

**CORPORATE  
REBELS**



# **8 TRENDS OF PROGRESSIVE ORGANIZATIONS**

**EXPLORE THE SECRETS OF  
150+ OF THE WORLD'S MOST  
PROGRESSIVE ORGANIZATIONS**



# CONTENT

- // About Corporate Rebels
- // Why this document?
- // The way we work is broken
- // Reinventing work pays off
- // The 8 trends of progressive organizations
- // Join the revolution
- // How to become a corporate rebel?

## MAKE WORK MORE FUN

In January 2016, we quit our corporate jobs. Like many people, we were frustrated with the traditional, outdated approaches to work that are characterized by bureaucracy, inertia, and a lack of motivation.

So, we journeyed globally to meet pioneering organizations, academics, CEOs, and entrepreneurs. From our explorations of 150+ trailblazing organizations, we've curated essential insights, and this document presents those key takeaways.

Consider it your gateway to revolutionizing the way you work. It's just the beginning, but it's a damn good place to start.

Welcome to the revolution,

**JOOST + PIM**

# CORPORATE REBELS



# WHY THIS DOCUMENT

WHAT'S IN IT FOR YOU?



## **TO SAVE YOU TIME**

We've visited 150+ pioneering organizations, conducted 1,000+ interviews, and written 700+ blog posts on pioneering organizations. We share it here—so you don't have to sift through it all.

## **TO CUT THE CLUTTER**

Navigating our blog can be time-consuming and overwhelming. This guide streamlines your journey, highlighting the signal amidst the noise.

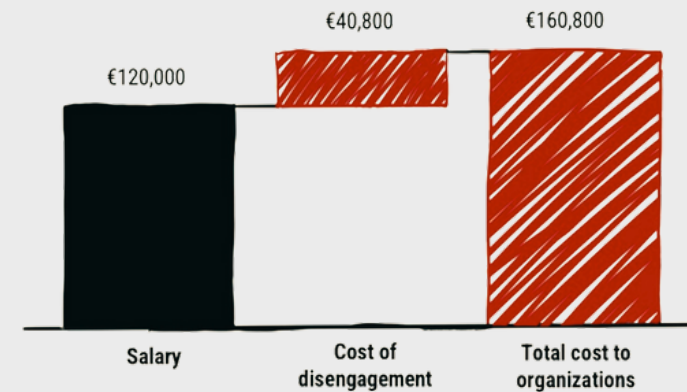
## **TO START YOUR JOURNEY**

This guide is your springboard to becoming a corporate rebel. It lays the foundation to make work more fun. Want more? Join our [Academy](#) for courses, community, and live events.

Wanna become a rebel? Click [here](#).

# THE WAY WE WORK IS BROKEN...

It is painfully obvious: the system in which many people still work was created for a stable, slow and predictable world that no longer exists. The results?



Wanna become a rebel? Click [here](#).

# ...BADLY ~~BROKEN!~~

**77%** of employees are not engaged

**37%** believe their job makes no useful contribution to society

**40%** left their job due to burnout

**41%** of employees are considering leaving their jobs

**34%** of an annual salary is the cost of disengagement

# COMMON FRUSTRATIONS

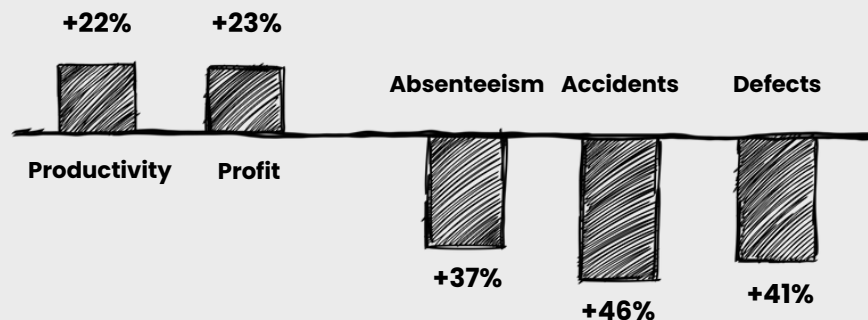
~~!~~ & ! # %

- ✘ Every idea needs five signatures
- ✘ Back-to-back meetings, all day long
- ✘ More rules, less reasoning
- ✘ Trapped under the micromanager's magnifying glass
- ✘ Feedback goes into a black hole
- ✘ I'm drowning in a sea of emails
- ✘ We can't attract new talent
- ✘ Decisions held hostage by hierarchy

# REINVENTING WORK PAYS OFF. BIG TIME.

## BETTER PERFORMANCE, LESS ACCIDENTS

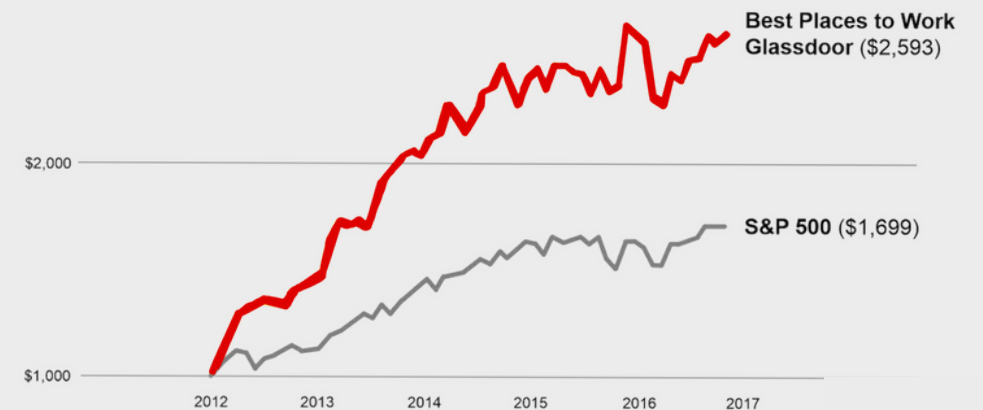
Employee engagement and business success go hand in hand. Organizations with higher levels of engagement benefit from 37% lower absenteeism, 41% less defects and 48% less accidents. On top of that, they enjoy 23% higher profitability and 22% higher productivity.



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## INCREASED FINANCIAL RETURNS

Reinventing the way you work pays off for everyone. Companies ranked as best places to work outperform others on the stock market. Happy employees, happy customers, happy shareholders. What's not to like?





# 8 TRENDS

// 8 YEARS OF RESEARCH  
// 1000+ INTERVIEWS  
// 150+ COMPANY VISITS

On our quest to make work more fun, we visit every pioneer we can find. We talk to founders. We meet CEOs. We spend hours with all sorts of employees. We aim to truly understand how these pioneers reinvent work.

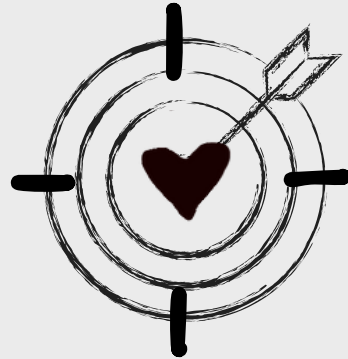
During our visits to 150+ pioneering organizations we uncovered 8 trends. These trends separate the most progressive workplaces from those riddled with frustration and despair. It's what separates the bold from the boring.



**CASE STUDIES**  
**PRACTICES**  
**TOP ARTICLES**

Wanna become a rebel? Click [here](#).

# 1. FROM PROFIT



# TO PURPOSE & VALUES

Progressive organizations no longer focus solely on increasing shareholder value. They focus on building a workplace around common purpose and values. Because having purpose and meaning gives people the energy, passion and motivation to get out of bed in the morning.

It also fosters communities of like-minded employees, customers, suppliers and others. They come together with shared ideals. As a result, inspiring work cuts through bureaucracies, silos, and egos to unleash the potential of an organization.

To be clear: we are not talking about a mission statement full of pretentious banalities (a.k.a. corporate bullshit). We are talking about crisp and clear causes that activate people inside and outside the organization.

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**CORPORATE  
REBELS**

# CONTENT HIGHLIGHTS

**Trend 1:** From Profit to Purpose & Values



**DELVE DEEPER INTO THE CORE**

## CASE STUDIES

- // [Patagonia](#)
- // [Hollands Kroon](#)
- // [Tony's Chocolonely](#)
- // [Buurtzorg](#)
- // [Beetroot](#)

## PRACTICES

- // [Have A Bold Purpose People Can Rally Around](#)
- // [Translate Purpose To Everyone In The Company](#)
- // [Hire For Culture: Train For Skills](#)
- // [Managing Work Over Managing People](#)
- // [Put Your Money Where Your Mouth Is](#)

## TOP ARTICLES

- // [How To Run A Successful Business And Still Go To Heaven](#)
- // [How To Rapidly Scale A Mission-Driven Company Without Selling Out](#)
- // [Turning Fuzzy Core Values Into A Practical Tool For Busting Bureaucracy](#)
- // [Stop This Madness: It's Time To End Ridiculous CEO pay!](#)
- // [The Age Of Community Capitalism](#)

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# 2. FROM HIERARCHICAL PYRAMIDS TO NETWORKS OF TEAMS



Today's dynamic landscape renders the old-school pyramid structure obsolete. Command-and-control? It's too rigid, slowing down momentum and stifling engagement.

Enter the vision of progressive organizations: they're reshaping hierarchies, embracing a fluid networks of teams. Picture this: interconnected teams, often comprising up to 15 individuals, all steering their own ship, yet linking up seamlessly in a vast, cohesive network.

Every team has a stake in the outcome. They ride the highs and navigate the lows, fostering a spirit of responsibility, entrepreneurship, and camaraderie. Enhanced communication, adaptability, and mutual support become the norm, not the exception.

The static, inflexible organization? It's a relic of the past.

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# CONTENT HIGHLIGHTS

**Trend 2:** From Hierarchical Pyramids to Networks of Teams



**VENTURE BEYOND RIGID HIERARCHIES,  
INTO FLOURISHING NETWORKS**

## CASE STUDIES

- // [Bosch](#)
- // [Irizar](#)
- // [Centigo](#)
- // [Viisi](#)
- // [TMC](#)

## PRACTICES

- // [Autonomous Teams In Hierarchical Pyramid](#)
- // [Flat Organization With Autonomous Teams](#)
- // [Network Of Teams](#)
- // [Ecosystem Of Micro-Enterprises](#)
- // [Community Capitalism](#)

## TOP ARTICLES

- // [4 Future-Proof Organizational Models Beyond Hierarchy And Bureaucracy](#)
- // [10 Progressive Organizational Structures Developed By Real Companies](#)
- // [3 Organizational Models To Decentralize Your Company - Radically](#)
- // [How to Become A Self-Managing Team](#)
- // [How To Organize A Large Company Without Middle Management](#)

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# 3. FROM DIRECTIVE LEADERSHIP



# TO SUPPORTIVE LEADERSHIP

Traditional command-and-control setups thrive on directive leadership. From team leaders to VPs, the game is about 'directing' – often sidelining the collective intelligence and dimming the spark of those lower in the hierarchy.

But in the landscape of progressive organizations, leadership wears a different mantle. These are the torchbearers who stand shoulder-to-shoulder with those "at the frontline". They don't just question the age-old "this is how we've always done it" mindset, they ignite the flame of change throughout the organization.

Such leaders don't just preach; they live the ethos. They are the embodiment of the mission, the pulse of the values, the architects of culture. Their mission? Tear down barriers and nurture environments where every individual flourishes.

Here, true authority isn't a fancy title, but a testament to leading by genuine example.

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# CONTENT HIGHLIGHTS

**Trend 3:** From Directive Leadership to Supportive Leadership



**LEADERS, DIVE IN;  
BE THE CHANGE YOU SEEK**

## CASE STUDIES

- // [Zingerman's](#)
- // [FAVI](#)
- // [Haufe Umantis](#)
- // [UKTV](#)
- // [Belgian Ministry of Social Security](#)

## PRACTICES

- // [Beware Of HiPPOs](#)
- // [Destroy The Ivory Tower](#)
- // [Bottom-Up Evaluations](#)
- // [Split Managers](#)
- // [Select Your Manager](#)

## TOP ARTICLES

- // [Let's Fire All The Micromanagers](#)
- // [How Real Leaders Melt The Iceberg of Ignorance With Humility](#)
- // [Stop Being A Manager: Start Being A Leader](#)
- // [How Flat Organizations Align Without Bosses](#)
- // [Mass Incompetency In Business: The Way We Promote People Is Dead Wrong](#)

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# 4. FROM PLAN & PREDICT TO EXPERIMENT & ADAPT

The old-school playbook of management preached "plan and predict". Annual budgets, resources, and strategies would trickle down organizational pyramids, rooted in the mistaken confidence of foreseeing tomorrow. But as complexities mount, the illusion of prediction crumbles.

The game-changer? Adaptability.

Progressive entities sidestep the charade of exact forecasts. Instead, they champion experimentation at every turn: in products, workflows, even organizational frameworks. Change isn't just an annual agenda; it's the daily pulse.

The adaptive pioneers we've observed hold a core belief: it's far superior to venture and falter than to remain stagnant in fear of missteps.

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# CONTENT HIGHLIGHTS

**Trend 4:** From Plan & Predict to Experiment & Adapt



**VENTURE BEYOND PREDICTABILITY;  
WELCOME THE ADAPTIVE TIDE**

## CASE STUDIES

- // [Supercell](#)
- // [u2i](#)
- // [Matt Black Systems](#)
- // [Balena](#)
- // [Haier](#)

## PRACTICES

- // [Experiment Ruthlessly](#)
- // [Kill The Budget Cycle](#)
- // [Create A Safe-To-Try Environment](#)
- // [Crowdsource Experiments](#)
- // [Rebel Time](#)

## TOP ARTICLES

- // [Reinventing Work: From Optimization To Adaptation](#)
- // [Agile, Lean Startup, Holacracy: Stop Surfing The Management Fad](#)
- // [Bottom-Up Funding: A New Approach To Innovation](#)
- // [Here's How The 100 Most Innovative Companies Adapt And Respond To Change](#)
- // [How These 3 Companies Manage Cost Without A Traditional Budget](#)

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# 5. FROM RULES & CONTROL TO FREEDOM & TRUST



Traditional organizations, with their thick layers of bureaucracy, aim to keep employees within tightly drawn lines. The temptation? To draft policies for every conceivable scenario, seeking to micromanage outcomes. But this bureaucratic maze often stifles engagement, curtails innovation, and suppresses creativity.

It becomes not a safety net, but an anchor.

Progressive organizations operate on a refreshing premise: employees are responsible adults deserving trust. They believe control isn't the key; autonomy is. Such organizations trust their workforce to shape their tasks, deciding the where, when, and how. They champion freedom over rigidity.

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# CONTENT HIGHLIGHTS

**Trend 5:** From Rules & Control to Freedom & Trust



**SHIFT FROM CHAINS TO CHOICES;  
TRUST OVER TRADITION**

## CASE STUDIES

- // [BvdV](#)
- // [Versa](#)
- // [Corporate Rebels](#)
- // [Wildling Shoes](#)
- // [Ryzon](#)

## PRACTICES

- // [Design Your Own Workplace](#)
- // [Remove Control Mechanisms](#)
- // [Peer-To-Peer Review](#)
- // [Self-Setting Salaries](#)
- // [Remote Work](#)

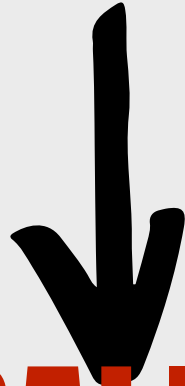
## TOP ARTICLES

- // [Work 10x Smarter With One Magic Word: Asynchronicity](#)
- // [A Four-Day Workweek: It's Better For Everyone](#)
- // [The Business Case For Remote Work](#)
- // [Why The Command-and-Control Mindset Is Killing Your Company](#)
- // [Brain Research Confirms Stupidity Of Back-to-Back Meetings](#)

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6.

**FROM**  
**CENTRALIZED**  
**AUTHORITY**



**TO DISTRIBUTED**  
**DECISION-MAKING**



Classic organizations have long championed centralization — a premise suggesting that higher hierarchy equals superior decision-making prowess.

A flawed notion, to say the least.

Forward-thinking companies lean into decentralization. They recognize that frontline employees, with their firsthand insights into customers, suppliers, and production nuances, are best suited to make pivotal decisions, ensuring nimbleness in client responsiveness.

In such progressive arenas, authority and decision-making disperse across ranks. But it's not all laissez-faire. With this empowerment comes the mantle of responsibility and accountability.

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# CONTENT HIGHLIGHTS

**Trend 6:** From Centralized Authority to Distributed Decision-Making



*SHIFT THE BALANCE; FRONTLINE  
INSIGHTS LEAD THE CHARGE*

## CASE STUDIES

- // [USS Santa Fe](#)
- // [Vagas](#)
- // [Smarkets](#)
- // [Morning Star](#)
- // [Semco](#)

## PRACTICES

- // [Mapping Of Decision-Making](#)
- // [Change The Language](#)
- // [Push Authority Down](#)
- // [Alternative Decision-Making](#)
- // [Pre-Approve](#)
- // [Advice Process](#)

## TOP ARTICLES

- // [Our First Piece In HBR: Using Tech To Make Work More Fun](#)
- // [Reinventing Management: The Bold Transformation of A Peruvian Laundry Service](#)
- // [How A Small Company Used Consensus To Build A \\$50M Business](#)
- // [The Art Of Making No Decisions](#)
- // [Common-Sense Management: Something So Rare It's a Goddamn Super Power](#)

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**7. FROM  
SECRECY**  
SSSSHHH...

**TO RADICAL  
TRANSPARENCY**

Conventional entities often restrict crucial information to a select few at the helm, believing only they should determine the course. But for authority to be genuinely distributed to those on the ground, there's a need for undiluted transparency. Without such open access, organizations risk stifling their full potential.

Pioneering organizations champion the mantra: 'open by default'. This ethos transforms radical transparency from a mere concept to an invaluable instrument. By granting universal access to data, documents, and financials in real-time, they empower individuals with timely insights.

The result? Enhanced decision-making, swift problem resolutions, and amplified collaboration both within and beyond the company's walls.

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# CONTENT HIGHLIGHTS

**Trend 7:** From Secrecy to Radical Transparency

BEYOND CLOSED DOORS:  
THE POWER OF TRANSPARENCY AWAITS

## CASE STUDIES

- // [Smarkets](#)
- // [Zingermans](#)
- // [Handelsbanken](#)
- // [Viisi](#)
- // [Yumemi](#)

## PRACTICES

- // [Operating Rhythm](#)
- // [Open By Default](#)
- // [Transparent Performance And Goals](#)
- // [Transparent Financials](#)
- // [Transparent Salaries](#)

## TOP ARTICLES

- // [The Ideal CEO-to-Employee Pay Ratio? Much Lower Than You Think](#)
- // [Radical Transparency: A Vital Ingredient In Self-Management](#)
- // [A Remuneration Method For Flat Organizations](#)
- // [The Dark Side Of OKRs \(And Why We Should Care\)](#)
- // [The Science Of Target Setting \(And How Most Companies Get It Wrong\)](#)

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# 8. From Job Descriptions

# To Talents & Mastery



Conventional structures often allocate tasks based on static job titles and rigid descriptions – most of which become obsolete almost instantly. This antiquated approach confines individuals to jobs they're assigned, not necessarily ones they're passionate about.

Recognizing that passion and prowess go hand in hand, modern organizations are revolutionizing this dynamic.

They harness the vast spectrum of talents sprinkled throughout their teams. By providing the autonomy to handpick tasks and sculpt roles based on individual strengths and interests, they're not just fostering engagement – they're cultivating masterpieces.

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# CONTENT HIGHLIGHTS

**Trend 8:** From Job Descriptions to Talents & Mastery

*PASSION-POWERED ROLES:  
THE FUTURE OF FULFILLED WORK*



## CASE STUDIES

- // [Netflix](#)
- // [Spotify](#)
- // [Morning Star](#)
- // [Centigo](#)
- // [Cyberclick](#)

## PRACTICES

- // [Mapping Of Talents](#)
- // [Unlimited Training](#)
- // [Self-Selected Mentors](#)
- // [Job Crafting By Combining Roles](#)
- // [Internal Project Marketplace](#)

## TOP ARTICLES

- // [Deep Work: How To Kill Distractions And Boost Productivity](#)
- // [Feedback: It's Not About The Tool, You Fool!](#)
- // [Stop The Stupidity Of Hyper-Inflated Job Titles](#)
- // [The Science Of Successful Self-Management: 16 Crucial Factors](#)
- // [How To Recruit Like The World's Most Progressive Organizations](#)

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**MAKE  
WORK  
MORE  
FUN**



***RIGHT HERE, RIGHT NOW!***

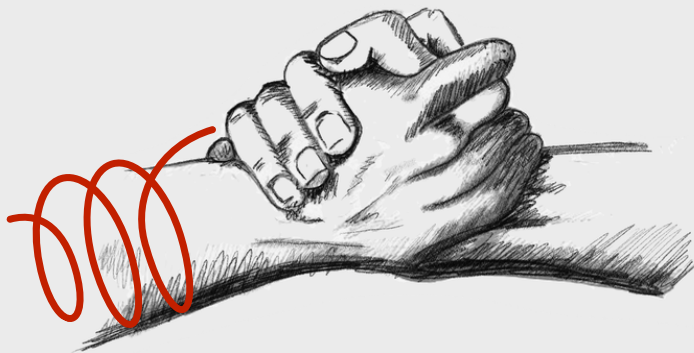
Eager to dive deeper? Ready to flip the outdated organizational chart? Want to upgrade your decision-making for the 21st century? Want to run highly efficient and fun meetings? Eager to become a true changemaker within your organization?

We've got your back.

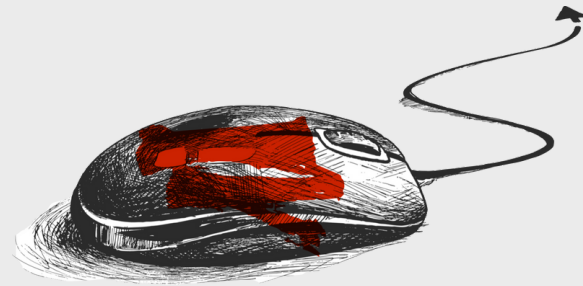
Become a member of Corporate Rebels. Join our community, participate in live events, and access in-depth courses that will transform the way you work.

# BECOME A REBEL

AND ENJOY THESE EXCLUSIVE BENEFITS



**COMMUNITY**



**COURSES**



**EVENTS**



# COMMUNITY

*LEARN FROM THE BEST TO BE THE BEST*

Our community serves as your portal to global pioneers. Amidst supportive peers and industry maestros, we cultivate a space where you—and your organization—don't just progress, but flourish. Transformation is a team sport.

Our members rave about the sense of belonging, shared passion, global network, personal growth, and direct connections to pioneers in the field.

Join our global network of changemakers, and witness the metamorphosis unfold.

# Academy.

**Upgrade Your Feedback Approach**  
14 hours on-demand

Step up your feedback game with "Upgrade Your Feedback Approach," our transformative course. Say goodbye to ineffective...

[More info](#)

**Transform Your Organization**  
28 hours on-demand

Revolutionize your organization and unleash your true potential with our course "Transform Your Organization". No empty...

[More info](#)

**Boost Psychological Safety**  
15 hours on-demand

The psychological safety shelves are filled with glossy guides and thought-provoking theories, but the hard truth is...

[More info](#)

**Run Better Meetings**  
10 hours on-demand

Stop wasting time and energy on ineffective meetings. Unlock the secrets to running meetings that are productive...

[More info](#)

**Make Better Decisions**  
12 hours on-demand

Transform the way your organization makes decisions. Through our expert-led instruction and interactive exercises...

[More info](#)

**How Viisi Works**  
15 hours on-demand

Deep dive into Viisi, the first financial services company worldwide to implement a 100 percent self-organization...

[More info](#)

**Distribute Work into Autonomous Roles**  
15 hours on-demand

Stop wasting talent right now. Learn how to unleash passion, ownership, and entrepreneurship by distributing work into...

[More info](#)

**How NER Works**  
20 hours on-demand


Unlock the secret management w revolutionary ap multiple...

[More info](#)

**Management lingo**

All principles can be found in the self-managing way of working at Buurtzorg. There are no managers, and above all, no management lingo.

In this video, Jos de Blok explains why he hates management and management lingo.



Like: What do we need to keep

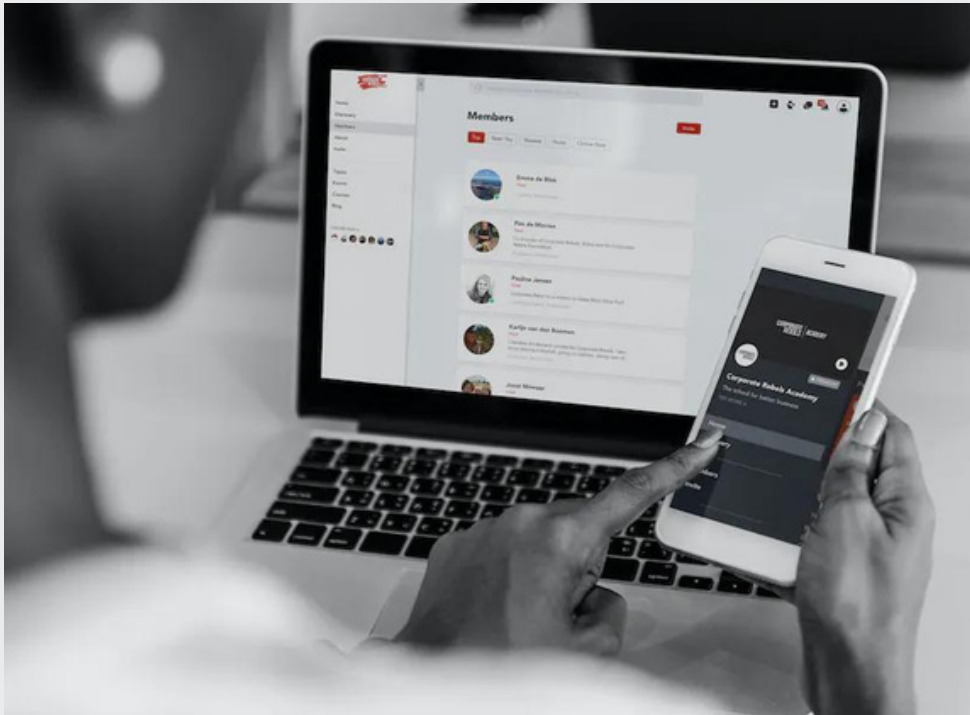
Now that you've learned all about Buurtzorg's purpose and principles, it's time to talk onions. No, not the onions you eat! Begin the next lesson to find out what we're talking about.

# COURSES

- # IN-DEPTH CASE STUDIES
- # TOOLS, PRACTICES, HOW-TO GUIDES
- # TRANSFORMATION STRATEGIES

All our courses are co-created with pioneering organizations. Eliminate endless meetings, destroy bureaucracy, unleash supportive leadership, dismantle hierarchy, master remote work, and boost freedom and trust.

No theoretical nonsense, no band-aids. Just practical, meaningful advice to change the way you work.



# EVENTS

JOIN THE CONVERSATION;  
IGNITE YOUR REVOLUTION

Craving live insights from peers and pioneers? Every month, our academy delivers. Dive into dynamic sessions, converse with members, and harness the pulse of real-time interaction.

Here, online learning doesn't just inform—it inspires and invigorates.

Search Corporate Rebels Academy

### My Events

Go Live

Upcoming Nearby Past Yours

**TODAY + 4:00PM** **LIVE**  
**Event about Remarkable Leadership by Danielle MacLeod**  
Zoom  
20 going | Events & Recordings

**TUE, SEP 19 + 3:00PM**  
**Live session: Meet your class**  
Zoom Meeting  
2 going | Cohort 9

**THU, SEP 21 + 3:00PM + Repeat Event**  
**Live session: Reflection session**  
Zoom Meeting  
2 going | Cohort 9

**TUE, SEP 26 + 3:00PM + Repeat Event**  
**Live session: Q&A**  
Zoom Meeting  
2 going | Cohort 9

September 2023  
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# WHAT MEMBERS SAY



The Academy helped us to significantly scale our internal change movement and its positive impact on the Dutch National police.



**Jeroen Hammer**  
Intrapreneur - Dutch National Police

Can't recommend the Academy highly enough, but it comes with a health warning; prepare to unlearn and rethink the way in which works gets done.



**Jayne Price**  
UKRI - Organizational Development

Since joining the Corporate Rebels Academy, we slashed our weekly meetings from 23 hours to just 4 hours per employee, unlocking an extra 19 hours of productivity each week (per person!).



**Pande Kadek**  
Fajar Benua Group - Chief Strategy Officer

I love being part of the Corporate Rebels Academy - It is a truly transformational experience.



**Sean Conley**  
Baker Hughes - Chief Learning Officer

# OUR MEMBERS REINVENT WORK AT



**Deloitte.**



**PRODRIVE**  
TECHNOLOGIES

KERING

**AIP**  
Publishing

**Haier**

**3M**



**UKRI** UK Research  
and Innovation

**GUCCI**

**NPL**  
National Physical Laboratory

**SHAKESPEARE**  
MARTINEAU

**SAP**

**ABN·AMRO**

**STARBUCKS**

**PETRONAS**



*Coca-Cola*

**Roche**

**proximus**

**Baker Hughes**

**mazars**

**HARVARD**  
UNIVERSITY



# JOIN THE MOVEMENT

READY TO TAP INTO OUR MEMBERSHIP PERKS?  
EXCITED TO JOIN OUR UPCOMING EVENTS?

SIGN UP NOW.

