

ENTROPOSITIVE GOVERNANCE

THE ENTROPY OF ORGANISATIONS

UNDERSTANDING THE UNAVOIDABLE



WRITTEN BY

**SERAPHINA TAYLOR &
JOSHUA CASTLETON**

What does your organisation have in common with self-driving cars, dinner parties and Batman villains? Find out in our new white paper!

Produced by the talented, over-caffeinated writers of Entropositive, this paper explores our methodology of Entropositive Governance.

We will give you an understanding of what Entropositive is, the principles behind it and a deeper understanding of entropy itself. Then we will explain how Entropositive relates to governance and how it disrupts patterns of failure in governance. We'll go a little deeper into how Entropositive Governance provides an evolutionary approach, before exploring the inspiration behind Entropositive. Finally, we'll discuss the benefits you can expect from our tools and methodology, and provide a guide for implementing Entropositivity.

With fun, relevant youtube clips, movie references, and more statistics than you can shake a project manager at, our paper will provide the entertaining guidance you need to improve the efficiency, sustainability and productivity of your organisation.



We want to thank you for your support. If you enjoy this whitepaper, or think it is terribly written, but are excited and inspired by our ideas, please name your price and pay whatever you feel it is worth to you:

<https://entropositive.com/entropositive-white-paper-name-price/>

Don't forget to share this paper with every human you know.
Your support will help us spread Entropositivity to organisations everywhere.

Contents

Preface - by Robert Hopp

Introduction - An Entropositive Purpose

Chapter One - The Principles of Entropositive Governance

Chapter Two - How Entropositive Governance Works

Chapter Three - The Flaws of Current Governance Principles

Chapter Four - Why do we need disruption?

Chapter Five - The Benefits of Entropositive Governance

Chapter Six - Evolutionary Perspectives

Chapter Seven - Entropositive Inspiration

Chapter Eight - An Entropositive Community

Preface

Robert Hopp – Entropositive Co-Founder

Entropositive has grown from decades of research and operational experience. Generation Y represent our concepts and methodologies in their working lives, and Millennials integrate them so easily, which is what makes Entropositive Governance so powerful and effective. Adopting Entropositivity as a basic principle will enable corporations to provide working conditions for the new generations that they can accept and even love, by bringing clarity into governance structures and decision workflows.

New generations are disengaged by the past-oriented systems that they perceive as prevailing in the corporate world. By introducing meaningful governance, based on four pillars, purpose, values, constraints and entropy, which together form our Entropositive Principles, organisations will become more in harmony with what the younger, network-minded generations require. However, don't be misled by this. The benefits of introducing Entropositivity into organisations are for everybody, but Generation Y, and certainly Millennials, will require substantial changes to our ways of working if we want to attract them, retain them and allow them to be efficient.

This is not just another bright Slideware, created by high flying consultants, or some other gadget that will be forgotten soon. Entropositive solutions provide the right toolset for running the transformations we are already in and those that are still to come. Introducing Entropositive Governance is the vital evolutionary step needed to ensure the sustainability of our structures. We are already experiencing disruption, but our methodology is one that makes any disruption manageable and brings it under control. Using our solutions and methodology will induce a major, necessary shift that goes almost unnoticed. They have changed the life and worldview of everyone who has already introduced them.

It fills me with joy to see our young Entropositive team investing so much enthusiasm, deep comprehension and firepower into the work we do here: preparing the next generation's governance principles and platforms. With the help of our Entropositive particle accelerator, we have smashed the atoms and analysed what's really going on in corporate governance, at the quantum level, and defined the basic mechanics of it. Using the system-level comprehension gained by this exercise, we build dynamic visuals and a collaborative platform to map the problems, and the specific, related entropy, of all areas of an organisation. These evolutionary principles enable people to become part of the solution.

This requires solid skill sets and teamwork capabilities, which we have found, for example, with the faces of Entropositive: Seraphina and Joshua. They are in charge of our marketing and communications, and are the authors of these pages.

So how did it all start? It seems unbelievable that decades of observing high organisational entropy, self-destructive operations, wasted talent and missed opportunities for improvement, did not lead to an egocentric, "couldn't-care-less" detachment. How did decades of watching headless chickens, in endless, inaudible video conferences, inspire us to propose this original

solution? How can we be so arrogant as to think that all the cynical, selfish and deceptive Underwoods of the world ("you might think that, but I couldn't possibly comment") could one day become obsolete?

It began with the sudden comprehension of the surprising fact that artificial and human intelligence, if they are to be successful, need to be based on the same principles: purpose, values, constraints, and entropy. Our talented authors will explain this further in the following chapters. This amazing insight kindled hope for a possible broader solution and brought many different pieces of the puzzle together. We started to work on the idea of an entropy-based data visual on November 23rd 2016. The idea of an operational system quickly emerged, based on similar, collaboration toolsets that we had successfully introduced in previous projects. We just needed to bring together all of these good ideas and effective initiatives, based on the multiple technologies that we had been using for years, into one app.

Inspired by system theorists, such as Ken Wilber, Jeremy Rifkin, Jacques Attali and Frederic Laloux, as well as participative quality management systems, like Kaizen, Six Sigma, Lean and CMMI, we developed our Entropositive operational model. Entropy is a measure of how efficiently, or wastefully, we are using the energy available to us, so we were also encouraged to develop our solutions by the Japanese principle of Motta'inaï (a sense of regret concerning waste). Finally, we were directed by our experience with best practice operational principles and project management methodologies, notably the more agile and evolutionary ones, integrating elements of the classic traditional waterfall principle of Prince2 or PMI. We will revolutionise your organisation by implementing our Entropositive operational model in classic consultancy mode, by training your staff or by mapping your ontology with our web-based governance platform.

The Entropositive solutions platform maps all the entities of existing ontologies, of any type of organisation, and highlights the inefficient, high entropy areas. These hotspots, based on our Entropy-Quotient (EQ) assessments, are one element that will help organisations to visualise their operational "health" data in a comprehensive way. Then, the digitally enabled governance forums of the organisation, which we previously mapped, will kick in and they can use these visual ontology maps to make fact and data-driven decisions. Actually, to put it simply, we just built the visualisation and operational toolset we always wanted to have when we were running transformation projects and programmes.

Entropositive Governance will encourage a quiet evolution instead of an immediate revolutionary change, because we don't want to come into your organisation having already decided what you need to change. We don't show up with predetermined convictions about hierarchy (vertical, horizontal, diagonal), and won't propose changes before being aware of the full picture. Instead we give your organisation the right tool set and support to map your existing ontology, governance and Entropy Quotients. From there you will be able to see the hot spots and burning issues in your organisation, and you'll have a clear way to prioritise the Entropositive initiatives you may want to implement.

These corrective actions will appear on your ontology map as new entities and will be monitored in the same way. We also use a timeline-based data model that enables prediction of the impact on your entropy. Our platform encourages people in your organisation to propose improvements and provides all the digital decision flows to handle them. Following the Kaizen principle, quality will be achieved as a team with fully engaged and enabled members. A quiet evolution will begin from the day you start mapping, as questions are raised and hotspots are made visible.

When several young scientists joined our team, their inspiration and broad worldviews encouraged our ideas to grow. We finally understood that we were holding the keys to something revolutionary in our hands. We discovered that, when systematically applying and considering our principles, purpose, values, constraints and entropy, we could bring simplicity to complexity. We could not find a single case, in months, where these would not apply. We had uncovered some truly fundamental principles of universal governance.

A great realisation, which fires our enthusiasm every day, is that Entropositivity applies universally to decision-making and operations at any level or scale of an organisation. The beauty of our methodology lies in the fact that you could potentially run a factory, an IT department, a digital transformation programme, a football club, a restaurant or a global corporation with it. Our methods can be adapted to any project and are scalable to the type and size of organisation.

I hope that I have sparked your curiosity and given you enough motivation to continue reading this white paper. May your own organisation progressively apply Entropositive principles and become truly evolutionary, sustainable and successful. May Generation Y and the Millennials make this a new Entropositive era; no doubt with the help of some more experienced, yet dynamic, Baby boomers.



Robert Hopp, Entropositive Co-Founder
Berlin, 14/07/2017

An Entropositive Purpose

Good ideas can occur anywhere, but Entropositive's eureka moment came when two friends got together and clinked beers. Whether the echo of the glass chime rang out in their brains to create the necessary neural alignment, or they drank just enough beer to slur their ideas into something new, we can't be sure, but we do know that they were smart enough to write it down and keep working on it. Today, Entropositive has gone from a spark of thought, loosened from the minds of two friends, to an international company with a brand new operational solution and exquisite consultation services. Now we invite you to be part of it.

We all know that a radical new solution is sexier than a reasonable, adaptable and sustainable one...so our methodology of Entropositive Governance embodies all four. While Entropositive Governance is founded in sophisticated science and ontological principles, it inspires new excitement. Like the strap falling from a beautiful shoulder, understanding Entropositive Governance will draw engagement for leaders everywhere. Our company helps organisations with management and governance, but applying the essential principles of our solutions to your everyday life will also bring positive change.

By reading this, you will no doubt be giving yourself the opportunity to think about how well-informed, efficient and effective you and your organisation are, which is precisely why we have decided to write this. Entropositive Governance is a solution to be shared, a new way of thinking that benefits everyone. We hope to help as many organisations as we can, to make the world of business a little more positive.

Entropositive Governance is based on the idea that thermodynamic principles of entropy are very useful for assessing how efficient and effective actions are. We help managers and employees have an ontological view of how positive their use of entropy is. Things that cause very high entropy are not usually efficient because high entropy shows disorder, whereas very low entropy indicates a lack of development.

We aim to help organisations use the understanding of entropy to create more efficient and effective activity in business. Thus, we built a solution to collect and process your data, and visualise your real time activity in a comprehensive way. This, combined with ontology mapping, using Entropositive visualisation tools, will drive informed decision making at any level of your organisation. Our heat map looks pretty snazzy, too. Once you start using it, you will see what actions need to be taken in order to make the biggest leaps towards your initiatives. We want to inspire this "Entropositive" thinking and self-governance because we deeply believe it will have large benefits for all of us, particularly in our economy and work lives.

High entropy is everywhere. Inefficient governance, such as poor communication or task distribution, wastes energy and it reduces the engagement, money, resources and time available for your project. Any organisation that uses their energy more efficiently, in finance, communication and governance, will have more energy available to support the staff, build new products, improve employee and client engagement and increase profits.

If an organisation's employees are working with lower entropy, they can do more of their work using fewer resources, perhaps even making several hours of the day available for other tasks or projects. Everyone at Entropositive works using the principles of Entropositive Governance. This helps us to create a very happy and efficient working environment. However, all theories can be challenged and become stronger for surviving these challenges. We hope that some of you reading this will send challenges our way, to help us continue to improve. Our ability to adapt advances us into the future.

There was a distinct lack of existing terminology when the principles of Entropositive Governance were being drawn together. Nothing completely or succinctly captured the new ideas we were working towards. The fact that we couldn't find a term in the English, German or French languages, to represent what we were trying to do, was a stark indicator of how evolutionary our work was. Cultivating the term "Entropositive" helps to state the dynamic and progressive view we are trying to provide for organisations. We give businesses the opportunity to use entropy to their advantage. Our core team are a bunch of entropy nerds, so the concern was raised that our lab-coat-wearing peers might mock us, due to the fact that we are actually trying to lower the disorder and entropy for our clients.

Much like claiming we can have a positive effect on your costs in fact means we'll lower them, Entropositive has a positive effect on your entropy...and we didn't feel that Entronegative really captured how happy we felt about it. We may still get sniggered at in the scientific playground, but we are proud of what our name stands for and hope you feel the positive effect when you start factoring entropy into your decisions. Besides, our mums like it.

This whitepaper has been written to bring you understanding, experience and enjoyment. We wish you the best of luck with your Entropositive journey!

Chapter One

The Principles Of Entropositive Governance

Entropy is a quantity used in thermodynamics to represent how disordered, unpredictable and unavailable energy becomes through transformations. Entropy in business refers to the amount of energy or work expended which leads towards your organisation's goals.

High entropy = low efficiency and low sustainability (In other words: more wasted energy!)

Alternatively, Information Theorists use entropy, in messages and languages, as a metric for measuring how efficiently information is transferred. In both cases, entropy stands for a metric within a transformation and this is rooted in the linguistic elements of the word; Entropy consists of "en", from the English origins of "inside", and "tropy" from the Greek "tropē" meaning "transformations".

Entropy is an inevitable factor in all transformations. Energy or information gets lost as it moves from one place to another, but, outside the quests of Information Theorists and Physicists, entropy is neglected like the last biscuit on a party plate; the more it's moved around the plate, the more crumbs fall off. Just as the crumbs coating the party plate never spontaneously regroup with that last biscuit, the energy lost in a transformation never spontaneously re-joins the original energy source.

This is, in fact, the second law of thermodynamics, but it is described as entropy's inability to ever spontaneously decrease. That is because entropy can be either high or low, where high entropy means a lot of disorder and lost energy, whereas low entropy means more order and more useable energy. The only way to bring lost energy back to its original energy source is by using some other energy source. If the party host should sweep up the crumbs and sprinkle them back on the biscuit, the energy her hands used to do that would further increase the entropy of the biscuit being moved around the plate. Even though she may only move the crumbs to the biscuits, rather than continuing to push the biscuit around the plate, she uses energy to do so. Thus, the overall entropy of the biscuit's transformations around the plate goes up, in uniting the crumbs to the biscuit, because her hands used up more energy.

All transformations suffer this continuing dissipation of energy, including those done in business. However, outside of thermodynamics and information theory, the energy lost in transformations isn't usually tracked. Costs add up, fuel is used and crumbs are thrown in the bin.

Our Purpose

Why we make decisions and take action is a reflection of the purpose with which we do it. Much like a person, every organisation needs a purpose in order to define why actions are taken and decisions are made. Whether your purpose, as a business, is to build wind-farms, market climbing gear or develop the most structurally sound biscuit (dunkable), purpose always holds

an underlying relevance because it creates the criteria for decisions and actions. We can only know why we are trying to do something, and how effective we are at it, when we give ourselves a purpose.

Entropositive is an organisation looking to disrupt that neglect and loss of energy. We provide consultation, training and online visualisation tools to aid in the process of reducing the entropy used in business transformations and project management. Our goal is to spread Entropositivity (what we like to think of as state of being positive and active in tracking your entropy) so that the actions and transformations of organisations everywhere use energy wisely. We have developed a methodology of governance, called Entropositive Governance, which aims to reinvent governance to be sustainable, efficient and evolutionary.

The purpose of Entropositive Governance is to help you lower the entropy used in your actions via improved governance. Our methodology encourages the use of entropy as a metric for your business and brings a deeper understanding of how efficient your actions and decisions are at reaching your goals. This will bring ecological, economic and ergonomic solutions to everything you do because we'll help you use less energy for a better result.

Our Values

The values behind Entropositive Governance inspire our work, create the pillars of our methodology and represent what we see for the future of business transformations. We have three main values that we reflect in our methodology. These are:

Sustainability

Controlling the entropy of transformations will inevitably bring about more ecological uses of energy; however, we use the value of sustainability as a drive for continuing success. Everything in our methodology has to create long-term solutions to support organisations and bring on-going progression. Entropositive Governance is based on natural scientific laws because they have a proven track record of being relevant and durable. Therefore, we are promoting a governance system that propagates relevant ideals and durable tools, so that Entropositive Governance can lie at the foundations of improved governance.

Efficiency

Wasted energy indicates inefficiency and comes in a myriad of forms: time, money, resources, communication and the energy of your employees. Much like sustainability, efficiency is an imminent result of employing Entropositive Initiatives into transformations. Things really do become more efficient when you account for the energy you used and use less to do more.

The initiatives driven by Entropositive Governance promote efficiency by guiding better energy management. If your company's purpose is to sell dunkable biscuits to as many hungry hikers as possible, we'll help you do it most effectively, with the lowest energy cost, without decreasing

the quality or value of the product. As you begin to recognise the areas in which energy is being wasted you can transfer this into useful energy; increasing your efficiency. Then you can direct more of your energy toward increasing growth.

Evolutionary

Sustainability and efficiency play a role in evolution. That which is sustainable continues to be relevant and useful through time and generations. Similarly, efficiency usually indicates the characteristics that are most useful to achieving goals. Therefore, in evolution, species tend to retain characteristics that help them sustain themselves and function most efficiently. This is extremely important for anything that needs to be relevant and useful over a long time period. Particularly in business, adapting to the ever-changing needs of your customers is essential to the survival of your business. While the principles will remain a strong, steady foundation, the actions of governance can grow and evolve to create sustainable success.

Constraints

Constraints need to be identified in order to make informed, data-driven decisions. Your constraints may include limited time, money, resources, too few employees or lack of ability in a particular skill. For example, Entropositive has a limited number of consultants; we don't (yet) have someone on every continent. We have to consider the energy required to move a consultant (time and cost of travel) so that we create the lowest entropy. This can be done by scheduling as many consultations as possible, in one country or location, within the same time frame, therefore requiring one trip rather than several.

Entropositive Governance emphasises the importance of recognising your constraints regarding every step of a project or operation. With the ability to recognise your constraints comes an awareness of limits and with the awareness of your limits you discover opportunities to expand.

Entropy

Obviously, entropy is a massive reference point for everything Entropositive does, but entropy itself is only as important as any of our other principles. Our work is inspired by the need for smarter, more appropriate governance, not just the lusty seduction of thermodynamics. Improving the understanding and use of entropy was the most reliable and effective way to bring about the changes we wanted to see, but if something else had been better we would have used that. Entropy needs to be taken in account, in order to make sustainable, efficient and evolutionary decisions. Entropositive Governance helps you to quantify your limits and make the most of the limited energy available to your business and employees, for more biscuit and fewer crumbs.

The principles behind Entropositive Governance are reflected equally in all areas of Entropositive's work; they are the driving force behind everything Entropositive does and we try to be as transparent as possible about what we believe, aim for and do. This transparency

allows Entropositivity to be critically assessed and whole-heartedly applied. Each following chapter will help to develop your understanding of the inspiration behind Entropositive Governance, what it addresses, why it works and how to implement it.

Chapter Two

How Entropositive Governance Works

There are two problems currently leaking billions from organisations around the world and causing widespread employee disengagement: mismanagement of transformations (by ignoring entropy) and bad governance. According to research by McKinsey, Gallup, Forbes, Capgemini and Boston Consulting Group:^{1,2,3,4,5,6,7,8,9,10}

- 70% of large-scale transformations fail
- 60% of Big Data initiatives will never reach production
- 80% of employees are disengaged from their work
- 60% of managers claim to find their job purposeless

Sounds depressing, doesn't it? Well, if you make it through this chapter, and our innovative solutions still haven't cheered you up (we're confident they will), you'll find a link, in the references list, to a video of tortoises eating tiny pancakes. Adorable.

Entropositive provides customisable Data Visualisation Tools and management consultancy to clarify your data, rekindle the passion of disengaged employees and reduce your entropy to increase efficiency.

Firstly, our data visualisation tools are designed to be accessible to everyone, they are easy to use and you won't lose time and money to long staff-training courses. Your data will be represented clearly with ontology maps, including health statuses and timelines with which to schedule strategies and track your progress. They will literally show you a map of your business, providing you with a complete view of your organisation or system, including each entity of your ontology, status, budgets, resources and more.

Our tools will create an entropy-level for every area of your organisation, including those that could be improved, which will appear on your map as hotspots. They also allow you to make predictions about your operations and automate report generation. We believe the most important solution they will provide is a clear, visual representation of your data, in real-time, helping you to prepare for entropy, make data-driven decisions and come up with faster, smarter solutions when managing your organisation. Give me a P, give me an R, give me...this will take too long. Basically, it spells PROFITABILITY.

In addition to this, we will support you with expert management consultancy, suggesting intelligent business initiatives and analysis scalable to any type and size of organisation. Our holistic business approach improves workforce engagement through transparent governance. However, it is important for us to clarify that we don't come in with preconceived ideas about how your organisation should be managed. We help every organisation we work with to map their entropy, and define their purpose, values and constraints, which will reveal where

improvements can be made. We will discuss our methodology of Entropositive Governance in more detail now, before exploring the visualisation tools we provide in chapter 3.

Every organisation or employee is unique (except you, Eric); therefore the approach to improving your governance needs to be adapted, at each stage, in an evolutionary manner. We have trained consultants and developed tools to help you advance. In our consultations, we'll provide supportive analysis tailored to your organisation, project or sector. When our data visuals reveal your entropy hotspots, and you have defined your purpose, values and constraints, you'll know where to make improvements and what to consider at each step.

Prerequisites

Before we approach anyone to offer consultation, we have to make sure our consultants are up to the task. This requires extensive training in management consulting. The knowledge and practice our consultants already have is complemented by the combined decades of experience that went into developing Entropositive Governance. Our consultants all hold a detailed understanding of classic Change Management Methodologies, such as Seven "C" Steps, Lean 6 Sigma and Seven "S" McKinsey, while using Entropositive principles to build upon what they already know. They help implement the powerful foundations of Entropositive principles, purpose, values and philosophy to your benefit.

We also know it is important for them to have a clear understanding of industry. As a consultant, they see every angle of business and we equip them with the ability to adapt our methodology to support any type of organisation, project or sector. Finally, when we know our consultants are ready, they will receive a valid *Entropositive Academy Certification*.

Evaluation and Scope Definition

Understanding the Situation

OK, so imagine we've sent one of our consultants to you. What does our first interaction involve?

We will discuss the different reasons that led you to start your Entropositive journey, as it is vital for us to understand the sentiments driving your transformation. Usually, this goes one of two ways. Either the leaders of an organisation or community are motivated to improve governance and transparency, and are convinced of the benefits Entropositive can provide, or external factors inspire the group to seek help. This could include pressure from shareholders or investors, an audit, communication issues, even scandals and bad reputations (you thought everyone had forgotten that PR nightmare you caused, didn't you, Eric?). In the former case, positive motivation to change and improve comes from inside the community, in the latter it comes from the outside.

In both cases, defining your purpose, values and constraints, then making each decision with these in mind, will improve your governance, operations, build trust and confidence by creating transparency, and streamline decisions; making them data-driven and traceable. We will map your current situation using digital ontology maps (more on this later) and work with you to discover hotspots of high entropy.

So, one more time, step by step:

1. First, we will encourage you to define your purpose, values and constraints.
2. Then, we will map your entropy using our data visuals. This will reveal where improvements can be made.
3. Using our entropy visuals, and your clearer definitions, you can start to make changes based on your own principles.
4. If you need support, we can provide change management and make suggestions, but it will not be based on a rigid management methodology that we bring into your organisation. We will help you based on your own purpose, values, constraints and entropy.

In our consultations, we can help you to develop workflows and solutions to any bad governance in your organisation. To direct our strategy and determine the level of entropy in your organisational management, we may assess your answers to such questions as:

- Are the people in your organisation engaged and aware of your purpose?
- Is your organisation one that people are proud and happy to work for?
- What is the ratio between productive billable staff and managing or supporting staff?
- How many signatures does it take to order a train ticket or a laptop?
- When cheese gets its photo taken, what does it say? (maybe not this one)
- How simple are your business processes?
- Do you have a defined and working process for improvement proposals from your staff?
- How chaotic do you perceive the management of your organisation to be, and do your employees share this perception?
- How much time and energy do you spend on motivating your staff and does it work to your satisfaction?
- What is the airspeed velocity of an unladen swallow? (or this one)
- How much have you spent on change programmes, coaching and team building, and has this had sustainable, positive effects?
- Have your savings initiatives made anybody else happy (other than your shareholders)? Have they been assessed on total cost of ownership criteria? Or have they brought a significant increase in red tape?

Together, we can find resolutions to any problem-areas that arise, identify low hanging fruit and optimise your use of energy. It is important for us to emphasise that the drive to change will come from your purpose, values, constraints and entropy, not from Entropositive bringing preconceived ideas about how things “should be”. We introduce continuous improvement

through holistic Entropositive Governance, which will increase engagement among your teams and managers. Bodacious.

Lotus flowers grow from the mud

Entropositive Governance will generate change, at all levels of hierarchy, balancing the power structure. Ignored facts will be considered, ignored people will be given a voice, and ignorant management will be discovered. Our methodology is designed to guide you through a transformation, which may uncover large errors, missed opportunities and a plethora of issues, but dazzling flowers grow from the mud and uncovering your inefficiencies will decrease workload and disorder. This is where we look to lower your entropy.

However, we don't just harp on about lowering entropy. Sometimes you can have too much of a good thing. When the entropy of what you are doing is too low, we can highlight where you are coasting and what is holding back your progress. We bring you a holistic view.

Simply capturing your ontology, and areas for improvement, on a map will raise discussions about how to better structure your organisation or project. Then, analysing workflows, decision flows and business processes will increase your awareness, so that you may quickly see the benefits of the positive and progressive change we inspire.

Out of this disruption something beautiful will grow.

Your Leader

It is just as important to define the purpose, values, constraints and scope of your leader, as it is your project or organisation. The leader or sponsor of a project should be able to provide us with valuable insight into the underlying ambition of the complete initiative. This should be more than a desire to afford that ninth holiday home in Croatia. They need to be honest enough, and ready for change, to express their vision, spirit, history, achievements, weaknesses and tendencies. A leader who is resistant to change will stifle your organisation's ability to evolve and adapt to future needs.¹¹ We'll need to assess their understanding of governance, industry verticals, past disruptions and other particularities.

Then, we will assign a core team to your project and match them to members from your team, with corresponding profiles, who will be interfaces to your project. They need to be well informed and experienced within the community. Their motivations, opinions and responses to change should also be considered, but they are not so important to the beginning of the journey as they are to the evolution of your project.

Your Organisation

Once a core team is established, the vision, scope of transformation, purpose, goals and values, as defined by the leaders of the project, can be validated within the team. This should

be done in face-to-face meetings, rather than in bigger forums. It is crucial to develop personal relationships with the core team in order to build trust and confidence.

Next, as we develop the ontology map of your organisation or project, and it becomes clearer, risks and dependencies will start to appear. If your bosses are draining funds into offshore accounts, or your delivery crew are moonlighting as drug traffickers, this loss of energy, in time and resources, will flare on your map as high entropy hotspots. To begin work on increasing the efficiency of these hotspots, discussions and loopbacks with any sponsors will be necessary to refine the approach. After this process, we will help you to set up and configure governance forums, formal and informal, which will allow us to draft a meeting structure.

Deliverables

Using our methodology, we will be able to deliver a complete profile on your leaders, including personal ambition, calling and their level of understanding of evolutionary principles, and on your community, assessing engagement and motivations. Our experience in technology and project management, and our understanding of Ikigai analysis, which we'll explore more in later chapters, will help us to evaluate the complexity and scope of each assignment, develop an awareness of timeframes, constraints, and comprehend your readiness for real change.

In addition, we will conduct gap analyses to determine which aspects of your organisation and teams could impact the journey (to make sure Eric doesn't blow things for you). This could be your comprehension of your situation and difficulties, the level of open, effective communication within your community, technical and digital savvy, your obstacles and constraints, any illusions or conflicts, and of course the quality of leadership.

Then we will develop a first data visual and ontology map for the different aspects of your project, based on our perception and analysis of these factors. We will use our Entropy Quotient to calculate an entropy level for each aspect. This may include your social entropy, technology, business processes, sustainability, risk, resources and budgets. To complement this, we will visualise the governance of your organisation in charts and bubble models, before drafting the transformational journey we will help you through. We use data visualisation because this often represents complex processes in a more clear and engaging manner. Unfortunately, the movie adaptation of this book is still in production. These resources will be made available to you as you begin your collaboration with our consultants.

Why good governance is important

Despite its significance, communities have not always employed good governance. Without an awareness of your purpose, values, constraints and entropy, it is impossible for you to make informed decisions that steer you in the direction of your goals.

As we discussed above, good governance will inspire continuous improvement and exponential benefits, whereas poor governance will drive your employees away and reduce innovation.¹² It

will raise your efficiency, build trust and confidence through transparency, improve engagement and streamline decisions. It will give a voice to the ignored and uncover poor management. It will ignite positive change, and we'll help you through every messy, exciting step.

Good governance is infused with an awareness of the interconnection and relevance of every person involved in a project. Everyone is important. Everyone's contribution matters. Every community can govern itself well, whether it is a business, project, sector or classroom, and use the same fundamental principles of good governance. The most significant detail of our methodology is that it is transferable and scalable to any organisation.

If, for some crazy reason, that doesn't excite you, or make you feel a little better, we have left you the link to tortoises eating tiny pancakes. At Entropositive, we keep our promises.¹³

References

¹<http://www.gallup.com/businessjournal/188033/worldwide-employee-engagement-crisis.aspx>

²<http://www.employee-engagement-index.com/>

³<https://www.forbes.com/sites/joefolkman/2014/03/06/seventy-percent-of-workers-not-engaged-what-about-the-managers/#30b06d55e4c3>

⁴<https://www.forbes.com/sites/victorlipman/2013/09/23/surprising-disturbing-facts-from-the-mother-of-all-employee-engagement-surveys/#20a4e7c33120>

⁵<http://www.zdnet.com/article/cloud-big-data/>

⁶https://www.capgemini-consulting.com/resource-file-access/resource/pdf/cracking_the_data_conundrum-big_data_pov_13-1-15_v2.pdf

⁷<https://www.forbes.com/sites/brucerogers/2016/01/07/why-84-of-companies-fail-at-digital-transformation/#7c9a41e8397b>

⁸<http://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/the-90-success-recipe-commercial-transformations-that-beat-the-odds-and-the-market>

⁹<https://hbr.org/2000/05/cracking-the-code-of-change>

¹⁰<https://www.forbes.com/sites/victorlipman/2013/09/04/new-study-explores-why-change-management-fails-and-how-to-perhaps-succeed/#4190bcf27137>

¹¹<http://smallbusiness.chron.com/5-signs-poor-management-56385.html>

¹²<http://www.managers.org.uk/insights/news/2016/february/how-poor-management-is-driving-your-staff-away>

¹³<https://www.youtube.com/watch?v=yVtGpOY9-vc>

Chapter Three

The Flaws of Current Governance Principles

The failing principles currently in use and examples of bad governance

Over the decades, most organisations and projects have developed a vertical hierarchical structure. This usually constitutes far too many levels of management. At the bottom of the ladder are the teams within each department. Then we have their managers; this level is usually called lower-level management, which includes jobs titles like team leader, assistant manager, line or shift manager. Next, there are their managers, branch and senior managers; middle management. Finally, within upper-management, there will be a CEO, CFO, founder, president or vice-president and this became ridiculous seven job titles ago.

Now it is becoming increasingly popular to employ consensus based, flat hierarchies, as it creates the illusion of self-management. Companies that create a flat hierarchical structure believe they are discarding the downsides of vertical hierarchies for a more respectful workplace, but this often just creates confusion; people are left disengaged and without direction. In this chapter, we'll go further into why vertical and flat-hierarchies are susceptible to bad governance, and what impact this has. We will compare how our more effective Entropositive Governance principles of self-management differ in chapter 5.

DISCLAIMER: To any managers currently experiencing cold-sweats, Entropositive is not liable for the destruction of property and clothing due to water-damage. Grab a towel.

When interviewed about their reasons for quitting, research shows that people leave their jobs because they aren't happy with their managers and the structure of governance, not because they don't enjoy the work itself. We did warn you. They feel unengaged and undervalued by a hierarchy of management that doesn't appreciate them. The impact of disengaged employees alone, on the entropy of an organisation, is enormous. McLean & Company estimate that "a disengaged employee costs an organization approximately \$3,400 for every \$10,000 in annual salary".¹

Individuals are not given a voice and the hierarchical structure means decisions come from the top down, preventing the majority of a company's employees from sharing meaningful ideas about its progression. Many employees also feel micro-managed and disrespected by managers who don't trust them to complete tasks by themselves. Don't be 'that manager'.

TIP: To find out if you are 'that manager', check your towel for water-retention. And smell.

This phenomenon has increased over the last 20 years to epidemic proportions. The most common illusion that businesses hold is that this structure of governance will bring savings and more efficiency through pressure. Harsh reality has shown us that the direct consequences of

this ignored entropy are actually depression, suicide and the burn-out of managers and employees.

As the focus of a business shifts towards achievement and targets, they can lose focus on the people in their teams. Not only does this cause disengagement, it can cause management to fall into bad habits, not enforcing standards or effectively communicating their expectations to people. Sometimes communication is only employed on a need-to-know basis, which doesn't cultivate the communal, interconnected feeling and collaboration that is so important to a holistic, progressive environment. Those working on the project may not be given feedback, positive or negative, which makes it difficult to track any useful, efficient progress among the organisation and its community.²

The most abused element of such hierarchical structures, that further alienates those in the community who don't hold leading positions, is the one-way street that pertains to taking responsibility. Many poor leaders will take the credit, from upper-management, for their team's successes, but won't assume responsibility for their failures and mistakes; laying the blame on those at the bottom of the ladder. The formal, industry term for those exhibiting such behaviour is: douche-hole.

In addition, we have personally experienced many farcical examples of just how convoluted, unnecessary and inefficient it can be to have endless levels of management. In previous roles, the Entropositive team have seen new managers brought in to solve, or rather hide, the incompetence of an existing manager, whilst the current manager is still employed to continue working on the project. We have seen new levels of management invented out of thin air to avoid responsibility, or cover up, the problems of a dysfunctional level.

All of these levels of governance only serve to decrease efficiency, increase entropy, and delay, if not outright prevent, improvements being made to problematic areas of an organisation. This is exacerbated by the sugar-coating effect. The sugar-coating effect is created when each ascending level of management conveys a problem, within a project or department, to their managers with a positive spin; leaving out the more troubling elements of an area of high entropy in order to present themselves, and their team, in a better light.³

Not as delicious as it sounds.

As referenced earlier, flat-hierarchies can suffer from all of these examples of bad governance too. Furthermore, because companies that use flat-hierarchies believe they are creating an environment for self-management, they create further confusion and disorder; individuals are left without direction. Organisations that mix vertical and flat-hierarchical structures, on the other hand, are the most difficult to handle. They are called matrix organisations, have become very common in the temporary project world, and their name is the coolest thing about them. They are not meant to be stable and are often only supported by a few individuals; sometimes one.⁴

Those using flat-hierarchical and matrix organisational structures present them as a way to avoid the alienating, disengaging effects of vertical hierarchies, by suggesting that any individual can collaborate with any other to resolve an issue, work on a task, or suggest improvements and methods of progression for the project. Yet it is common for individuals in these circumstances to struggle to manage themselves because they are not imbued with the adequate tools, training, knowledge and guidance to do so. Without clear leaders, decision-makers, or experienced points of contact, to refer to for help when needed, collaboration and contribution to the overall purpose and direction of the enterprise becomes difficult.

These examples of poor governance are relevant to most types of organisation, team or community, and we should look out for them in every project. Entropositive Governance reinforces the importance of taking every decision, for our projects and communities, based on purposes, values and awareness of constraints; to create low entropy and high sustainability in all operations. At the end of this chapter, we will explore the solutions proposed by Entropositive Governance (we're such a tease), but before creating solutions we need to understand how and why so many projects fail.

Autopsy of a broken project

We can all remember many experiences of high entropy in our careers, caused by the unthinking and uninformed governance of those in charge, which wasted energy for the company. It may have been money, resources, time, or the energy of exhausted employees. One example, which most powerfully expresses the importance of entropy awareness, is one that Entropositive co-founder Robert Hopp likes to recollect:

During his time at large corporations, that shall remain nameless, he experienced unprecedented amounts of wasted energy. One company was attempting to create a new global website, with an online store to unify their customers' shopping experience, and had distributed the task to hundreds of offshore developers. Hundreds. These days you can hand off the creation of a sophisticated business website to small development teams, and they'll charge a few million for their time. This may increase slightly if you need them to complete more complex tasks, like integrating the online store into hundreds of layers of legacy back office apps and databases.

Rob discovered that not only had this company outsourced the development without any control over the third party provider, their so-called "partner", who had split the task between hundreds of developers, but they had also spent hundreds of millions of Euros on the project over the years. If that wasn't shocking enough, here's the proverbial nail in that digital coffin: it never worked, never went live and the company experienced a serious delay in time to market. The task had been handed to so many developers, all working on a time and material basis, with no effective quality control or even communication between them, that they had each worked in isolation on pieces of code that weren't compatible, or too messy to be useful. Everything came down to a simple governance problem, with huge cost intensive consequences and years of delay that weakened the brand.

This case study dramatically makes clear the impact of bad governance, and includes most of the examples we explored above. Too many developers were assigned to the same project, without any quality control mechanism, nor contractual, nor operational, displaying poor task distribution. They were given independent objectives, which discouraged useful communication. Furthermore, management did not enforce standards, effectively convey their expectations, or provide feedback. Similarly, no clear guidelines, roadmaps, plans, deadlines or briefs were given, only the threat and stress of mounting pressure.

Finally, this was all exacerbated by the sugar-coating effect; reporting became more distorted as it climbed up the hierarchy ladder. Top management was not made aware of the reality of the situation until it was too late. Omnipresent blindness and deafness took hold. Those trying to express the failing reality, through figures and facts, were silenced. Every example in this story represents the bad governance that our methodology was developed to reduce. This specific, high profile experience actually inspired many of the principles, consultancy and support solutions, of Entropositive Governance, that we are presenting in this whitepaper. We are convinced that our proposal is valuable and revolutionary, because it was developed based on the real experiences of our co-founders.

Entropositive's solutions

Our purpose is to improve governance in organisations everywhere. Our solutions are scalable and designed to fit any type of project, at any stage.

Entropositive Data Visualisation Apps

To recap our explanation of entropy from chapter 1: Entropy in business refers to the amount of energy or work expended which leads towards your organisation's goals.

High entropy = low efficiency and low sustainability (In other words, more wasted energy!)

All companies have a limited amount of energy, so you need to optimise it. While entropy is always present in any process, it needs to be made visible so you can see where energy is being wasted. To track your energy usage, we created data visuals. These (r)evolutionary tools make your entropy visible, which gives you the ability to monitor, predict and prepare for it. They will improve your governance, helping you to see issues before they become a problem. You'll never find yourself without biscuits in the break-room again.

Our visualisation tools create a comprehensive map of your organisation, with detailed visuals of its entities, links and dependencies. They will model future scenarios to forecast development, disruption or decline, which will help you to clearly visualise linkages and change over time so that you know how to sustainably grow.

To do this, our visual tools will create an entropy-level for every area of your business, revealing those that could be improved as hotspots on your map.

The entropy levels are colour-coded, for example:

Red = low efficiency/high entropy, direct threat to sustainability, immediate action vital

Amber = needs special attention, could become a threat

Green = high efficiency/low entropy, keep watching for evolutions

You can customise your colours; in case you think red hotspots are too mainstream. Entropositive tools will help you make informed decisions about which initiatives to implement, and, with our support, your map will soon be showing fields of green (or whatever progressive colour you associate with success)! They will map your data on a timeline, providing the option to instantly view the past, present and future status of any department or initiative, with our gauges and graphs, and identify problems in any area of your organisation.

With our app, you can use reporting functions to create and deliver professional reports automatically, simplifying your communication with everyone in your organisation; including stakeholders. Entropy is not captured by static reports. Static reports obscure the true status of an organisation and its entities, leading to the failure of projects. This occurs because employees are unable to see their changing circumstances in real-time, are unaware of the gravity of their organisation's problems and inefficiencies, and don't make necessary changes to their operations before it is too late. Our app allows you to integrate your data into dynamic reports that give realistic, useful projections of your business projects. You can also securely share statuses and projections offering transparency where it matters.

We provide cloud database integration with a wide range of data and monitoring solutions. You'll receive notifications on data quality to help your organisation run more smoothly. If your data is a mess, notification options include: alarm bells, whistles, Scrooge McDuck having a heart attack or the sound of burning money. If your data is in warehouses, or data lakes, it may also need to be prepared and filtered, which can be done by our big data experts.

We have created a private and secure Governance Operational System, to be used in commercial organisations and corporations. Our digital ontology maps and data visualisation allow anyone in your project to grasp, at a glance, the structure and status of your organisation's entities. Using our system, they can raise awareness of practices that do not align with your principles. Everyone with correspondent rights will be able to access this visual data and blow whistles to raise an alarm on unsustainable practices. They will be invited to log improvement proposals, which can then be discussed in the appropriate forums.

Metrics

The Entropy Quotient (EQ) metric is a new tool we created for viewing and projecting the performance of your organisation or project. We can use it to report on transformations and how efficiently your organisation is using its energy. The basis of EQ is entropy, a scientific concept fast gaining traction in multiple fields, and increasingly recognised as a vital metric for organisations. Grounded in thermodynamics, entropy in business refers to the amount of energy or work expended which leads towards your organisation's goals. As we now know: useful energy is constantly decreasing. Our Entropy Quotient will help you use that limited energy more effectively. It will also make you sound really smart when sharing our ideas with your colleagues.

Where 90% of organisations are undergoing deep transformations, and 70% of those fail, an EQ can empower you to visualise and respond to the entropy of a transformation before it spells failure. We display a clear EQ and ontology maps of your company as a whole, including all the underlying aspects, to allow you to best visualise and control your business.

Robotic Process Automation

We set up systems to analyse your processes to see which could be improved by automation. Our experts have great solutions custom tailored to your needs, scaling up to AI. Using RPA, huge numbers of service or change requests can be completed in milliseconds. This applies to any area of business, not only to IT.

Hopefully, discussing our services further has reassured you. Cool off. Have a biscuit. Put that towel in the wash.

References

¹<https://globalengagementsolutions.com/the-roi-of-an-employee-engagement-program/>

²<http://thecoachbusiness.com/blog/2012/01/10-signs-of-poor-management/>

³<http://smallbusiness.chron.com/vertical-structure-vs-horizontal-structure-organization-4904.html>

⁴<https://medium.com/thingsflux/creative-entropy-a-killer-problem-with-lalouxs-evolutionary-purpose-892e067ad2db>

Chapter Four

Why do we need disruption?

Growing and improving requires that we question our situation; we cannot expand if we are not willing to look further than our current limits. We have therefore created a governance system that recognises the necessity for disruption, to break you out of your routine, assess what promotes progression and discover what is holding you back. Disruption may sound like the last thing we need for progress, but Entropositive has many tools that use disruption to create awareness without interrupting your workflow. Disruption already exists in every organisation. Even Google. Even Tesla. Even yours. We created an operational system to support and integrate it as a part of the ontology. Entropositive Governance provides the right toolbox to make any disruption successful, and any manager look like Elon Musk (actually, that's a tall order, scratch that).

As mentioned in chapter 2, it is important that Entropositive Governance doesn't just add another layer of paint to the current methodologies at play. We go deeper than before, moving from business structures that limit communication and cover up their flaws, to network thinking that gets businesses and individuals to help each other grow. We can better suit the needs of others and ourselves if we cultivate strong alliances and become more aware of what we do well and where we need help.

For example, one of our Kaizen (Continuous Improvement Methodology) initiatives, which we propose to implement into organisations, is that everyone has the ability to provide feedback, on projects and operations, using digital platforms. If someone needs help with a problem, it can be sorted out much faster because everyone can see the feedback, and help can come from anyone able to assist, regardless of department. Bear in mind, it helps to encourage the "able to assist" part. An open system isn't useful if Gary, the accounting intern, thinks he is creating informal, flat-hierarchies by interrupting your managers every ten minutes to pitch his sci-fi screenplay about Totalitarian jellyfish on Jupiter.

We therefore have to disrupt the current practices and bad habits to make room for new ones. Entropositive Governance is designed to create awareness of what the best practices are for transformations. This will radically change the foundations of organisation and governance. We are looking at an update in the philosophy of governance to take advantage of our technological advancements in communication and connectivity. As with any questioning of foundations and philosophy, existential questions are being raised and answered in our work. If you are not ready to question how you do things presently, then you cannot employ any significant improvements.

Disruptive influences already affect us, how does the disruption promoted by Entropositive Governance differ?

Entropositive has spent a lot of time researching what separates productive disruption from its unproductive counterpart, and we have realised that it essentially comes down to breaking away from bad habits, constantly evolving to new requirements and building resilience and sustainability in everything we do. This is necessary because all that we do is based on the resources at our disposal. If we abuse those resources they become unsustainable and we cannot use them with maximum effect and low entropy.

Once we start to use Entropositive Governance and its initiatives, powerful developments in our trading and personal experiences with others are bound to occur. If we continue to advance, exponentially faster, without principles of sustainability and low entropy, our organisational networks will not survive. Entropositive Governance helps to build good governance and communication, for our work and personal connections, by supporting synergy and harmony through transparent task mastering, skill matrices, consultation and skill enhancement.

Chapter Five

The Benefits of Entropositive Governance

We have seen what bad governance is, but “doing the opposite of bad governance” does not completely define what good governance is. A good start might be to avoid the ‘Samsung strategy’ and develop products without an explosion-hazard (just kidding, Samsung, we’ve enjoyed your phones for years, and our jeans remain distinctly unburned). It is difficult to have a solid definition because there are as many kinds of good governance as there are kinds of project. However, we use a definition that sees good governance as that which brings integrity and sustainable value to a system or organisation.

To prevent that from being too vague, we require our four principles of awareness of constraints, meaningful purpose, relevant values and optimised entropy to be reflected in everything we consider good governance. This definition of good governance is at the basis of the customisable solutions that Entropositive creates to harmonise your particular needs with our Entropositive Governance initiatives. Some symptoms of Entropositive Governance initiatives, and good governance in general, are continuous relevancy and sustainable growth in global, self-governing and multilateral organisations. We believe everybody in your organisation will benefit from some Entropositivity, from project and industry managers to marketers and researchers.

There are two factors that significantly influence organizational performance: employee engagement and cultural entropy. Before we continue, it would be useful to provide a definition of personal and cultural entropy; both of which relate to employee engagement. Richard Barrett describes personal entropy as “the amount of fear-driven energy that a person expresses in their day-to-day life as measured through their interactions with, or behaviours towards, other people.” He goes into further detail with his definition of cultural entropy:

“Cultural entropy is the amount of conflict, friction and frustration that people encounter in their day-to-day activities that prevent a human group structure (team or organization) from achieving its peak performance.”¹

The main sources of cultural entropy are:

- The fear-based actions and behaviours of the current leader(s) and the institutional legacy of past leaders.
- The fear-based beliefs embedded in the structures, policies, systems and procedures of the organisation.

Fear is this guy’s explanation for everything. We’re convinced he’s a Batman villain.

Does Google search for images of Richard Barrett dressed as a Scarecrow

(That was a very specific reference. Non-nerds, please continue...)

Employee engagement is a measure of the level of emotional and intellectual involvement that employees have with an organization. Cultural entropy could also be defined as a measure of the amount of energy in an organization that is consumed in doing unnecessary or unproductive work. Employee engagement and cultural entropy are inversely correlated. Simply put, low entropy leads to high employee engagement and high entropy leads to low engagement. Organizations that focus on the needs of their employees and their stakeholders are significantly more successful and resilient than other organisations.

In order to optimise the impact of disrupting the patterns that cause unsustainable entropy, when implementing Entropositive Governance, we stick as closely as possible to your organisation's existing situation. Making each necessary change will require careful consideration and impact evaluations. In the short term, you can expect transparency as you visualise how your entire organisation works and you can securely share that with the organisation as a whole. You'll also be able to create open analysis, where everyone can offer support or feedback, as well as make more informed decisions with a wider range of richer data. Mmm, rich, creamy, delicious data.

Entropositive Governance is designed with a longer point of view than existing methodologies. We sometimes think up to seven generations into the future, inspired by research in epigenetics. An awareness of the impact of your current entropy is vital, because sustainability is going to be the most important aspect of all transformations and operations.

We make sure that, even in the long term, you can see the benefits of a more efficient workflow that can adapt to any future eventualities. Your profitability will rise as you learn to monitor where you are wasting your money. Furthermore, you'll experience more efficient, profitable and enjoyable relations and transformations due to our simpler methods of managing even the most complex governance issues. This latter improvement is one we are particularly proud of because it creates peaceful work environments and communities. Employee engagement is one of the key factors in getting the most out of work. We work harder and more creatively when we are passionate about work and enjoy it.

There are many benefits to implementing Entropositive Governance initiatives and there are some very big issues that we hope to take on. Entropositive encourages open awareness and acceptance of all constraints, so here is one we must face: diversity brings out the best in us, yet we need unity in our principles to create the most effective relations and economy.

Having diversity in values usually leads to confusion and raises the entropy of a transformation. For example, when you look at statistics for the country that recycles the largest percentage of their refuse, Sweden appears to win the 'most eco-friendly' award. However, although 0% of their refuse goes to landfill, 50% is recycled and 50% is incinerated. They claim to recycle 100% of their trash because they include incineration as a method of recycling.² Those crafty Swedes.

On the other hand, Germany does not believe incineration to be a legitimate form of recycling, yet they recycle 80% of their refuse. This diversity in the value of recycling causes confusion.

Many other countries have looked to Sweden, for a model of how to deal with refuse, based on misleading data. If there were uniformity in what is considered recycling, these countries would actually create a better model by following the German system.

If unity brings about smooth, low entropy transformations, and diversity brings out the best in us, Entropositivity suggests we should reconcile the two. When working with organisations, we encourage a delicate balance between encouraging diversity, and all the differing cultures, beliefs and opinions that come with that, and respecting the need for harmonised, unified values to operate from. We're just "woke" like that (it seems awkwardly adopting slang, from African American Vernacular English, is but one technique in our diverse strategy).

Furthermore, implementing Entropositive Tools and Governance will begin to lower your entropy in all of the areas we discussed in chapter 3. By clearly, visually representing your high entropy hotspots, and allowing employees to raise alarms on our system and suggest improvements, our data visualisation tools will resolve the issue of employees feeling disengaged and disempowered by reducing the restraints on their autonomy. This will also display any problem-areas in your organisation more simply, whilst dynamically informing each hotspot with useful data, to inspire a reduction in risk aversion and the friction and busywork that slows down decision making.

In addition, we'll advise you on how to redistribute tasks and responsibilities to reduce excessive levels of administration and management. A combination of our management consultancy and use of our data visualisation tools will allow you to see how your organisation interacts with your customers and partners, helping us to decrease your insularity; the time spent on internal issues. Our ontology maps will display your areas of high entropy to support data-driven decisions that resolve inertia and remove any impediments to proactive change.

References

¹Richard Barrett - The Values-Driven Organization: Unleashing Human Potential for Performance and Profit

²<http://www.independent.co.uk/voices/sweden-recycling-rates-revolutionary-dark-truth-behind-uk-wales-incineration-a7471861.html>

Chapter Six

Evolutionary Perspectives

Evolution keeps the entropy of progression balanced and favours dynamic sustainability. This results in the constant adaptation of a system or organism to its environment, without destabilisation occurring during those changes. Evolution requires a rise in entropy and disruption to move forward, but too much entropy will cause unstable disruption that derails progression. This balance in entropy is how evolution makes positive change. It is also what makes confirming a date, nevermind long-term relationship plans, with progress so difficult. However, our (r)evolutionary methods for tracking entropy provide a way for you to find that balance, create sustainable, positive change and make a partner of progress.

Evolution is important when improvements are needed, but also where there are current successes. Areas of success will become disorganised and fail if those responsible cannot adapt to the needs of their clients and their environmental circumstances.

The inspiration behind all the work, decisions and designs of Entropositive Governance is natural evolution. Nature has been playing this game much longer than we have, it has experienced billions more years of data, resources and trial and error, so nature seemed like a reliable source to draw inspiration from. Although, as a species, we have thousands of years of trading and international travel behind us, we still have old, ineffective business strategies claiming to succeed in the survival of the fittest model.

In most cases, organisations have their goals and values, of success and growth, tied up with more divergent, less tangible values, such as currency or “likes.” As we move away from natural values, like resources or skills, we make it harder to effectively evolve to our environments. We try to implement universal values in order to simplify global trading, but often don’t take the significant differences in those supposedly universal values into account.

For example, different currencies obviously don’t carry the same value and there is no uniformity to currency conversion rates. Even different “likes” don’t carry the same value, because positive social media responses from some people may mean more, or be more helpful to you, than others. When we skim over these differences in value we don’t see where entropy is being wasted. You may be losing monetary value on products by paying high currency conversion fees, or mistakenly believe that shares on social media always represent buying customers in your target audience. The sexually frustrated elderly aren’t social media’s largest demographic, so it’s not the place to market “The Kama Sutra: Octogenarian Edition”. We need to account for these differences and use values that are relevant and endure in different communities.

Even Darwin himself would have agreed that successful evolution is based on the ability to keep adapting as the environment changes. It is not simply a case of being more popular or richer than your competitors now, you need to be able to keep adapting to the environment and your

needs. You may be the fastest swimmer in the pond, but if the pond dries up you'll need to evolve (or you'll become the slowest skeleton in the sand).

Amanda Joy Ravenhill, in her TED talk on The Evolution Of Business, says we need to see all commerce as a social enterprise and all organisations need to work together to help each other adapt and grow.¹ We like her. Entropositive have taken action by creating management tools that give organisations socio-cultural feedback loops, to help them evolve to different cultural climates in ways that are conducive to commerce.

Another way of responding, to the evolution of our interconnectivity and needs, is to build organisations that directly create business with the independence of every involved community in mind. An example of this comes from Paul Hawken, who helps to create solar panels that can be built in localised areas, then rolled up, carried home and nailed to a wall, so that clean energy can be utilised by those currently without access to power.²

Basic requirements are constantly changing and that is why we only create products that we can change, in real time, to match the needs of our clientele. Every aspect of the tools we create can adapt to monitor the advancements in technology and our changing environment.

Our products are open-source, so your data can be passed to everyone in the company, new or veteran, while also providing a timeline that updates automatically. This helps you to see what impact you previously had, compared to what you are currently doing and even what you may be doing in the future. Newcomers can see an entire history of how your operations work, in one place, with visual tools to help them comprehend what works for your initiatives and what doesn't. This makes a huge amount of information easy to track and understand, which can help in training and decision-making. All of your data is organised chronologically, so that projections are easier to make. The adaptability of our tools, and the ability to monitor data and governance throughout an organisation, is essential.

Evolution is necessary for survival (or, in the case of flying squirrels, developing your own body into a badass wing-suit). Even our longest held beliefs, our senses of self and, to some extent, our DNA (epigenetics) can adapt and inevitably do. Hence, guiding the natural evolution of an organisation with the understanding of entropy brings long-term benefits.

It's time to evolve.

References

¹<https://www.youtube.com/watch?v=z3wPbFGweH0&vl=en>

²<https://www.youtube.com/watch?v=-tRdFX6IXUg>

Chapter Seven

Entropositive Inspiration

Now we'd like to bring it down a notch, and discuss our methodologies in relation to the philosophies, ideas and perspectives that inspired them.

Artificial Intelligence

The inspiration for Entropositive Governance first came when co-founder Rob listened to the stories of his friend, a scientist working to develop the artificial intelligence of self-driving cars, and discovered how similar their processes were to his experience of managing projects. Rob's friend explained to him that it was necessary to define four pillars of understanding before any useful work could be done in the department of AI. These principles would be referred to in every step or task taken, during each project, as they were fundamental to all decisions the self-driving cars had to make. The principles were purpose, values, constraints and entropy. What a twist! I should have thrown you for a loop and said that the four principles were: lethargy, videogames, freeloading and pizza.

Every car needed to have a purpose in order to determine its course. This could be as simple as travelling between two points, A to B, or as specific as a final destination. The cars also needed to be programmed with values, such as valuing the lives of living beings, which would cause them to avoid humans and animals on the road, during simulations, or stop in their presence altogether. Another value, which would inform the final principle of entropy, was that the cars had to make their journeys as sustainably, and environmentally-consciously, as possible; taking the shortest, safest routes with conservative use of fuel or electricity.

Next, their constraints were determined. The cars could only travel on roads, as it was not safe to use pavements or other shortcuts, even to preserve time and fuel, they had a limited supply of electricity and had to follow traffic and road-safety laws. Finally, the cars were programmed with an Entropy Quotient (EQ), which also inspired the EQ of Entropositive Governance. The cars had to make every decision with an awareness of their entropy and the objective of maintaining low entropy in each journey. They could not disregard their purpose, values and constraints, or cut corners (literally), simply to achieve higher efficiency.

Rob recognised that he had been employing the same principles when managing projects throughout his career, but had not yet given these names to them. The friends decided to co-found a new organisation, one that understood the interconnection of human and artificial intelligence and proposed entropy as a new metric for guiding efficient governance.

Roadmap of Development of the Human Mind

Why is the use of the entropy concept useful in human activities?

Entropy is useful as a metric in all human activities. As our example of the biscuit crumbs deliciously demonstrated in the introduction, entropy tracks the use of energy in the universe, and is therefore present in any process, change, transformation, interaction or movement. Measuring entropy can reveal the efficiency of our use of resources, time and energy in anything from waste disposal and event planning to project management and environmental protection.

Ikigai

Ikigai is a Japanese notion, meaning “a reason for being”, and this idea will partly inform how we assess the profiles, natures and skillsets of your community. The concept states that everyone has a reason for being, a purpose, an Ikigai, and this is manifested when you find the harmonic balance of passion, mission, profession and vocation in your life. In combination, passion and mission are ‘what you LOVE’, passion and profession are ‘what you are GOOD AT’, profession and vocation are ‘what you can be PAID FOR’, and mission and vocation are ‘what the World NEEDS’. Most people live a lifestyle where they express a couple of these elements, but Ikigai, the profound, inspiring feeling that encourages you to spring out of bed in the morning, is only achieved when you cultivate a balance of all four components.

When assessing the individuals collaborating on your project, we will help them to discover what their balance of these four elements would be, and encourage your team to contribute in alignment with their Ikigai. Hopefully, we won’t discover that the most common reason for being among your employees is to ‘live as a bed’. This will motivate you all to work with the passion, excitement and drive that comes from discovering your harmonious “reason for being”; optimising energy that may have been lost to disengagement and sparking efficient, meaningful work.²

Entropositive have taken the most integral, universally applied methodologies and ideas from around the world, to bring together one simple governing structure that forms the foundations of forward-thinking, optimised, evolutionary governance.

Programmes become more complex over time and it becomes increasingly difficult to present the reality of them to stakeholders. We decided we needed to use our experience to create a methodology that would prepare decisions for Steering Committees and Top Managers, and develop the right technology to make complex project situations clear and future changes more predictable.

Entropositive's founders have observed that most decisions, taken by organisations, are made after discussing ideas and opinions rather than facts and reality. The complexity of transformational programmes has increased, but the tools we use to visualise them hadn't.

Until now...

cue dramatic movie trailer soundtrack

References

¹<https://www.weforum.org/agenda/2017/05/germany-just-broke-its-own-energy-record-and-generated-85-of-electricity-from-renewables-1a0ce984-9341-47ef-9ffe-4b4e17670627>

²<https://www.elephantjournal.com/2016/03/discover-your-ikigai-your-reason-for-living/>

Chapter Eight

An Entropositive Community

Implementing Entropositive Initiatives

The time to maximise your energy is now. If your organisation or project has become dysfunctional, disordered or unsustainable, our support can guide you through a necessary transformation. We'll teach you to utilise every last vibration of available energy, to get you back on track and improving with sustainable growth. If you believe your project is already running successfully, we can help you become even more efficient.

When you feel open to revolutionising your governance, connect with us and we'll organise a consultation with you. We'll analyse your unique situation and our consultants will support you through any changes you decide to make. Our tools and support are adaptable to your project, but it is important for us to understand the sentiments driving your decisions to change. Hopefully, they're somewhat progressive, and you're not driven by the fantasy of sailing around your seventh private island in a warship fuelled by the tears of child-slaves.

We'll help you to clearly define your purpose, values and constraints. Then, we will map your entropy using our data visuals. This will reveal where improvements can be made. Using our entropy visuals, and your clearer definitions, you can start to make changes based on your own principles. If you need support, we can provide change management and make suggestions, but it will not be based on a rigid management methodology that we bring into your organisation. We will help you based on your own purpose, values, constraints and entropy.

Personal Benefits and the Global Entropositive Community

Within your projects, and on a personal level, Entropositive Governance will bring you continual benefits. Using our entropy visuals, and defining your purpose, values and constraints, will help you to improve your overall efficiency, governance, operations, processes, build confidence and trust among your clients and colleagues by creating transparency, and streamline decisions. You'll be left with so much extra biscuit; you'll need to hire a personal trainer. That was for you crazy folks who have been reading since the introduction (thank you for your support)!

Personally, our methodology will help you to cultivate an open mind and develop your awareness of your own values, constraints, entropy and goals. You may even begin to discover your reason for being. Purpose. Ikigai.

Our purpose is to revolutionise the way business is done. We believe our principles will skyrocket efficiency and bring sustainability to organisations that need it. Working together, we'll clarify your data visualisation and improve governance and communication in a complex corporate world.

Introduce some Entropositivity.



Congratulations! You made it to the end of the whitepaper.

Many hours, coffee beans and instant noodles were used in the making of this paper.

We worked our beautiful butts off to bring this to you, and we hope you found our ideas exciting and inspiring.

Thank you so much for your support! It means the world to us.

If you enjoyed reading this paper, please name your price and pay whatever you feel it is worth to you, using the link below:

<https://entropositive.com/entropositive-white-paper-name-price/>

Also, don't forget to share this paper with every person you meet. You could even print a copy and throw it at strangers.

This will help us spread Entropositivity to organisations everywhere.

Bibliography

¹<http://www.gallup.com/businessjournal/188033/worldwide-employee-engagement-crisis.aspx>

²<http://www.employee-engagement-index.com/>

³<https://www.forbes.com/sites/joefolkman/2014/03/06/seventy-percent-of-workers-not-engaged-what-about-the-managers/#30b06d55e4c3>

⁴<https://www.forbes.com/sites/victorlipman/2013/09/23/surprising-disturbing-facts-from-the-mother-of-all-employee-engagement-surveys/#20a4e7c33120>

⁵<http://www.zdnet.com/article/cloud-big-data/>

⁶https://www.capgemini-consulting.com/resource-file-access/resource/pdf/cracking_the_data_conundrum-big_data_pov_13-1-15_v2.pdf

⁷<https://www.forbes.com/sites/brucerogers/2016/01/07/why-84-of-companies-fail-at-digital-transformation/#7c9a41e8397b>

⁸<http://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/the-90-success-recipe-commercial-transformations-that-beat-the-odds-and-the-market>

⁹<https://hbr.org/2000/05/cracking-the-code-of-change>

¹⁰<https://www.forbes.com/sites/victorlipman/2013/09/04/new-study-explores-why-change-management-fails-and-how-to-perhaps-succeed/#4190bcf27137>

¹¹<http://smallbusiness.chron.com/5-signs-poor-management-56385.html>

¹²<http://www.managers.org.uk/insights/news/2016/february/how-poor-management-is-driving-your-staff-away>

¹³<https://www.youtube.com/watch?v=yVtGpOY9-vc>

¹⁴<https://globalengagementsolutions.com/the-roi-of-an-employee-engagement-program/>

¹⁵<http://thecoachbusiness.com/blog/2012/01/10-signs-of-poor-management/>

¹⁶<http://smallbusiness.chron.com/vertical-structure-vs-horizontal-structure-organization-4904.html>

¹⁷<https://medium.com/thingsflux/creative-entropy-a-killer-problem-with-lalouxs-evolutionary-purpose-892e067ad2db>

¹⁸Richard Barrett - The Values-Driven Organization: Unleashing Human Potential for Performance and Profit

¹⁹<http://www.independent.co.uk/voices/sweden-recycling-rates-revolutionary-dark-truth-behind-uk-wales-incineration-a7471861.html>

²⁰<https://www.youtube.com/watch?v=z3wPbFGweH0&vl=en>

²¹<https://www.youtube.com/watch?v=-tRdFX6IXUg>

²²<https://www.weforum.org/agenda/2017/05/germany-just-broke-its-own-energy-record-and-generated-85-of-electricity-from-renewables-1a0ce984-9341-47ef-9ffe-4b4e17670627>

²³<https://www.elephantjournal.com/2016/03/discover-your-ikigai-your-reason-for-living/>

Further Reading

Maslow - Hierarchy of Needs

https://www.amazon.com/Theory-Human-Motivation-H-Maslow-ebook/dp/B00H3RPBDY/ref=sr_1_2?ie=UTF8&qid=1498494225&sr=8-2&keywords=maslow+hierarchy+of+needs

Graves - Never Ending Quest

https://www.amazon.com/Never-Ending-Quest-Explores-Treatise/dp/0972474218/ref=sr_1_3?ie=UTF8&qid=1498494320&sr=8-3&keywords=Graves+Spiral+Dynamics

Ken Wilber - Theory of Everything

https://www.amazon.com/Theory-Everything-Integral-Business-Spirituality/dp/1570628556/ref=sr_1_2?ie=UTF8&qid=1498494490&sr=8-2&keywords=ken+wilber+integral+spirituality

Frederic Laloux preface Ken Wilber - Reinventing Organisations

https://www.amazon.com/Reinventing-Organizations-Frederic-Laloux/dp/2960133501/ref=sr_1_1?ie=UTF8&qid=1498494607&sr=8-1&keywords=reinventing+organizations

Jacques Attali - A brief History of the Future

A Brief History of the Future: A Brave and Controversial Look at the Twenty-First Century

Jeremy Rifkin - Entropy

https://www.amazon.de/Entropy-World-View-Paladin-Books/dp/0586085084/ref=sr_1_11?s=books-intl-de&ie=UTF8&qid=1500019707&sr=1-11&keywords=jeremy+rifkin

Third Industrial Revolution

https://www.amazon.de/Third-Industrial-Revolution-Lateral-Transforming/dp/0230341977/ref=sr_1_2?s=books-intl-de&ie=UTF8&qid=1500019707&sr=1-2&keywords=jeremy+rifkin