming what we produce...**



Source: [WWW.ISTAT.IT](http://WWW.ISTAT.IT)

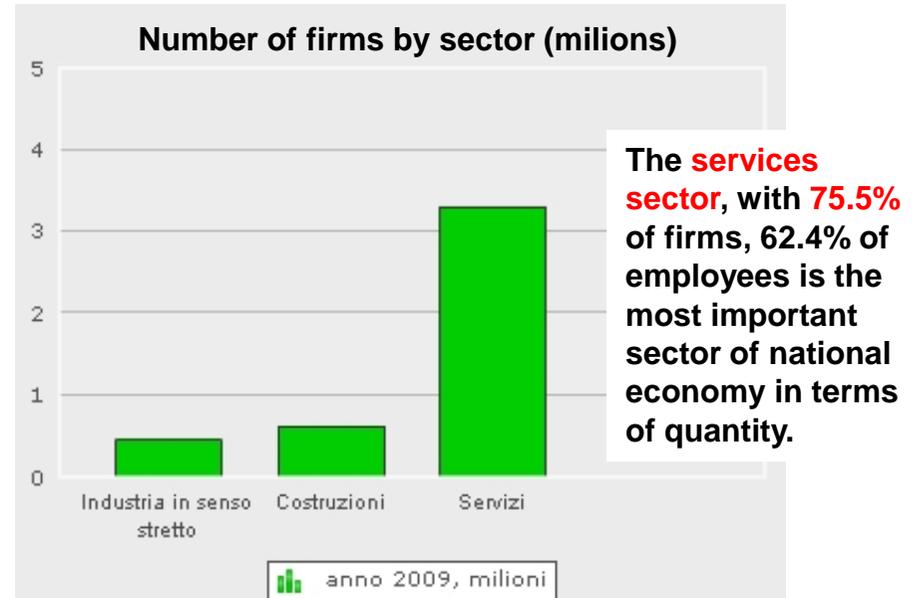
# The Italian Landscape: People, Work and Value

The **running companies** are **4,383,544** with 17 million of workers.

The average size: 3.9 employees per firm.

**Micro-enterprises** (fewer than 10 employees) **represent the 94.8%** of total, with the 47.5% of employees and the 25.5% of the value added.

In the micro-enterprises **the 64.2% of employment is based on independent work.**



The **exporting manufacturing firms demonstrate a higher labor productivity** compared to those exclusively oriented to the domestic market, with a positive differential in all classes of firms.

## Is our structure adaptable to this crisis?

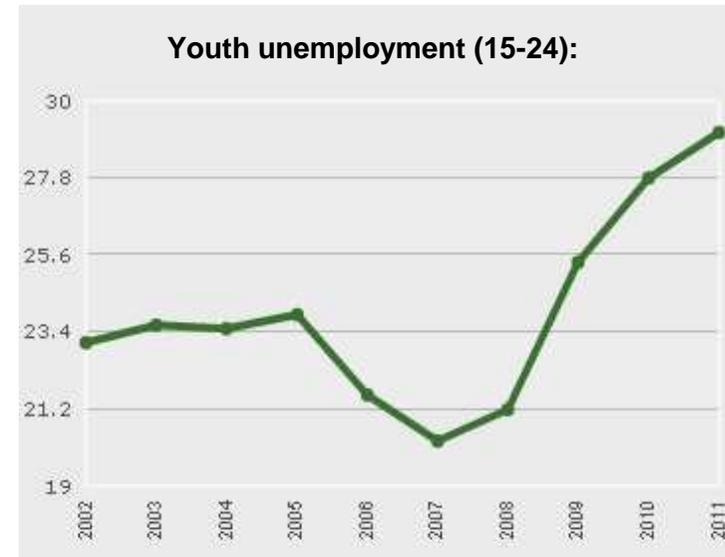


Source: [WWW.ISTAT.IT](http://WWW.ISTAT.IT)

# The Italian Landscape: Perspective for Youth Generation

With a bad record of **35.9%** Italy is in fourth place among 33 OCSE countries in the **ranking of youth unemployment** and we have the same position for the **'Neet'**, young totally inactive: **'neither at school nor at work'**.

Education and training systems are not able to facilitate the development of multiple skills, to prepare the youth generations to face the problems posed by global environment and by economy crisis.



**Without an adequate effort in schools' research and experimentation, we cannot fight the bad results of the students, we cannot reduce the discomfort of teachers, and we cannot remedy the injustices and imbalances in our country.**



Source: [WWW.ISTAT.IT](http://WWW.ISTAT.IT)



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# Projects' Aim and Scope:

## What we have to do?

- We have to **rethink** our approach to consumptions, to welfare policy and bureaucracy in public and in private organizations.
- We have to **change** our relationship between work, school and lifestyle.
- We have to **reinvent** the work structure adding different styles and values.

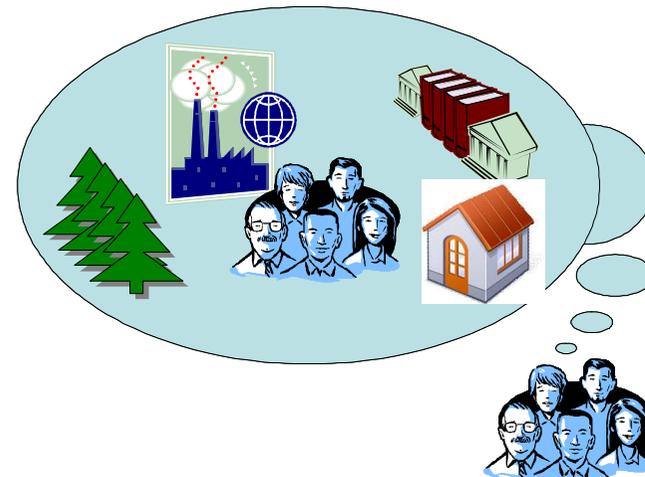


# Projects' Aim and Scope:

## How we have to do it?

- implementing **Cultural Projects** with new relationship between people, environment and technologies.

- **Thinking ourselves as elements in a Eco-Cultural System.**



- **Building consciousness that Everyone can and must contribute to change, seeking new organizational behavior.**

## The Inspiring Ideas and Basic Concepts: **How to build a Cultural Project?**

- **Memetics studies the way in which the Human Culture evolves through the reproduction of its Elements (Memes).**
- **We are the vehicles that:**
  - Replicate
  - Transmit
  - Spread**These Cultural Elements.**
- **Memetics helps us to define new paradigm to build a Cultural Project (Eco-Cultural System).**

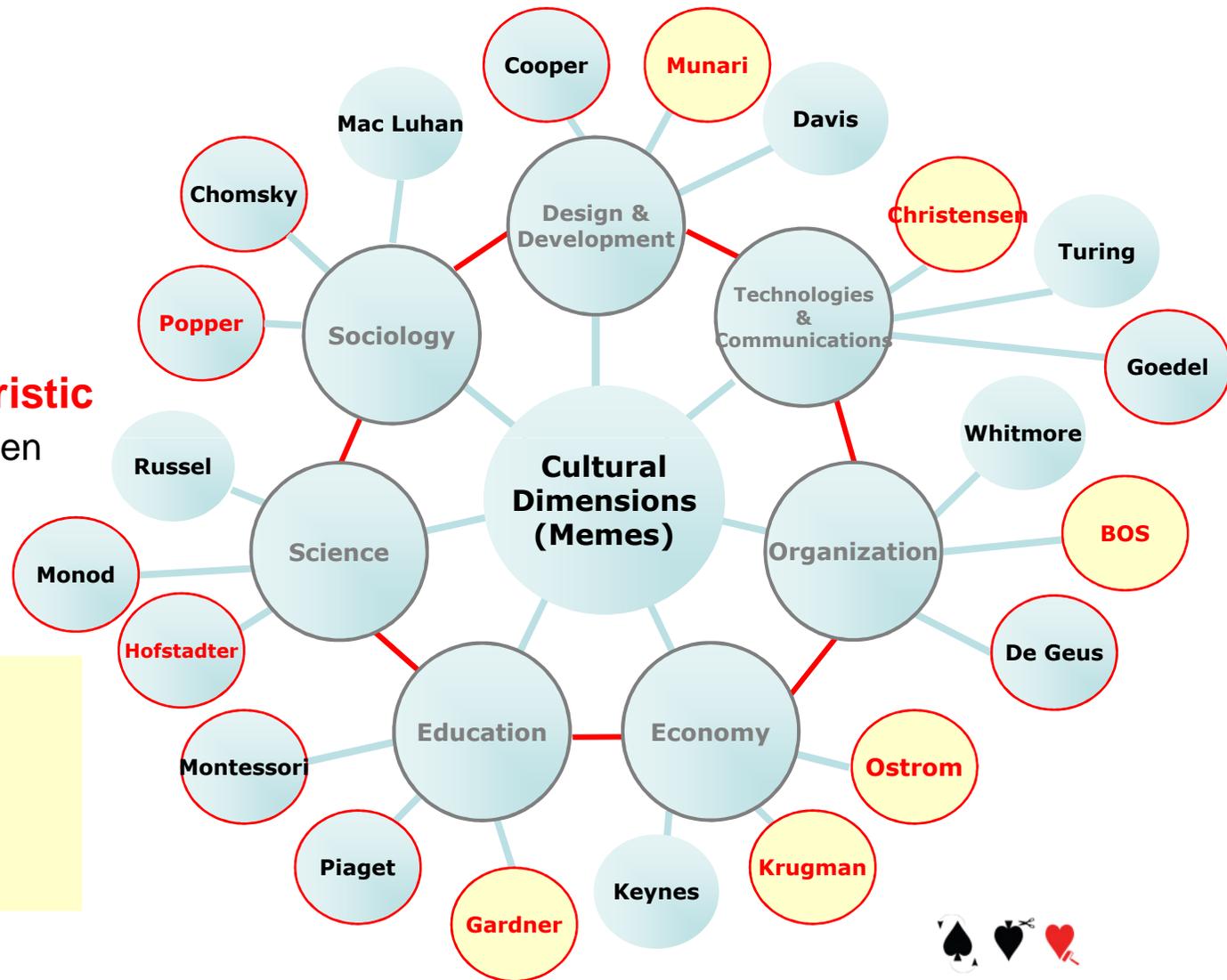


# The Inspiring Ideas and Basic Concepts: How we build an Eco-Cultural System

1. We selected some **models** in these disciplines

2. We tested the **heuristic interlacing** between disciplines

3. We adjusted **methods** to real environments



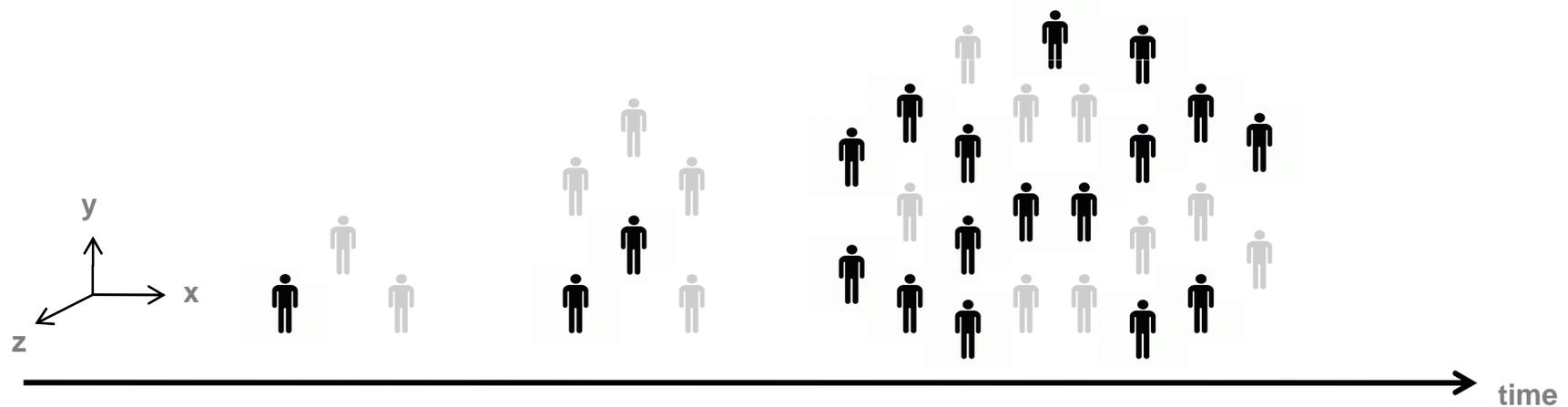
## The Inspiring Ideas and Basic Concepts: **How we build an Eco-Cultural System**

- **We adapted the following cultural dimensions to transform ideas into solutions, through collaborative learning:**
  - Pascal Jouxte – Memetics, how the systems think
  - Elinor Ostrom – Governing Commons
  - Paul Krugman – the depression' economy
  - W. Chan Kim, R. Mauborgne - Blue Ocean Strategy: make competition irrelevant
  - Clayton Christensen – Disrupting Class: how we change the way we learn
  - Howard Gardner – the Five Minds for Future
  - Bruno Munari – Recursive design and development (*one thing leads to another*)



# The Inspiring Ideas and Basic Concepts: **The Eco-Cultural Systems**

The **Culture is a Renewable Common**, the Unique resource that  
– if and when consumed - expands itself in time and space.



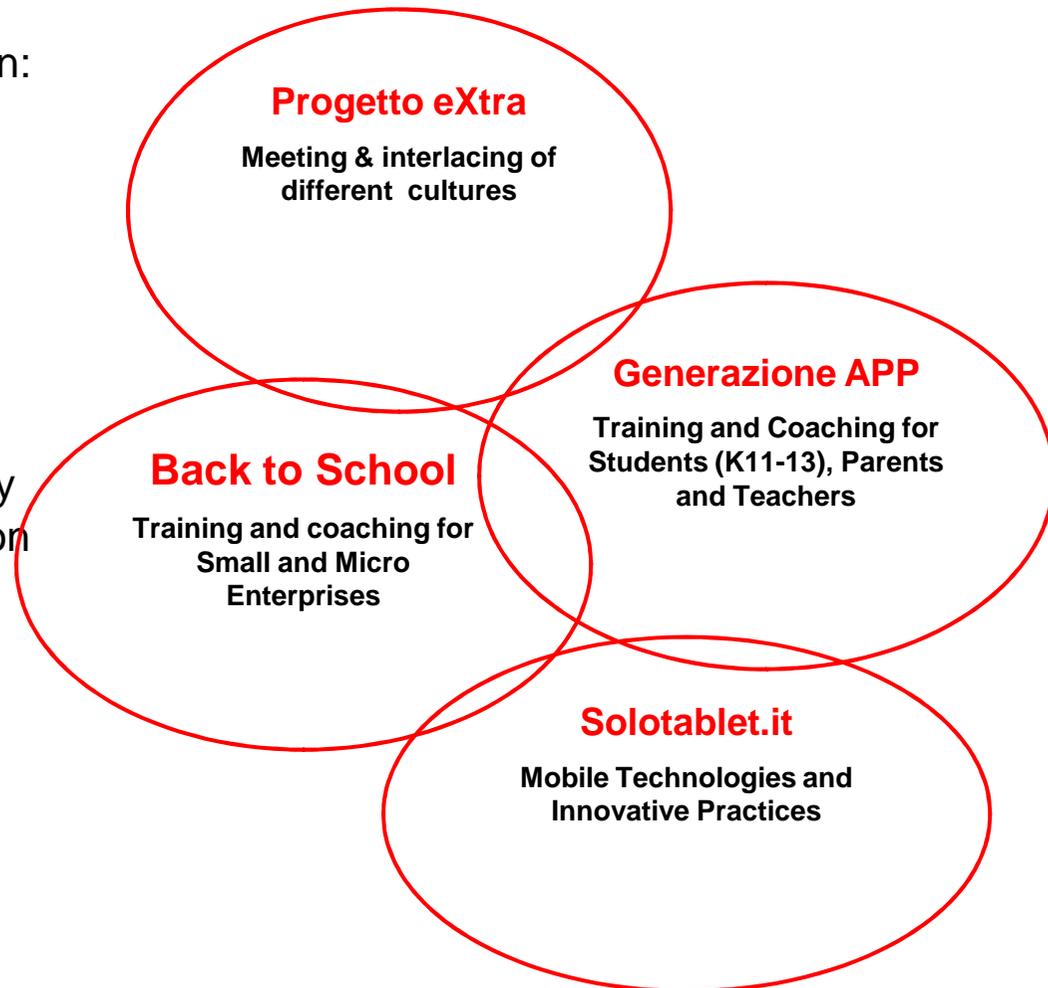
Space = number of people who transmit cultural dimensions (memes) in their environment



# Our Eco-Cultural Systems

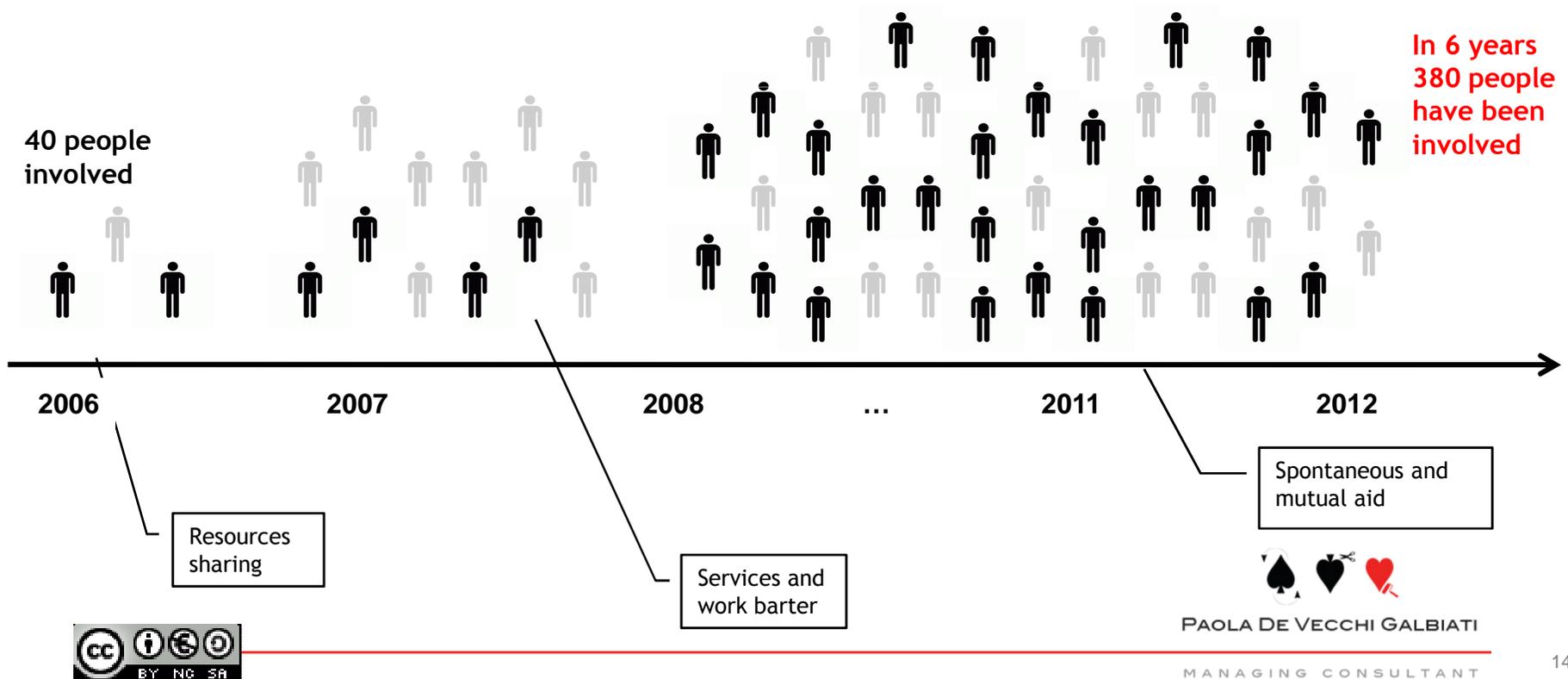
## What we have made

- communities based on collaboration:
  - Products and Services **Barter**
  - Resources' **Sharing**
  - Spontaneous and **mutual aid**
- Using peer to peer approach:
  - **without hierarchical dependencies** people are really committed and their contribution adds values, always.



# Our Eco-Cultural Systems: Progetto eXtra - evolution

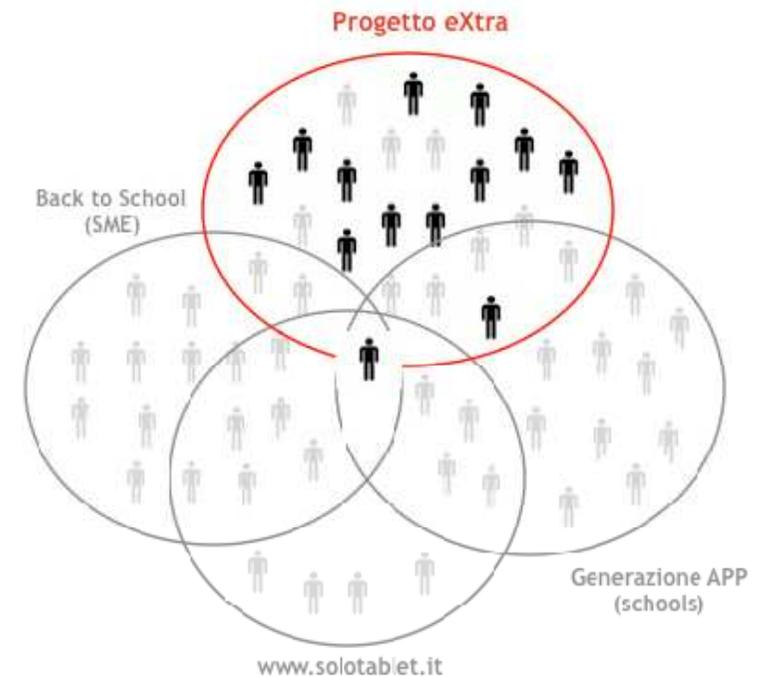
- The project - born in 2006 from the initiative of two persons:
  - reduces the gap between Foreigners and Italians thanks to a melting pot of events (music, gastronomy, literature, etc.)
  - fuses the cultures through languages courses, information and support on Italian laws and institutions.



# Our Eco-Cultural Systems:

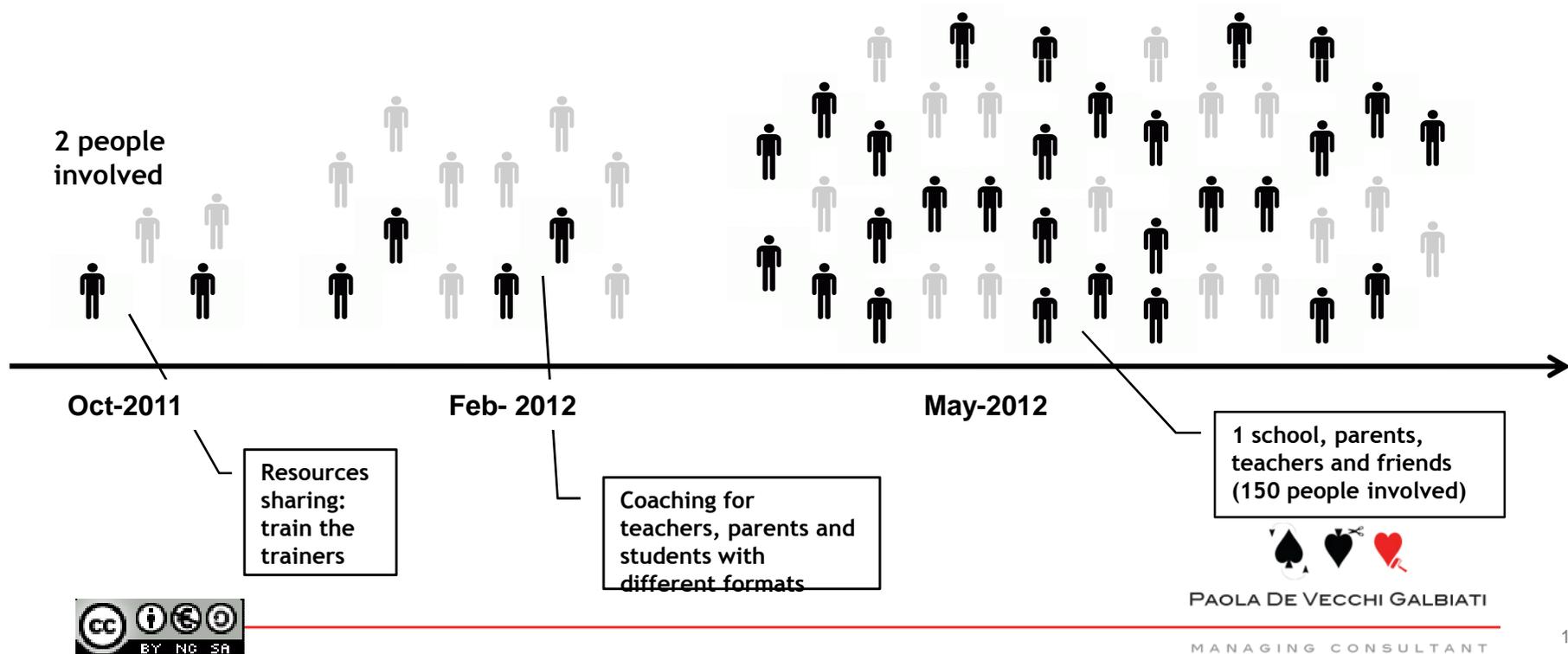
## Progetto eXtra - results

- It is a community of volunteers who exchange knowledge and experiences.
- It's growing thanks to word of mouth and to spontaneous barter of products and services.
- It's supported by institutions, which provide: locations, equipments, support from social workers.
- this community helps to forge personal and business relationships between Italians and Foreigners.



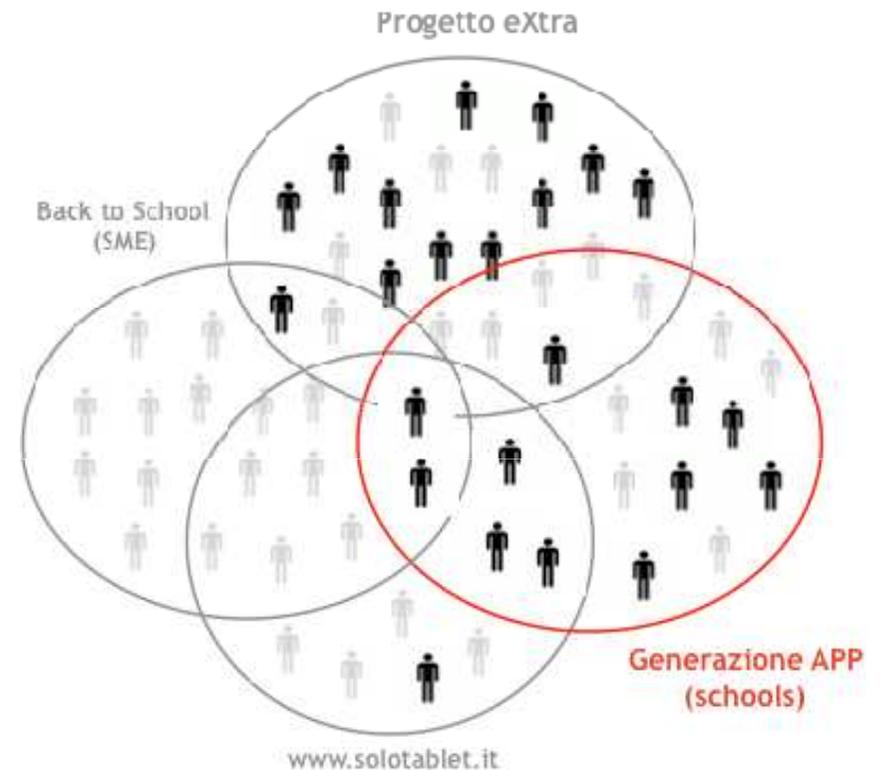
# Our Eco-Cultural Systems: Generazione APP - evolution

- The Project - born in 2011 from the initiative of two persons:
  - introduces new technologies in schools: social network, cloud computing, APP & Tablet.
  - Provides new formats and tools for teachers and schools' managers.
  - closes the gap in communication styles between young and adult people.



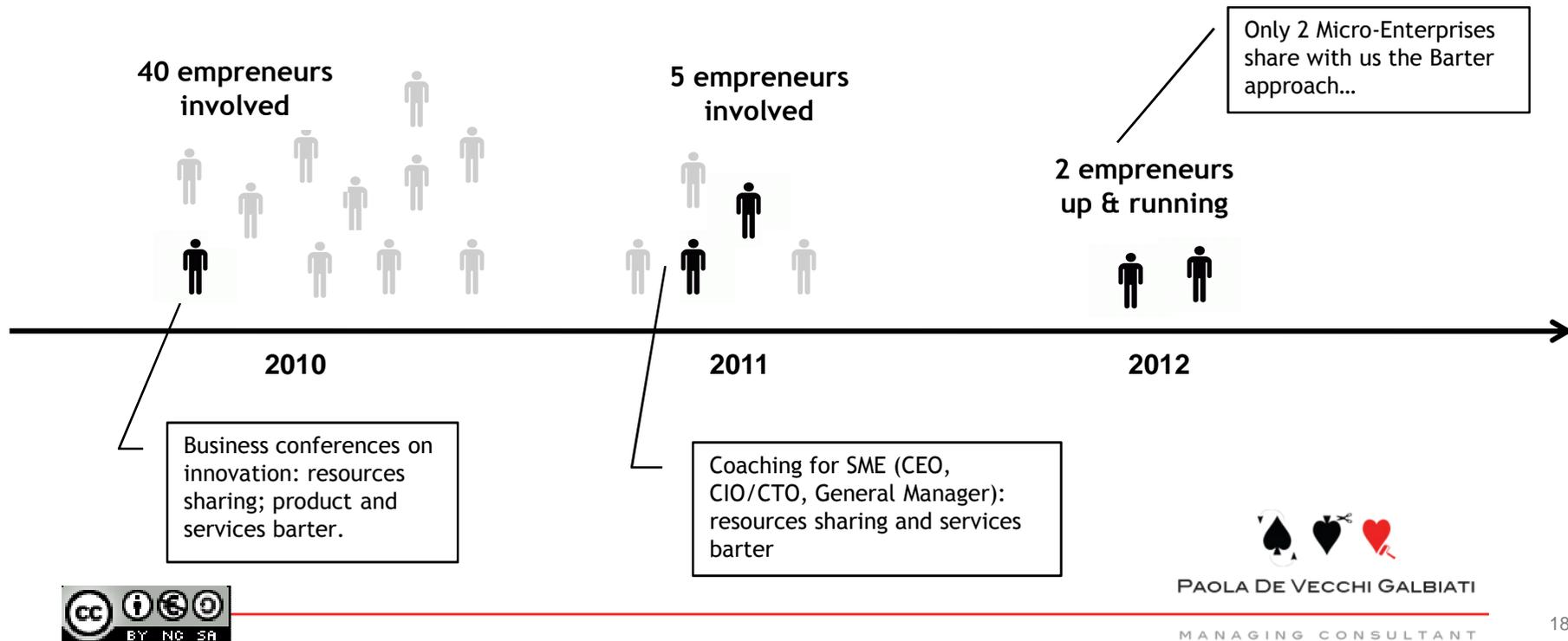
# Our Eco-Cultural Systems: Generazione APP - results

- We implemented didactic tools and teaching methods for secondary schools (K11-13).
- youths with problems in the 'ordinary disciplines' achieved good results using different learning approaches.
- New technologies play an important role in changing paradigm in education, communication and learning.
- Spontaneously a FB Community is born, "generazione APP", with 150 members: students, teachers and parents.
- We can tell school stories from different points of view in our blog "at school with tablet":  
<http://www.solotablet.it/blog/a-scuola-col-tablet>



# Our Eco-Cultural Systems: Back to School - evolution

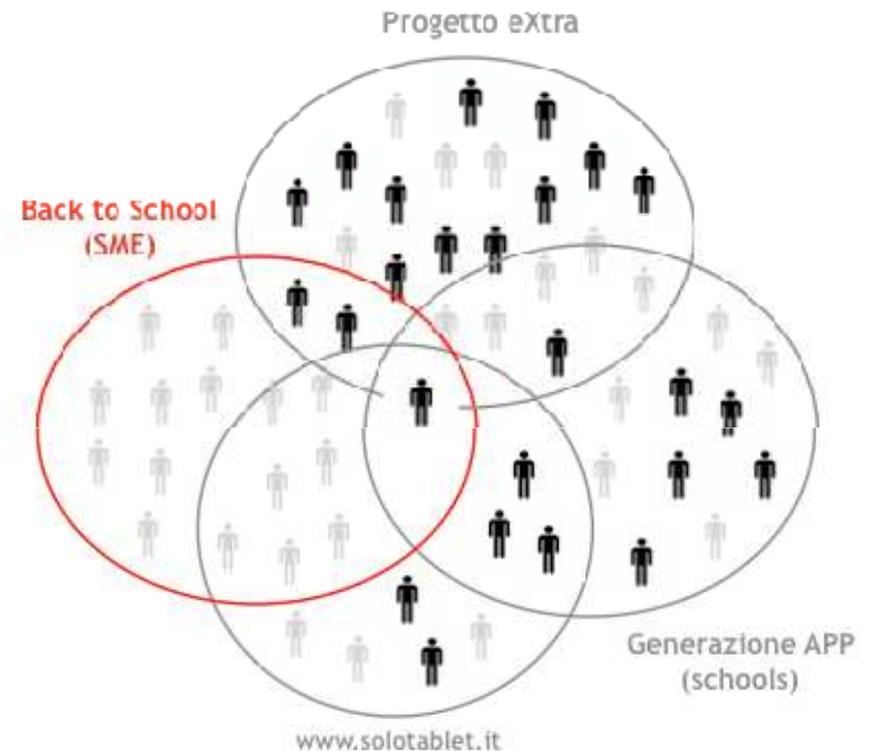
- I started in 2010 a set of initiatives for Small and Micro- Enterprises in order to:
  - release value innovation practices (new business, new behaviours, new Technologies)
  - Investigate new Business Models (barter, resources sharing, on-line collaboration)
  - Innovate internal and external business processes



# Our Eco-Cultural Systems:

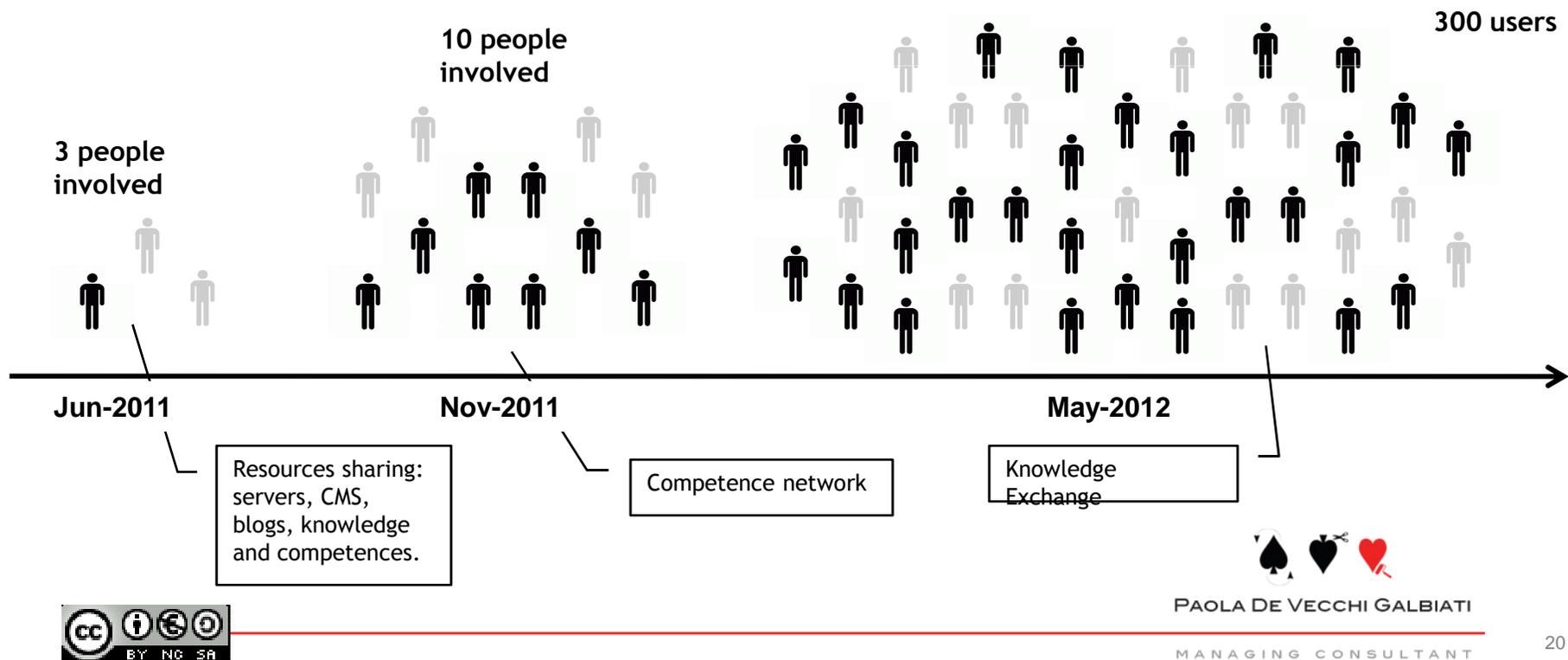
## Back to School - results

- **We haven't achieved good results in this field: Management training and coaching for some Italian SME are still considered as a loss of time** or sometimes simply a way to obtain funds.
- Italian SME are still reluctant to test this kind of new business models, even if Italian law recognizes and regulates the Barter as any other kind of business agreement.
- we investigate this kind of experiments in "disruptive projects" blog:  
<http://www.solotablet.it/blog/disruptive-projects>



# Our Eco-Cultural Systems: Solotablet.it - evolution

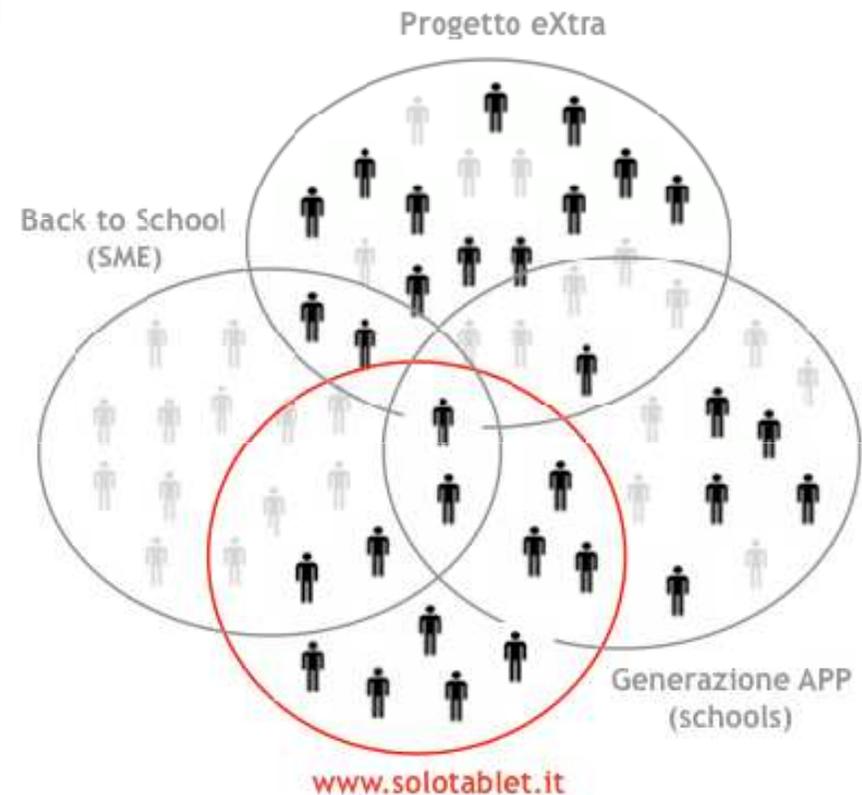
- Solotablet is a portal for spreading knowledge in technologies and in their impact on organization,
- Born from an idea of one person, this project:
  - provides a knowledge repository on Tablet/APP/Cloud Topics for the Italian Market (4.000 articles , 500 podcasts, 8 thematic blogs),
  - allows the meeting between technology offers and demands,
  - Tells stories about changes and evolution in different aspects of organization: business, school, lifestyle.



# Our Eco-Cultural Systems:

## Solotablet.it - results

- Products and Services Barter, on line collaboration and knowledge sharing are the foundations of this community.
- The website is rapidly growing (2012 average data):
  - daily accesses: 900,
  - page views per user: 2.5
  - time on site per user: 120 sec
  - most popular blog: **at school with tablet** (average: 590 views in a month, 27 "i like" per article).
- The competence network runs good and shares risks and opportunities.
- For more details, visit:  
<http://www.solotablet.it/news/solotablet-compie-un-anno-di-vita>

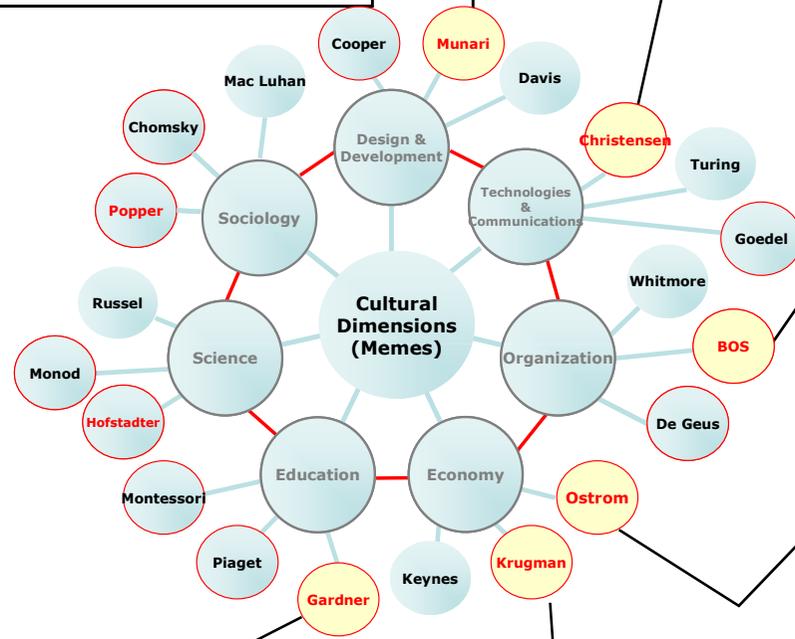


# Conclusion: Lessons Learned

*We see what we know.* We see only a part of the complexity and to reduce the gap between our visions and the reality we have to collaborate.

Thanks to disruptive technologies we can **personalize teaching and learning, building different solutions:** at schools, in the companies, in our life.

Our experiments pointed out and confirm the consistency of the memetics approach, interlacing different disciplines and different methods in real environment and communities.



Defining and building **environments where competition is irrelevant** is possible: just want to do it!

The effective management of culture evolution are based on: **Trust, Reputation, Reciprocity.**  
The structural variables that influenced our eco-cultural systems' are: **Group size, heterogeneity of the members and type of environment problems.**

**New technologies allow to multiple intelligences to come out easier** and to work all together for **building common solutions to common problems.**

It is possible to ***eat without paying, changing relationship between work, interest and value...*** there are a lot of solutions that require only to be tested.

