AN EXPLORATORY RESEARCH ON HOLACRACY: A NEW GOVERNANCE PROCESS FOR THE ORGANIZATIONS

HOLAKRASİ ÜZERİNE KEŞİFSEL BİR ARAŞTIRMA: KURULUŞLAR İÇİN YENİ BİR YÖNETİŞIM SÜRECİ

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Abstract

In this study, holacracy has been evaluated as one of the self-management methods for organizations. Holacracy is a new management method in which job autonomy, power distribution among employees and the participation of all members of the organization in the decision-making process, are among its distinctive features compared with other management methods. In today's rapidly changing business world, organizations need a way of managing to maintain their place in the marketplace and, in some cases, to advance it and people in the organization can use their talents in their works and do not face any restrictions from the organization. According to the creator of holacracy and people who have actually worked in a holacratic environment, holacracy is such a method. They believe that holacracy is a good option for solving most of the organizational challenges. By using holacarcy, the flexibility of organizations increases and they can easily adapt themselves to the business environment and conditions. The space is open for people and everyone can choose a role in the organization according to their ability and capacity and then proceed to do it. Another point of contention in the holacracy is its opposition to the hierarchical method. In a hierarchy in which people have job restrictions, decisions are made by a specific group that often does not meet the needs of the organization, long and fruitless meetings are held in it and a very centralized system governs the organization.

Keywords: Holacracy, Decision-Making, Power Distribution, Hierarchy

Özet

Bu çalışmada holakrasi, kurumlar için özyönetim yöntemlerinden biri olarak değerlendirilmiştir. Holakrasi; iş özerkliğinin, çalışanlar arasında güç dağılımının ve organizasyonun tüm üyelerinin karar alma sürecine katılımının diğer yönetim yöntemlerine göre ayırt edici olduğu yeni bir yönetim yöntemidir. Günümüzün hızla değişen iş dünyasında kuruluşlar pazardaki yerlerini korumak ve gelişmek için bir yönetim çeşidine ihtiyaç duyarlar. Bunun için örgüt üyeleri işlerinde yeteneklerini kullanırlar ve örgütte buna karşın herhangi bir kısıtlama ile karşılaşmazlar. Holakrasinin örgütsel zorlukların çoğunu çözmek için iyi bir

seçenek olduğuna inanılır. Holakrasi kullanarak, örgütlerin esnekliği artar ve örgüt mensupları kendilerini iş ortamına ve koşullarına kolayca adapte edebilirler. Bu tarzda, yönetim alanı insanlara açıktır ve herkes yetenek ve kapasitesine göre örgütte bir rol seçebilir ve bunu icra edebilir. Holakrasinin diğer bir özelliği de hiyerarşik yönetime muhalefetidir. İnsanların iş kısıtlamalarına sahip olduğu bir hiyerarşide, kararlar genellikle organizasyonun ihtiyaçlarını karşılamayan belirli bir grup tarafından alınır. Uzun ve sonuçsuz toplantılar sonucunda örgütü oldukça merkezi bir sistem yönetir. Bu çalışmada amaç holakrasiyi derinlemesine incelemektir.

Anahtar Kelimeler: Holakrasi, Karar Verme, Güç Dağıtımı, Hiyerarşi

INTRODUCTION

Just as the world is changing every day, so is the concept of business. We live in a time and place where freedom and autonomy are seen as the values of societies. People want independence and are interested in choosing what they want. Organizations face many challenges in today's world. The changing environment is the biggest challenge that organizations have been planning for years, with some organizations succeed but others failed to plan properly. Many companies still operate in the traditional hierarchical way. Undoubtedly, this method was not wrong in its time, but in a world where the environment has very complex features, this traditional management method is no longer effective. "The environment is changing at a rate that organizations can no longer adapt to," stated by management expert Gary Hamel (2007). According to Hamel (2007), the foundation of organizations that use traditional management methods is not built for this type of change (Hamel, 2007).

According to Aaron Dignan (2011), author of Game Frame Book, creative organizations tend to work according to new management patterns and have the ability to evolve at any time (Dignan, 2011). People have also become more individualistic. They prefer freedom and independence of work to anything else and no longer have a desire for directive leadership. They take every opportunity to increase their skills and are not satisfied with just their assigned tasks. In most cases, these people are even more loyal to their works than employers (Kukreja, 2019).

Laloux In 2014 has developed the management method of teal organization [1] and believes that the values and structure of an organization should be reviewed in the context of this concept. Also in 2015, Robertson has developed the holacracy management method, in which he wants to destroy the hierarchical tree by creating circles (Robertson, 2015). In addition, according to Vopalecký and Durda (2017), all of these methods emphasize democratic governance (Vopalecky & Durda, 2017).

In this study, we will look at the latest method of self-organization, holacracy, developed in 2015 by Brian J. Robertson and is using in more than 1000 companies (HolacracyOne, 2021)[2]. This new system is a holistic catalyst for "self-organization". The role of people in business is defined according what they have to do. Not only the people, but also the roles are

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[1] Teal organization is a model of emerging organizations that advocate for employee independence and leads to organizational growth.

[2] It is the company lead the improvement of holacracy.

constantly updated. A business could no longer operate on a downward hierarchy, and all employees work with self-management for the benefit of the whole organization. People are no longer restricted, but they are able to grow as much as they can.

Purpose of the Study

Holacracy is a new design for managing organizations that, unlike the hierarchical method, focuses on the dynamics of roles rather than job descriptions (Robertson, 2015). Holacracy focuses most on dynamic governance in organizations. As Ackoff (2011) has argued, dynamic governance refers to a system that bridges the gap between organizational structure and community structure (Ackoff, 2011).

Holacracy is described in detail in the next chapter:

- What is the difference between this management method and other methods?
- How can this method be used to bring the organization closer to its goals?
- How roles and accountabilities are distributed among individuals?

Nevertheless, for proving the accuracy and validity of these claims, more researches should be done on the holacracy.

The purpose of this study is to determine whether holacracy helps organizations to be accountable for organizational challenges related to human resources, power distribution, and the role of individuals in organizations. In this study, the researcher conducted interviews with people who have learned this method and have practically used it in their organization to find out how effective this management method is in organizations.

Importance of the Study

Holacracy is the newest management method in organizations. There is little research on this method, and perhaps fewer organizations are still familiar with it. Although its creator and many people who have used it have described this method, but more research is needed to be able to evaluate all aspects of this approach. It cannot yet be claimed that the holacracy is an acceptable system for all the organizations.

This research with a qualitative analysis can be a prelude to introducing holacracy for organizations. Because not much research has been done on it yet, this research can be very effective in getting companies to reconsider the traditional (hierarchical) management approach. It can also open many research gates for other people to analyse different aspects of the holacracy if they are interested. Introducing a new management system is another goal of this research. By evaluating the effective features of this management method, including concentrating power and increasing the role of individuals in decision-making, the researcher will introduce holacracy. Many organizations may be looking for such a management approach in their organization.

Change is the fundamental principle of this world. Organizations are not exception and they are required to keep abreast of current issues. Introducing a new system and comparing it with previous and traditional systems can be a flip for organizations to focus more on their management issues to be more effective. Addressing these issues has increased the importance of this research.

LITERATURE REVIEW
Self-Management Approach in the Organizations

Those can be called self-managing organizations that have formally and systematically concentrated power among the entire organization and all its members (Lee & Edmondson, 2017). In self-management organizations, different levels of management are lost and there is no bottom-up hierarchical reporting relationship. Issues such as resource allocation, reviewing and evaluating company progress, designing the tasks and structure of the organization, and exchanging feedback are still important in the self-management approach, but the authority to perform these activities does not belong to a specific group of individuals. They are distributed among all members of the organization. In self-governing organizations, people work in different, formal but flexible roles. A formal system and approach recognizes "how authority in organizations is decentralized in terms of principles and rules" (Lee & Edmondson, 2017).

One of the first academic researchers to introduce the concept of self-management in organizations was Isaac Getz. He has studied several successful organizations that have used this approach (Getz, 2009). The scientist drew a blueprint for companies to use the self-management system properly. Above all, he presented three principles for becoming a self-governing organization including intrinsic equality, personal growth and autonomy. Hamel mentions management as an important and valuable invention, but he believes that in a rapidly changing world where technology is growing so fast and creativity is increasing too, the use of management is obsolete (Hamel, 2007).

In most self-managing organizations, the structure of the organization is made up of teams in which individual roles are identified. In these organizations, teams do not need a manager, they design and manage everything themselves (Bernstein et al., 2016). Although power is not always distributed equally in the self-management system and leadership may still exist in organizations, this leadership is contextual (Lee & Edmondson, 2017). According to Lee and Edmonson (2017), in a system of self-management, management and leadership are distributed among roles rather than individuals (Lee & Edmondson, 2017). Therefore, when a job or role changes in an organization, the type of leadership and management also changes. The self-management approach responds to all the limitations that exist in the hierarchical method, and in this method, the needs of the organization are given priority over the task description.

Holacracy

The holacracy structure was developed at Ternary Software in Exeton, Pennsylvania; Where more democratic forms of organizational leadership were tested and considered. Ternary founder Brian Robertson incorporated the best examples of those experiences into one organizational structure that became known in 2007 as the holacracy. Robertson later developed the "holacracy constitution", which is the subject matter and the best models for the implementation of this structure. In June 2015, he published the book " Holacracy; the New Management System in a Rapidly Changing World" in which he describes in detail his experiences. This method consists of teams called "circles" in which individuals perform various roles and the "lead links" that lead the teams (Bernstein et al., 2016). This provides a realistic management structure anytime and anywhere. In this way, responsiveness increases and it leads to flexibility and individualization.

From the beginning, Robertson did not accept the hierarchical method and felt tired of doing so. He decided to create a more effective organizational plan for managing his company
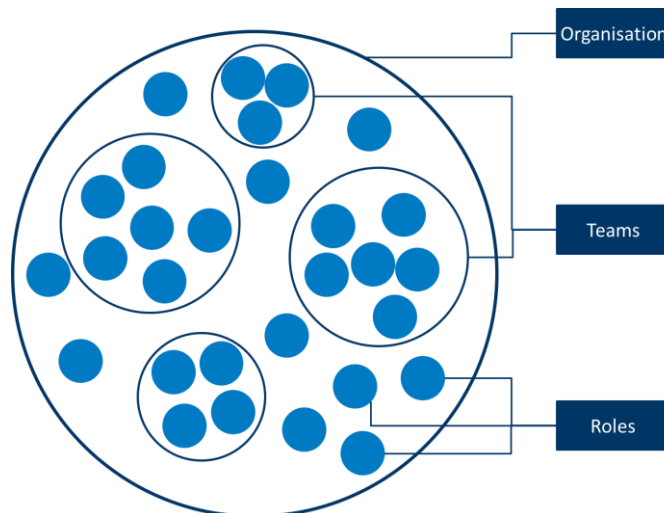
and abandon the traditional methods. Robertson was trying to find a way for his organization to respond to rapid global change at the right time. After that, he worked for many years in creating a new plan and a useful organizational structure. As organizations grow, they deal with issues such as the management process, organizational structure, and decision-making and these elements are constantly changing. After years of study and experience, he finally created the organizational structure of "Holacracy" that can adapt rapidly to the changing world and increase organizational growth (Robertson, 2015).

According to Brian Robertson (2015), human nature is very sensitive to change. Whenever something comes new, human is strangely ready to do it. When people notice the changes, they naturally become restless and engage in creative work in order to keep up with it. The distance between the current state and the state after the change usually causes people to be restless and frustrated, and this situation forces them to accept and understand the change from any direction. According to the Brian (2015), this state is called stress, so that when people encounter a problem or encounter a change, they do their best to resolve and understand it (Robertson, 2015).

Robertson raises an interesting issue: Organizations sometimes set themselves more tasks than they can handle and can do properly. According to him, we are involved in a phenomenon called "Raising Hands" in the organizations. "Companies die of digestion rather than starvation," says Diopcard, co-founder of HP (Robertson, 2015).

Holacracy is the first structure to fully democratize management. The Economist magazine has stated that this management method has shaken the organization more than any other method (TheEconomist, 2014). This management approach, compared to other methods, allows organizations to work in a fully consistent and flexible structure, conducting effective and efficient business meetings, distributing authority and power, and involving all individuals in the decision-making process (HolacracyOne, 2021).

Figure 1. Holacratic Organizational Design (Robertson, 2015)

Organizational Structure of Holocracy

In order to be able to share power in the organization, we must choose a method that is appropriate for the management process. Hierarchy is one of the traditional management

methods used by most organizations, but it is ideal for us to be able to distribute power in the organization. Holaocracy is an alternative hierarchical approach that addresses this issue and focuses on the distribution of power (Robertson, 2015).

According to the constitution of the holacracy (2015), individuals in organizations do not face an issue called job description (HolacracyOne, 2015). They have roles in which a goal is defined. People come together in a circle and work together to get the organization to its predetermined goals. Circles hold their meetings; roles are distributed among individuals, and each individual takes responsibility for doing the work according to their expertise and capacity (HolacracyOne, 2015). The circles are connected by two roles, "lead links" and "representative/rep links", which operate both within their circle and at a broader level in accordance with the mission and strategy of the organization (HolacracyOne, 2015). Thus, in the holacracy, "Boss" is changed to "Coach" and if necessary, he/she cooperates in guiding and arranging relationships with people in the organization without interfering in distribution of roles (Robertson, 2015). According to the creator of this management structure, holacracy reduces the dependence of organizations on the bureaucratic process and gives individuals in the organization the opportunity to perform their duties and achieve the goals of the organization. Organizational culture in the structure of the holacracy has become part of the work process that is created by the people of the organization. This process encourages employees and increases their sense of ownership in the organization (Robertson, 2015).

Roles and Accountabilities

If you are asked whom you are accountable to in your organization, surely, if you work in a traditional organization, "my boss or my manager" will be your answer. Besides, who is counting on you? Maybe co-workers, customers, investors and anyone else directly or indirectly involved with your organization, but why? Different roles pursue common goals, and these common goals create a common circle, and the effectiveness of each role depends on the other role. However, if the process was the other way around, and we each had different goals and expectations, then priorities would often be set aside, everyone would feel frustrated with their work and their organization, and each would try to destroy the other in any way. In such cases, team building or trust building may not be good options to address this challenge, because these issues instead of being personal and the result of phenomena called personal betrayal or distrust, due to a lack of understanding of an issue called common goal in the organization. In this way, they can never be accountable to each other, and this is a sign of lack of transparency in the organization (Robertson, 2015).

The process of holocracy creates transparency by defining roles and accountabilities. Then, in order for these roles and accountabilities to be effective in a changing world, they create common goals, and all individuals rely on each other and trust each other to achieve these goals. It removes the norms of understanding and instead provides a clear process for managing the organization (Robertson, 2015).
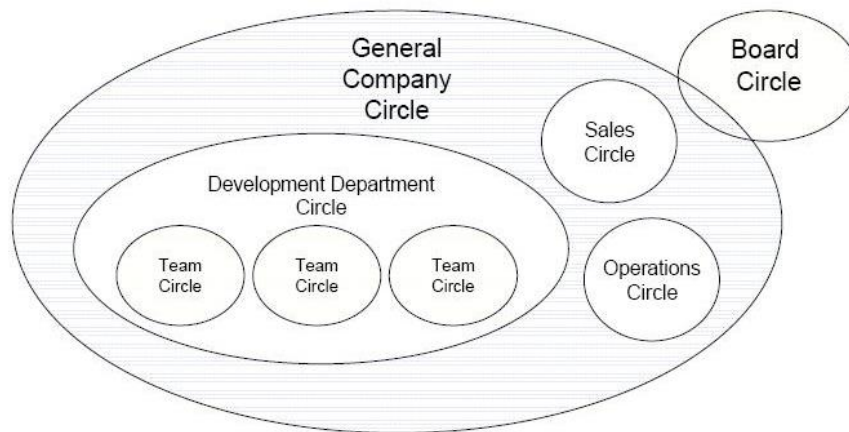
Circles

Organizational charts are usually inverted tree shapes, but it is not the same in holacracy. In this structure, there are nested circles, none of which are subsets of each other, but have their own independence and authority. There are many roles in the holacracy, each grouped in

different circles. These groups get bigger and bigger until the largest circle covers the whole organization. In the constitution of holacracy, these types of circles are called "anchor circles".

In a holacracy model, all individuals, roles, and circles retain their independence and authority, and each has a share of responsibility in the organization. Although each circle has its own independence, its decisions are not independent of others. Because each circle is part of a larger circle (Robertson, 2015). According to the creator, each circle shares its environment with other circles, and if each circle were to work separately from the other circles, the system as a whole would be damaged (Robertson, 2015).

Robertson also states that these circles are not a collection of individuals, but circles are a group of roles, and can even be a larger role that has a common goal, specific responsibilities, and sometimes some scope for control (Robertson, 2015).

Figure 2. Holacracy Circle Structure (HolacracyOne)

Lead and Rep Links

Roles and circles in organizations are interconnected by two Lead and Rep links. In the Lead process, a person is appointed by the circle to meet the needs of the circle. This person is responsible for aligning the needs of their circle with the goals and strategies of the organization. In the Rep Links, a person is selected to represent the circle so that it can be the connecting point between his circle and the large circle of the organization. In this process, the views of a circle are transferred to the large circle of the organization in such a way that the independence of small circles is maintained.

Job Autonomy

According to Deci and his colleagus (1989), advocating for autonomy means that managers respect the views and opinions of their partners and encourage them to present their views on organizational issues (L. Deci et al., 1989). "Autonomy means that employees can decide how and when to do their job" (Brauchli et al., 2014). Job autonomy means that employees can determine the extent of their authority in the organization, choose effective ways to do their job, and execute plans as they know. Autonomy empowers the individual to make decisions (Evans & Fischer, 1992). Increasing job autonomy in organizations empowers employees. This can give employees a wide range of authority to make decisions about how they work in the workplace (Sia, Tang et al., 2002).

The two main dimensions of empowerment are job discretion and procedural formality. Increasing job discretion (job expansion, greater flexibility, increasing decision-making rights, etc.) and reducing procedural formalities (extensive job descriptions) characterize employee empowerment (Sia et al., 2002).

Optimal job autonomy and self-management require reliability and adaptability (Bernstein et al., 2016). As standardization increases in businesses, so does trust, but it is not very sensitive to market changes. When the focus on compatibility increases, organizations lose their economic focus. Organizations need to achieve a balanced level of reliability and compatibility. This balance can vary from organization to organization. In a world that is changing rapidly and in which we live, adaptation is very important, because this attainment of this capacity can highlight the approach to self-management (HolacracyOne, 2015).

Meetings

Holding various meetings is effective and necessary for all organizations. They help managers, decision makers, and those working in the organization as a whole to come up with creative ideas, to solve the organization's problems and find a clear path to achieve the organization's goals (Rogelberg et al., 2007).

Meetings in the holacracy are held in a very regular manner, so that low-yield and time-consuming meetings are eliminated and the decision-making process is facilitated (Robertson, 2015). Governance meetings are held once a month to discuss and review the structure and tasks of the roles in order to pave the way for the organization's goals, while tactical meetings are held weekly to address issues that hinder the progress of daily activities (Robertson, 2015). The way meetings are held in the holacracy has proven to be useful for introverts. According to Daniel Kelly - one who works in a self-management (holacracy) structure as lead link at Zappos: "Meetings in holacracy structure force everyone to express their thoughts and ideas and to share them with others." (Feloni, 2016).

The number of roles in organizations that use holacracy as their management structure is much higher than organizations that use traditional structures (Robertson, 2015). As the number of roles in organizations increases, more meetings need to be held, and this increase in the number of meetings will increase costs further (Robertson, 2015).

Decision Making: How Does a Decentralized Management System Help the Organization?

The use of the decentralized management system proposed by the holacracy will certainly have effects on the organization that are either to the benefit of the organization or to its detriment. According to Andersen (2004), in order to decentralize the management structure of organizations, two issues must be considered: First, the use of a decentralized structure can change the shape of employee engagement and involve them in the decision-making process. Second, this type of structure can increase the authority of employees and allow them to use their own solutions to the organization to achieve its goals (Andersen, 2004). The former is known as the "participatory decision-making process" and the latter as the "distributed decision-making authority" (Andersen, 2004).

As the organizational structure shifts from centralized to decentralized, the small team of managers is divided into multiple circles (each of which has the right to participate in the decision-making process). "Holacracy is exactly what I want," says Janse, a holacracy coach

at Energized.org (HolacracyOne, 2019). He believes that holacracy increases the ability of all people in the organization, gives them the power of creativity and includes them in all activities of the organization (HolacracyOne, 2019).

RESEARCH METHODOLOGY

Research Structure

According to (Powell & Hermann, 2000) definition: "If a particular field in research is sufficiently known, and there is possibility of preliminary modeling, formulation of a hypothesis, or even presentation of a theory about it, the positivist approach and the quantitative method can be used. But if the information available in a particular field is so scarce that even recognizing which ignoramuses themselves are problematic, one must use a naturalistic approach and qualitative methods ". Authors such as Gall and Borg (2017) explain: "The premise is that individuals construct social truth in the form of meanings and interpretations, and that these constructions are also subject to conditions and situations as well as transitions. The discovery of meanings and interpretations in intensive medicine it is such that the subject is the data obtained from the induction of analysis " (Homan, 2015).

In quantitative research, researchers play only the role of an objective observer without being involved or influential in the study process. In qualitative research, on the other hand, by participating and engaging in the situation, researchers actually study and at the same time learn more (Hassan, 2008).

The "semi-structured" interview method has been used in this study. Interviewing can be used as a complement to other tools in an ongoing research, and it is possible to follow up on unexpected results, validate other approaches, or examine in-depth motivations of respondents and the reasons they provide for their answers (Delavar, 2004). Semi-structured interview is an interview in which the interview questions are identified in advance and all respondents are asked the same questions, but they are free to provide their answer in any way they wish. The researcher asked the same questions to all participants. However, participants expressed different responses based on their experience and knowledge of the holacracy. According to Patton (2006), conducting an interview using this method, due to its repeatability, contributes to the accuracy and generalization of research results (Patton, 2006).

Each interview took between 40 and 70 minutes. In this study, 10 participants were interviewed. The convenience non-probability method was the method of sample selecting. The researcher first sent an email to HolacracyOne and asked them to nominate people for the interview. In response to the email, this organization attached a link to join the community of people who actually deal with holacracy. After joining the community and sending messages to a number of members of the group, 10 people were interviewed at various times. The interview was conducted through Zoom and Microsoft Meetings, and participants shared various experiences of the holacracy during the interviews.

The research questions were prepared in two sections: demographic and non-demographic. In demographic questions like gender, work experience in organizations, work experience in the holacratic environment, the size of the organizations and the number of people in the organizations who were involved in the in this approach, were asked. These questions, in addition to contributing to the generalization of research results, also show that

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individuals and organizations have entered the holacratic environment with different approaches and have accepted it as a management method.

Non-demographic questions (main questions) discussed research from several angles of holacracy. Some of these questions were about introducing and evaluating the characteristics of holacracy:

> What do people expect from holacracy?
> How much has holacracy been able to help them progress?
> What is their personal view of the lack of job titles in this method?
> What qualities do people need to work in a holacractic environment? and,
> What they like or dislike about the holacracy?

MAXQDA software was used to write the transcript of the interviews and the structural analysis of the data. Using this software, the components of the structure of the written text of the interview, i.e. words, concepts and the relationship between them in terms of repetition rate, number of words, allusions, terms used in sentences and their repetition rate are counted and examined to be able to discover existing patterns in speeches.

At the beginning of the interview, the participants were assured that no personal information would be released outside of the interview. They were free to answer questions and could skip any questions. The researcher noted that the interview time would not exceed 70 minutes. The participants were given a sense of comfort so that they could easily express their opinions.

DATA ANALYSIS
Demographic Questions:

Age, gender, income, education, work experience, etc. can be named as demographic questions. This information is often collected by researchers for two reasons: First, whether they want the identity of individuals to be able to do something, or whether a matter causes people to do a particular thing, and second, they can accurately describe their sample (Abdelal et al., 2009).

Demographic questions in this study are gender, work experience in organizations, work experience of people in a holacractic environment, the size of organizations, and the number of people working in an organization practically in a holacractic environment. The interview was conducted with 10 participants, among whom were eight men and two women. Most of these people have been working in various organizations for more than 10 years. Seven of them have more than three years of work experience in a holacractic environment and the rest less than three years. They all worked with other management methods before being introduced to the holacracy. Most of these individuals were not involved in the decision-making process at the time the organization decided to use the holacracy. The size of the organizations in which they each worked ranged from 9 to 500 people, and in almost all these organizations, all of their individuals were involved with holacracy.

Table 1. Demographic Data

Participants No	Gender	Tenure in workforce	Tenure in holacractic environment	Being Decision Maker
1	M	>10 years	< 1 year	No
2	M	>10 years	< 1 year	No
3	M	>10 years	> 3 years	Yes
4	M	>10 years	> 3 years	No
5	F	>10 years	> 3 years	No
6	F	>10 years	> 3 years	No
7	M	>10 years	2 – 3 years	Yes
8	M	>10 years	> 3 years	Yes
9	M	6 – 10 years	> 3 years	Yes
10	M	>10 years	2 – 3 years	No

Categorical Aggregation

In this section, the research plan is clearly explained. After the interview, the codes are identified as topics that are of great importance in the holacracy. Each of the interviewees expressed different views on these issues. Their views are mentioned in the previous sections in various quotations. Each of the codes indicates that the participants have discussed more about them, and this indicates the importance of each of these codes. Focusing on a few specific items and coding the information reduces the scatter of shared information and allows us to get better and faster results from the interview process. The interview codes and the frequency of each are shown in Figure 2. These codes are Hierarchy, Meeting, Power, Self-Management, Career, Circle, Decision Making, Rule, Culture, and Job Auronomy.

Figure 2. Holacracy Categories (Codes)
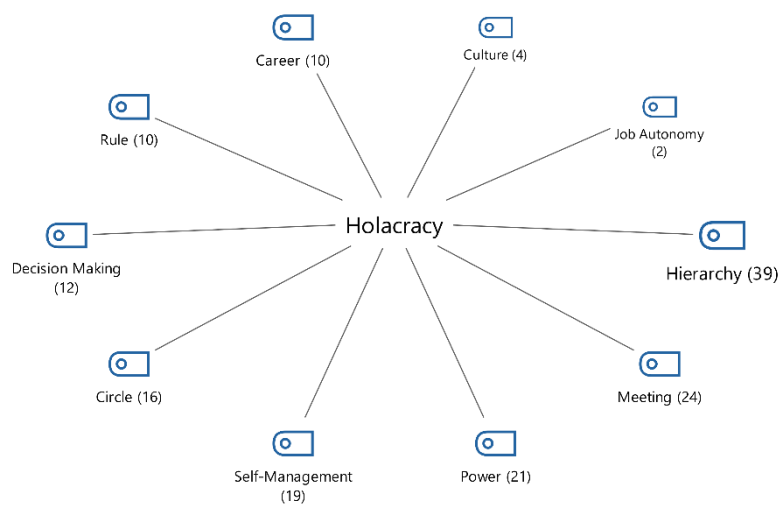
Codes Analysis:

Each of the codes reflects the topics covered by the participants during the interview. In this interview, 10 topics that can evaluate holacracy from different angles are selected.

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1. Career

Career progression is one of the issues that is always discussed in organizations. A number of people have been trying for a long time to grow professionally and get good positions in organizations. But what the participants have said about career progression in the holacracy shows that this issue is not much discussed in this system.

P1 stated:

"I thought that my career progression dependent upon ascending in the hierarchy of an organization, that holacracy is not only designed for that. Holacracy is not designed to advance people's careers, inherently; it can create structures and policies in that context to define career advancement."

2. Circle

Circles have been replaced instead of departments in holcracy. With the exception that there is no one in the circles called the manager, no one tells anyone else what to do, and people can easily succeed in their tasks. Circle is another feature of holacracy that diffrentiate it from traditional mthods.

P4 stated:

"Circles are teams. You still have the notion of a team, and a role is different. In management hierarchy, you would have a job description, but a role is different. It is dynamic and constantly updated."

3. Culture

Management methods have the first impact on organizational culture. The use of new management methods also creates a new culture in the organization that people must work according to. Although no specific question was asked about culture, but particiants pointed out:

P5 revealed:

"It is useful when there is a strong culture with holacracy."

4. Decision Making

What is always a challenge in organizations, people can not make decisions even in the smallest cases that are related to their responsibilities and must always wait for the orders of their managers. This is a solved problem for some people who always like to have their tasks under control, but in the meantime, there are people who need job autonomy and want to decide for themselves what they are doing. This issue has been one of the most important topics discussed in this interview, the opinions of people are written below:

P2 articulated:

"Another thing I like about holacracy is decision making. Decision-making is a content based, decision-making IBM is probably one of the most powerful and unique part of holacracy."

5. Hierarchy

There has been a lot of discussion with the interviewees about the hierarchy and how it differs from the holcracy, and many questions have been asked.

P10:

"Holacracy still has hierarchy. In the structure of circles, there are super circles, and then sub circles. What people generally refer to as the general company circle, that is the

biggest circle that you have in the organization, and some organizations may have a sales circle, marketing circle, finance circle or whatever."

6. Job Autonomy

One of the challenges in traditional methods is the lack of job independence. People's activities have always depended on the instructions, control and evaluation of managers. This issue is very debatable and the participants have addressed this issue several times in their responses.

P4 stated:

"Individuals in the holacracy have job autonomy and can choose their roles according to their capacity and knowledge."

7. Meeting

The length of hierarchical meetings, talking about irrelated issues and not getting effective results have been discussed many times and many people have expressed dissatisfaction with it. According to participants, meetings are more useful in holacracy.

P5:

"Meetings were not so effective and efficient in hierarchy. The people were gathering, setting and keep listening to the things were telling by the managers. Most of the times these meetings did not have a good end. People used to come do their predetermined responsibilities go back home and then repeat all these things every day. Actually, it was a close environment to progress. However, holacracy has a good and effective process for meetings and we can get the results in a short time."

8. Power

In holacracy, power is not in the hands of a small group but is distributed among all people, and everyone can decide on any activity that makes the his/her roles better and helps the goals of the organization, without receiving orders from the second person.

P8:

"There is more agility and responsiveness in order to change things. It gives a framework how decisions can be made without centralizing the power in the organizations."

9. Rule

Holacracy is a new method. That's why, according to some participants, people have to learn some new rules, but the process is difficult for some people. On the other hand, because it is so new, there are still rules in the holacracy that need to be amended.

P4 revealed:

There is a lot to dislike. There are many rules to remember. It can feel very alienating, and it can make you feel stupid when you are learning it.

10. Self-Management

Because holacracy is one of the methods of self-management in organizations, and this idea has led to the creation of methods such as holacracy, the researcher devoted his first question to self-management and its purpose.

P2 said:

"Self-management is about giving the team the power to decide what kind of work to do, how to assign work out to monitor work and how to work the network."

Code Matrix Browser

Code Matrix Browser in the MAXQDA 2020 program quantitatively analyzes the frequency of codes. Indicates how many times each has been repeated in interviews. Table 3 and 4 show the frequency of the codes numerically and in circles. The interviewees are displayed in the columns and the codes are displayed in the rows. The numbers and circles in the tables indicate the repetition of each code by each of the interviewees. The last column of the tables shows the number of repetitions of a code by all interviewees, and the last row of the tables indicates the number of repetitions of all codes by each interviewee.

Table 3. Numerical Matrix of Codes

Code System	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	SUM
Meeting	1	1	5	2	3	2	2	4	1	3	24
Culture	1				1	2					4
Circle	3	3		1	1	2	1		2	3	16
Career	1		1	1	1	2	1	1	1	1	10
Job Autonomy	1			1							2
Decision Making		1		1		2	2	5		1	12
Hierarchy	7	4	4	4	3	4	3	6	1	3	39
Self-Management		3	1	4	1	3	2	1	2	2	19
Power	2	3	2	4		1	3	2		4	21
Rule		2	1	5		1			1		10
Σ SUM	16	17	14	23	10	19	14	19	8	17	157

Table 4. Figural Matrix of Codes

Code System	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	SUM
Meeting	·	·	●	·	·	·	·	●	·	·	24
Culture	·				·	·					4
Circle	·	·		·	·	·	·		·	·	16
Career	·		·	·	·	·	·	·	·	·	10
Job Autonomy	·			·							2
Decision Making		·		·		·	·	●		·	12
Hierarchy	●	●	●	●	●	●	●	●	·	●	39
Self-Management		·	·	●	·	·	·	·	·	·	19
Power	·	·	·	●		·	·	·		●	21
Rule		·	·	●		·			·		10
Σ SUM	16	17	14	23	10	19	14	19	8	17	157
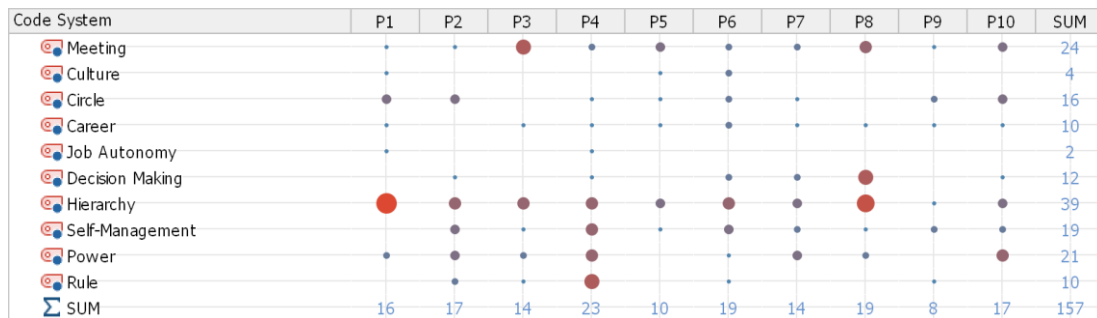
the participants. It can be seen that the codes have been repeated (157) times. Participant (4) has the most repetitions and has repeated all the codes (23) times, and then participants (6) and (8) are in the second and third ranks with the number of repetitions (19). The "hierarchical" and "meeting" codes have the most repetitions among the codes, each of which is respectively repeated (39) and (24) times, and the "power" code with the frequency (21) is in the third place.

In the figural matrix, the frequency of the codes is represented by circles. The frequency is determined by the color and size of each circle. The higher the frequency, the darker the color of the circle and the larger the circle size.
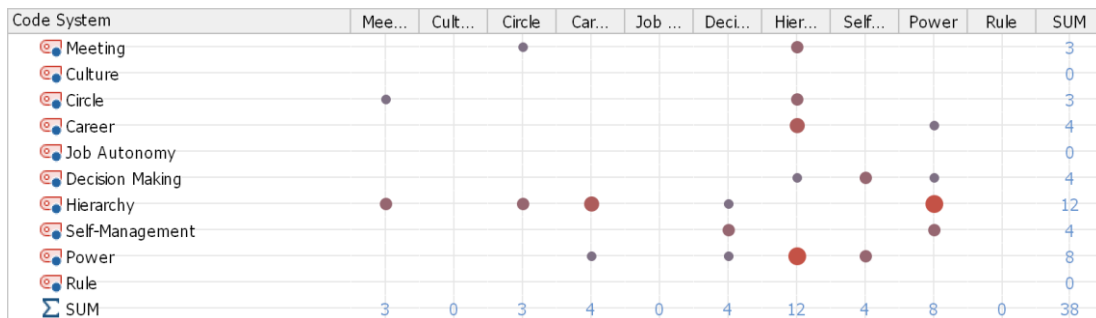
Code Relations Browser

Code Relations Browser (CRB) shows the relationship between the codes. Indicates how many document segments are associated with any two codes. In other words, CRB implies that when a participant provided information about one of the codes, it also linked another code to it. Tables 5 and 6 show the CRB numerically and figurly in which codes are placed in the rows and columns. Numbers and circles indicate how many codes are connected with each other.

Table 5. Numerical Code Relations Browser

Code System	Mee...	Cult...	Circle	Car...	Job ...	Deci...	Hier...	Self...	Power	Rule	SUM
Meeting			1				2				3
Culture											0
Circle	1						2				3
Career							3		1		4
Job Autonomy											0
Decision Making							1	2	1		4
Hierarchy	2		2	3		1			4		12
Self-Management						2			2		4
Power				1		1	4	2			8
Rule											0
∑ SUM	3	0	3	4	0	4	12	4	8	0	38

Table 6. Figural Code Relations Browser

| Code System	Mee...	Cult...	Circle	Car...	Job ...	Deci...	Hier...	Self...	Power	Rule	SUM
Meeting			•				•				3
Culture											0
Circle	•						•				3
Career							•		•		4
Job Autonomy											0
Decision Making							•	•	•		4
Hierarchy	•		•	•		•			●		12
Self-Management						•			•		4
Power				•		•	●	•			8
Rule											0
∑ SUM	3	0	3	4	0	4	12	4	8	0	38

The numerical table shows that the "Hierarchy" code has the highest degree (12) of relevance to other codes. This means that participants often associated information with this code when providing information about other codes.

In the figural table, the relationship between the codes in circles are seen. In this table, the larger circle indicates the greater relevance of the code.

Word Cloud

Using MAXQDA 2020 software, WordCloud was created for this research. WordCloud is a graphical indicator in which the repetition of words in interviews is displayed. The words that have the most repetition, their font is larger than other words.

Figure 3. Word Cloud of the study
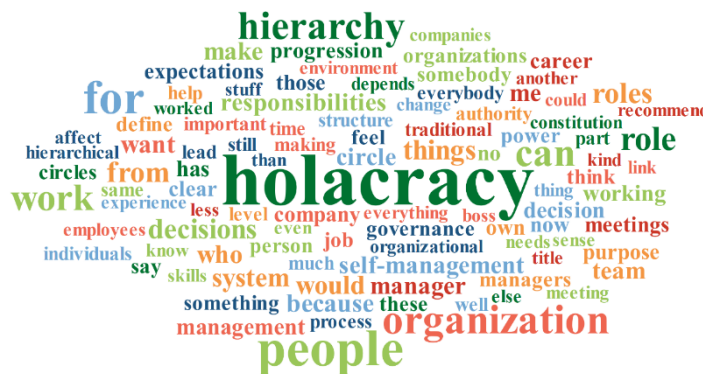
This graphic indicator shows that the participants used a series of terms to provide information about the holacracy. The frequency of repetition of these terms can be determined by this Word Cloud, so that words with large size have the most repetition. In this form, words

such as holacracy, hierarchy, roles, decisions, circles, self-management, teams, responsibilities, meetings, power and structure are more prominent. This means that holacracy can be better understood in most of these terms.

CONCLUSION AND RECOMMENDATIONS
Conclusion

It has been repeatedly stated in this research that holacracy is a new management method in business and certainly needs more extensive research, both qualitatively and quantitatively. The current study is a qualitative research and its main focus has been on introducing holacracy. During the 10 interviews, 15 questions were asked of the participants, which in many cases was unanimous, and the participants had similar views on some of the issues related to the this managemenmt approach. Of course, there are undoubtedly some cases in which participants have offered different views too.

What was written in the research literature chapter on the holacracy is that it is a method of self-management, and people are independent in doing their jobs. Participants believe that holacracy is a new system and a social technology for running organizations. They also see holacracy as a method of self-management and believe that it can provide a quick response to the challenges facing the organization. In their view, this approach in a world that is changing faster than companies can in many cases help them to increase their flexibility. As it was claimed by the creator of this method, in holacracy power and decision-making authority is taken from managers and distributed among all members of the organization. In this approach, organizational departments have given their place to circles where everyone sits together and decides on their activities without any manager. The particpants also state that holacracy focuses more on roles rather than individuals. This means that the difference between individuals in the holacracy is not in terms of their job, but in terms of the role and activity they perform in the organization. Effective meetings are one of the most obvious differences between the holacracy and other management methods, in which decisions are made as quickly as possible and in a favorable manner. But it must be borne in mind that holacracy, like other management methods, is a tool. This tool can be effective for some people and not effective for others. Sometimes, depending on the characteristics of human beings, working in holaratic environments instead of opportunitiy, is a challenge. It can never be argued that holacarcy is a system that offers solutions to all organizational problems. It is new, and still needs more in-depth studies to determine how it responds to most organizational challenges.

We have already read in this study that people who have experience working with self-management methods, and specifically holacracy, have clearly seen the importance of decision-making in it and claimed that all people can make the necessary decisions considering their role. It is what the participants stated too. They also believe holacarcy leaves rooms open for people in the organization. This means that people no longer have to go to someone else named the manager to make decisions about their duties and ask for their permission. In holacarcy, the management of all matters relating to the plans of individuals is in their own hands. They determine their own career path and use any tools that can help them in their work. But at the end of this path, they must also bring the organization closer to its goals and not to do whatever they want, but in the end it will not benefit the organization.

Almost all participants shared a similar belief about how organizations could be shifted to holacracy. First, the organization must know the reason for the shifting. It is not enough to to believe that holacarcy as a self-managing method can help people in the organization to achieve the goals of the organization. In addition to this belief, the people of the organization should also be evaluated. Identify the work characteristics of individuals and understand how willing they are to work in a holacratic environment and in a situation where no manager has control over their activities. In holacracy, only those people can work who are creative, feel responsible for their task, have a plan for the future of their work, and are committed to achieving the goals of the organization.

The results of this study also show that there are still issues in the holacracy that can be challenging for individuals and organizations. According to participants, some people who work in this way focus more on the predetermined rules of the holacracy, which makes them less likely to strive for innovation and creativity. They have made themselves dependent on some rules.

In some cases, participants did not seem satisfied with teamwork in the holacratic environment. People have different roles in organizations and everyone is responsible for doing it in their own way. This makes the cartilage less palatable and allows people to do things individually.

It is also a challenge that the holacracy focuses on the role of individuals rather than individuals themselves. There are people who work for years to gain a position in organizations, but what the holacracy emphasizes is not having those titles. Not caring about job titles and not focusing on career developemnt may not be acceptable to many people working in organizations.

The results of this research also shows that there are many rules in the holacracy that organizations must spend a lot of time to learn them. These rules are amended from time to time, and organizations are obliged to regulate themselves with new rules. This seems challenging for organizations that want to use holacracy as their organizational management method. They should always be busy learning existing rules and waiting for new ones.

Overall, it can be concluded that holacracy is not defined as an acceptable method for all organizations. Organizations have to spend a lot of time and money to learn this method. They must have a compelling reason to use holacracy, and the people in the organization must be mentally and capaciously prepared to use this method.

Recomendations

• Almost all of the research on the holacracy are qualitative. As previously stated in the limitations, this method is limited to the generalization of research results and quantitative researches should also be done on holacarcy. Use the themes obtained in qualitative research and conduct seperate researches on everyone.

• Employees and managers should be divided into two separate categories, and each of their views on holacracy should be researched separately. Because these two categories are in conflict; Managers always like to give orders and employees are less interested in taking orders. Managers always like to make decisions, while sometimes employees can make better decisions.

• There is still insufficient research on how holacarcy is practically implemented in organizations. It is recommended for people who have access to these companies to do research on this as well. This helps other organizations become familiar with holacarcy not only theoretically but also practically.

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