



# Intersection 24

Rigoni di Asiago: how do we identify the source of an initiative?











# Warming up

Think about a project, initiative or a company you successfully started.

How did you do it in the beginning phase?





# What we will briefly talk about today

How the founders organize and materialize their enterprises and projects and initiatives.

Whether recognizing the role of primary Source of the company to an individual is compatible with self-organizing systems which have a shared vision or shared purpose.

How unconscious self-managed environments strive for ideologically egalitarian organisational processes which lead to freezing of decision-making capacity and inability to innovate.

Two cases, a client case “Rigoni di Asiago” and a our case “Peoplerise” with reference to the Source principles





**peoplerise**  
people will always be essential

transformation

approach

ecosystem

media

IT

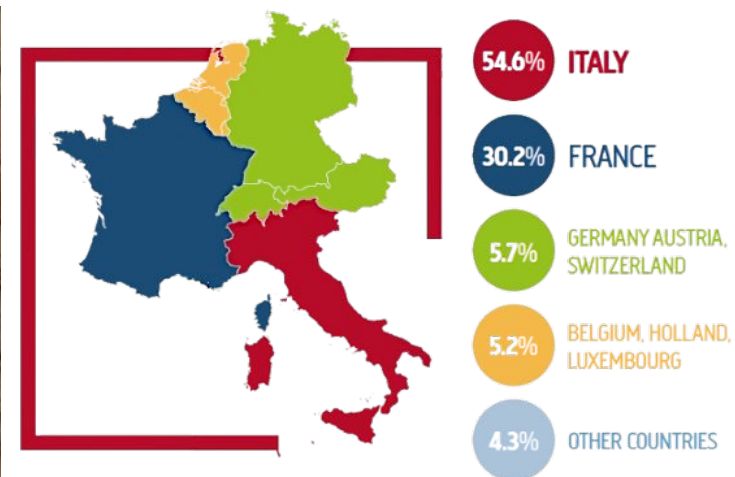


travelling  
towards new  
ways of doing  
business





**bio**  
**Rigoni  
 di Asiago®**



# PHASES OF COMPANIES' LIFE

## PIONEERING PHASE

- Autocratic, everything in the hands of the founder
- Fluid, vital processes based on relationships
- Direct communication (everybody knows everything)
- Hierarchical leadership
- Non-obvious functions
- Often improvised work
- High flexibility
- High people engagement
- Clear objectives
- Lack of management
- Lack business review and auditing
- Strong relationship with clients

### Symptoms of crisis

- Market context changes
- Non-organic turnover growth
- New hires do not recognise hierarchical leadership
- Reduced flexibility
- Communication no longer widespread

## DIFFERENTIATION PHASE

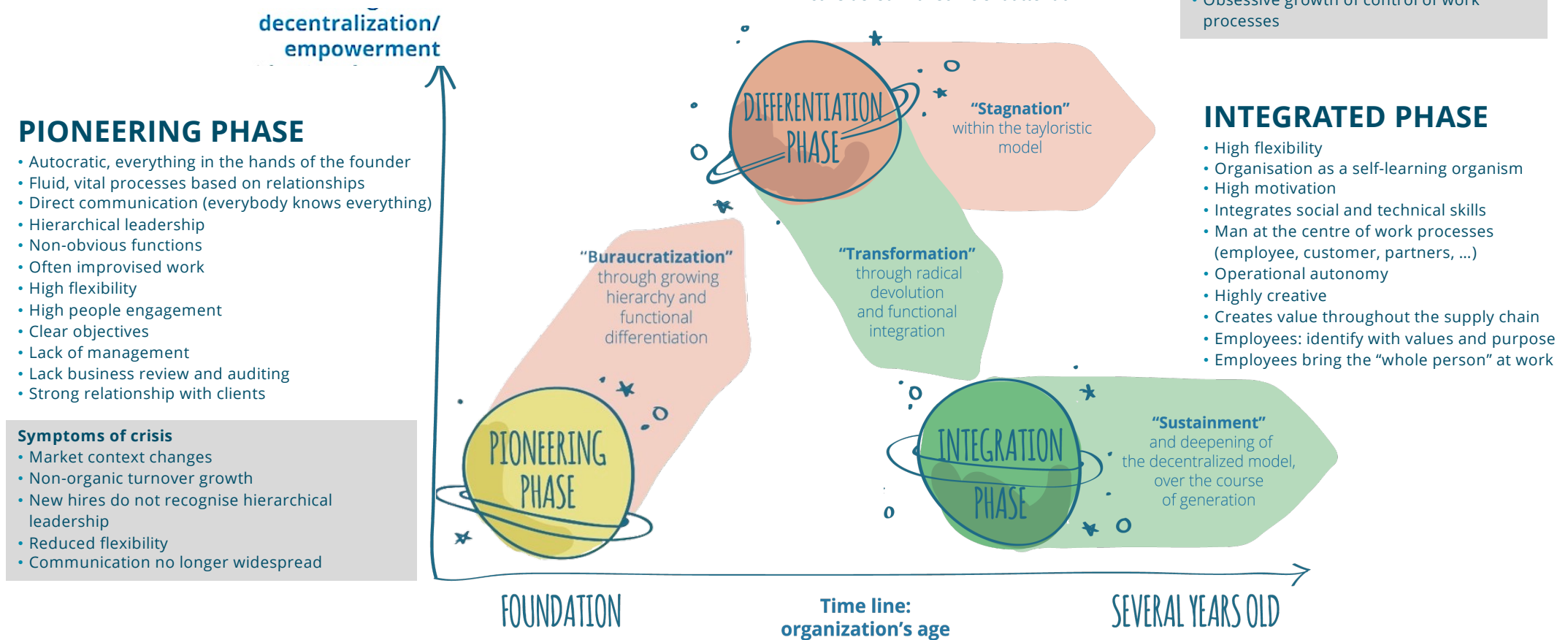
- Hierarchical-functional organisation (silos)
- Highly structured management
- Anonymous processes
- Management distant from the customer
- High technical and financial competence
- The company's social system is not considered with sufficient attention

### Symptoms of crisis

- Low motivation
- High internal rivalry
- People do not identify with corporate culture and purpose
- People are reduced to a planned resource
- Employees use their creative resources outside of work
- Obsessive growth of control of work processes

## INTEGRATED PHASE

- High flexibility
- Organisation as a self-learning organism
- High motivation
- Integrates social and technical skills
- Man at the centre of work processes (employee, customer, partners, ...)
- Operational autonomy
- Highly creative
- Creates value throughout the supply chain
- Employees: identify with values and purpose
- Employees bring the "whole person" at work





# MAPPING ORG BIOGRAPHY



*time spans*

## RED

PURPOSE | VISION | MISSION | VALUES

*#connecting to the original source*

## ORANGE

PRODUCTS | SERVICES

*# creating value*

## YELLOW

PIONEERS | INVESTORS | LEADERS | STAFF | PARTNERS | CLIENTS | MASTERS

*#cultivating distinctiveness*

## GREEN

LEGAL ENTITY | ORGANISATIONAL STRUCTURES | GOVERNANCE | EXPANSION AND CONTRACTION

*# structuring coherently*

## BLUE

ZEITGEIST | REGULATIONS | PUBLIC DEBATE | SOCIAL EMERGENCIES | ENVIRONMENT

*#seeing emerging future*

# Source Principles

## 1- Single Source

Every initiative has one primary source who takes the first risk and initiates the project.



# Source Principles

## 2- Creative Authority

The source has natural creative authority over the vision and direction of the initiative.

# Source Principles

## 3- Responsibility

The source is responsible for the overall vision and ensuring it is realized.

## 4- Hosting

Hosting is about creating space for dialogue and sense-making, involving others in the vision without losing the essence of the original intent .



# Source Principles

## 5- Specific sources

The Source encourages others to also recognise their positions in the creative field and to step into those roles effectively, just as they are doing.

## 6- Self-development

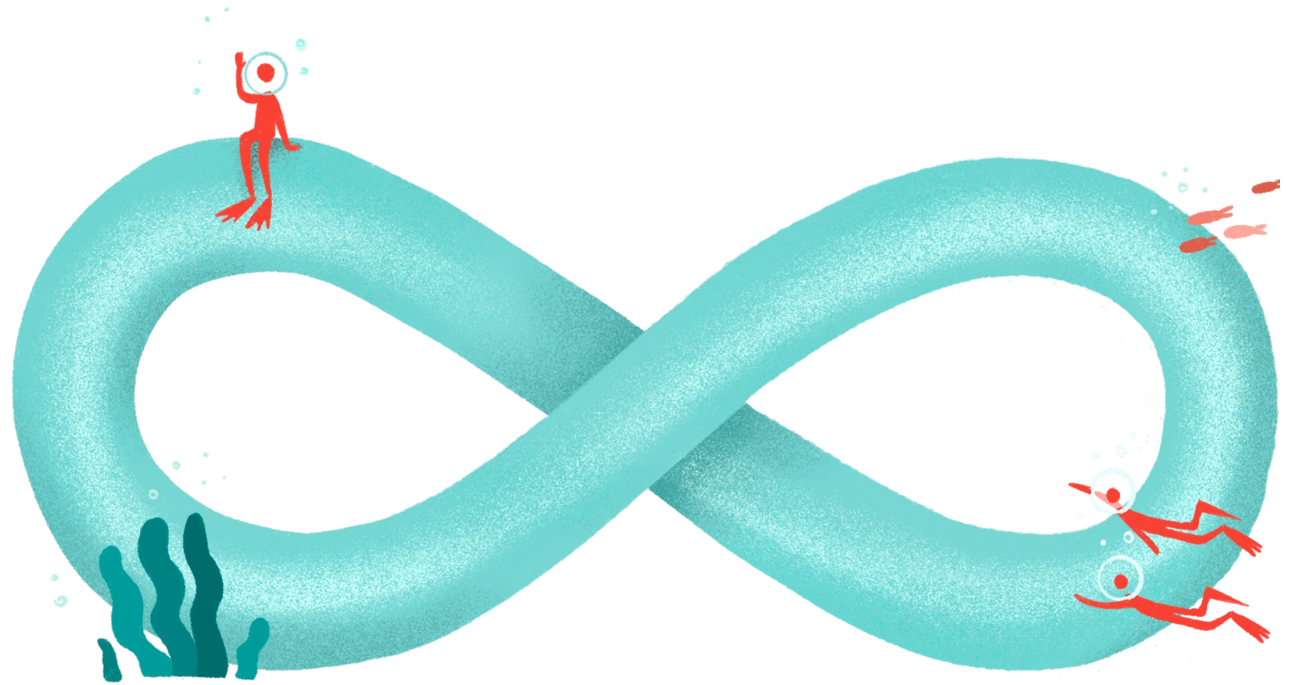
The Source must prioritize self-development to handle the responsibilities and avoid negative behaviors such as controlling tendencies or founder's syndrome. Continuous growth enables the Source to show up appropriately at each stage of the initiative's development .

## 7- Succession

If the Source needs to step away, it's essential to **properly hand over the role** to a successor. Incomplete successions can lead to organizational difficulties. The new Source must form a bond with the existing leadership to maintain flow and coherence.



Let's dive  
into the 2  
business  
cases



## What is the Source?

The Source is the individual who takes the first risk and initiative to start a project or organization. This person invests their energy and vision into bringing the project to life. The Source is not merely the formal founder or CEO but the person who **embodies the initial creative impulse and commits to the project with personal investment.**

*You described the Source as the 'pure, unconscious, and imaginative opening.' Can you recall a moment when this **creative flow** felt most vivid to you, and how did it influence the trajectory of the organization?*

# How to Identify the Source

To identify the Source, look for the person who took the first significant risk or made a concrete commitment to the initiative. This could be through actions like making a public declaration, asking for help, or taking a decisive step that **moved the idea from concept to action**. The Source is the person who goes beyond just discussing ideas and actually takes the initiative to bring them into reality

*In the context of organizational dynamics, how can we **distinguish** between an idea generator and the true 'Source' of a company?*



# Role of the Source in the Life of a Company

The Source holds a unique and central role in the life of a company. They provide the core vision and energy that guide the project. The Source **maintains the integrity of the creative field** and ensures that the original vision and values of the organization are preserved. Their presence and clarity are critical for the organization's coherence and vitality

*How does the concept of 'Source' challenge traditional views of organizational leadership, and what are the potential **benefits and challenges of having a central figure** who 'maintains the integrity of the creative field' throughout a company's lifecycle?*

*How do you see in your practice the interplay between the Source's vision and the contributions of other team members who act as **"Specific Sources"**?*

# Why It Is Important to Recognize the Source to Develop an Organization

When the Source is acknowledged, the organization can **effectively address challenges and leverage the Source's unique insight** and authority to make key decisions and steer the project in the right direction

*You've associated different archetypes like the '**Village Chief**' and the '**Shaman**' with different stages of the Source's evolution. How do these archetypes guide your current role in your organization?*

*You've spoken about the '**urgent love**' for the living organism of the company with Andrea Rigoni. How does this deep emotional connection shaped his leadership and influence the organizational culture?*

# Role of the Source in Terms of Organizational Structure

The Source's role in organizational structure is to guard the edge of the initiative's creative field, maintaining the integrity of the vision while allowing others to take responsibility for sub-initiatives within that field. They are not necessarily the formal leader but have the ultimate creative authority over the vision and direction of the organization

*How does the concept of a Source who 'guards the edge of the initiative's creative field' challenge or complement traditional hierarchical structures, and what implications does this have for **decision-making** processes and **leadership dynamics** within an organization?*



# Role of the Source in Terms of Ability to Innovate

The Source plays a **critical role in innovation** by continuously sensing the evolving needs of the project and the external environment. They embrace uncertainty and use their intuition to guide the initiative toward new and innovative solutions. The Source's personal connection to the vision allows them to see opportunities for innovation that others might miss, driving the organization forward creatively.

*Can you give an example where the Source's **ability to fight** for the project's imperatives led to a breakthrough or a significant change in the organization?*

*What benefits and challenges might arise in an organization where **intuition-driven innovation** of the organizational sources is prioritized over data-driven approaches?"*

# Role of the Source in Terms of Succession

In terms of succession, the Source has a responsibility to either **pass on their role to a new Source or to properly conclude** their involvement so that the organization can continue to thrive without them. A proper succession involves identifying and mentoring a new Source who can take on the creative authority and responsibility for the project's vision. If the Source does not effectively hand over this role, it can lead to confusion, loss of direction, and decline in the organization's energy and coherence.

*How might an organization balance the need to preserve its original vision with the imperative for evolution when transitioning from one Source to another? What strategies could be employed to ensure a smooth transfer of 'creative authority' while allowing for fresh perspectives? How do you see the archetype of "Fire Custodian" supporting this process*

