INTEGRALVIEW

Evolutionary Purpose Work
Organisational Process

Making Organisational Change Cultural

Begin with Individual Evolutionary Coaching – What is your topic?
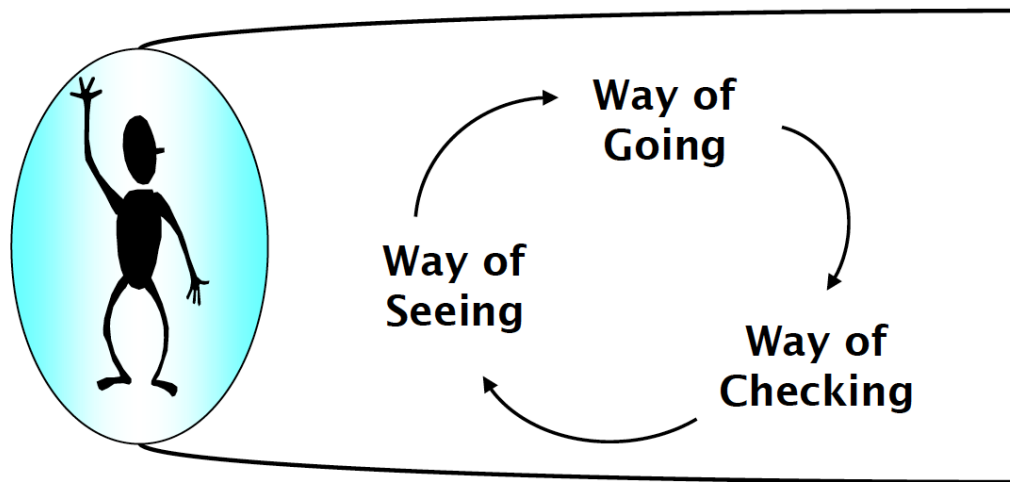
> " Integral Coaching Canada offers what we believe to be the most complete and the most comprehensive coaching program available. "
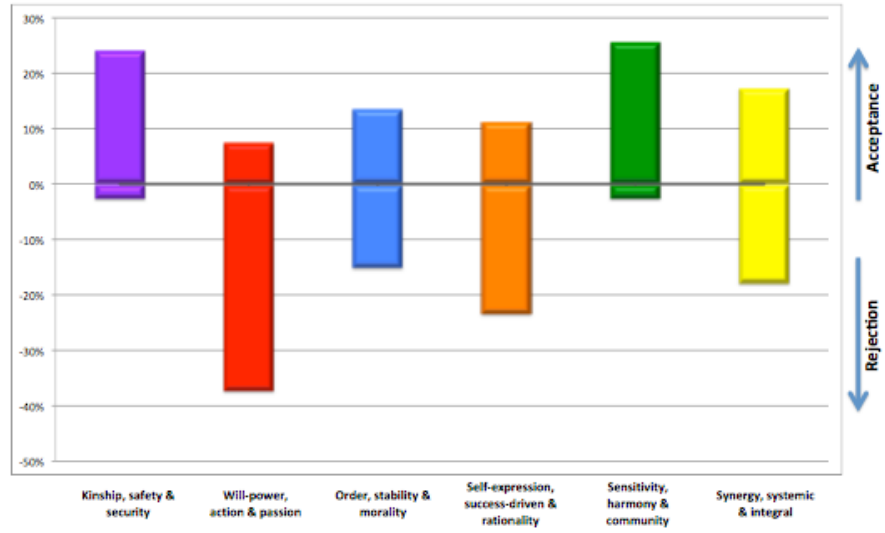>
> – Ken Wilber
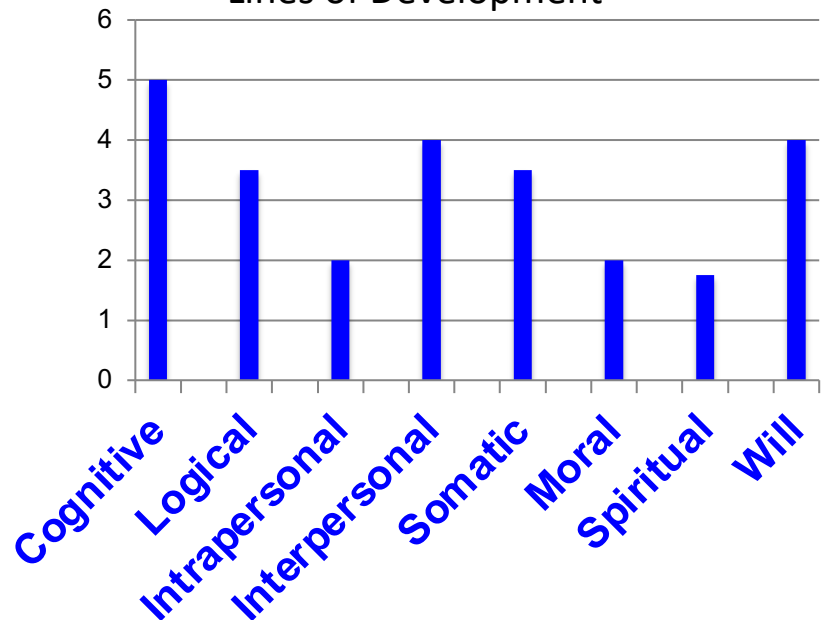> author, *A Theory of Everything*

Your topic

Way of Going

Way of Seeing

Way of Checking

What is behind your topic?
Psychological and spiritual mapping guides the conversation

Personal Values Profile

Acceptance / Rejection

Kinship, safety & security | Will-power, action & passion | Order, stability & morality | Self-expression, success-driven & rationality | Sensitivity, harmony & community | Synergy, systemic & integral

Lines of Development

Cognitive — Logical — Intrapersonal — Interpersonal — Somatic — Moral — Spiritual — Will

Quadrant orientation

UPPER LEFT	UPPER RIGHT
Interior-Individual	Exterior-Individual
Experiences	*Behaviors*
I	**IT**
WE	**ITS**
Cultures	*Systems*
Interior-Collective	Exterior-Collective
LOWER LEFT	LOWER RIGHT

Attitude to change

ValueMatch

Name: Jonathan Dover
Date: 10 september 2016

Personal Change Profile

Harmony with life conditions

STABILITY

Stability, balance, satisfaction (Alpha) 6%

New stability, satisfaction (new Alpha) 6%

Turbulent change, reform, willingness to act (Flex) 31%

MOVEMENT

Uncertainty, unrest, change is knocking at the door (Beta) 26%

Barrier

Breakthrough, enthusiasm, zest (Delta) 23%

TENSION

Stagnation, chaos, hopelessness, dejection (Gamma) 9%

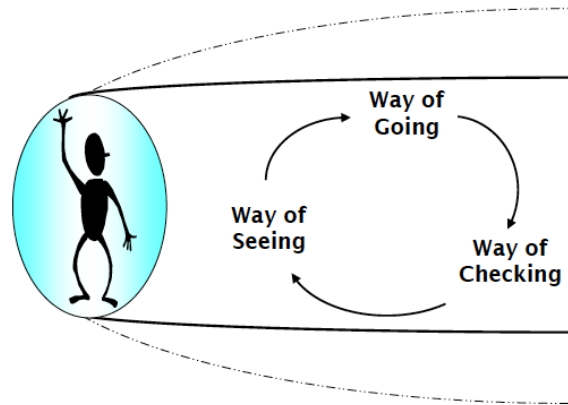Position in change process

Transformation game

Mapping transforms into active developmental metaphors
For example:

Topic: To develop my presence as a flowing leader

Current way of being: The vigilant drawbridge operator

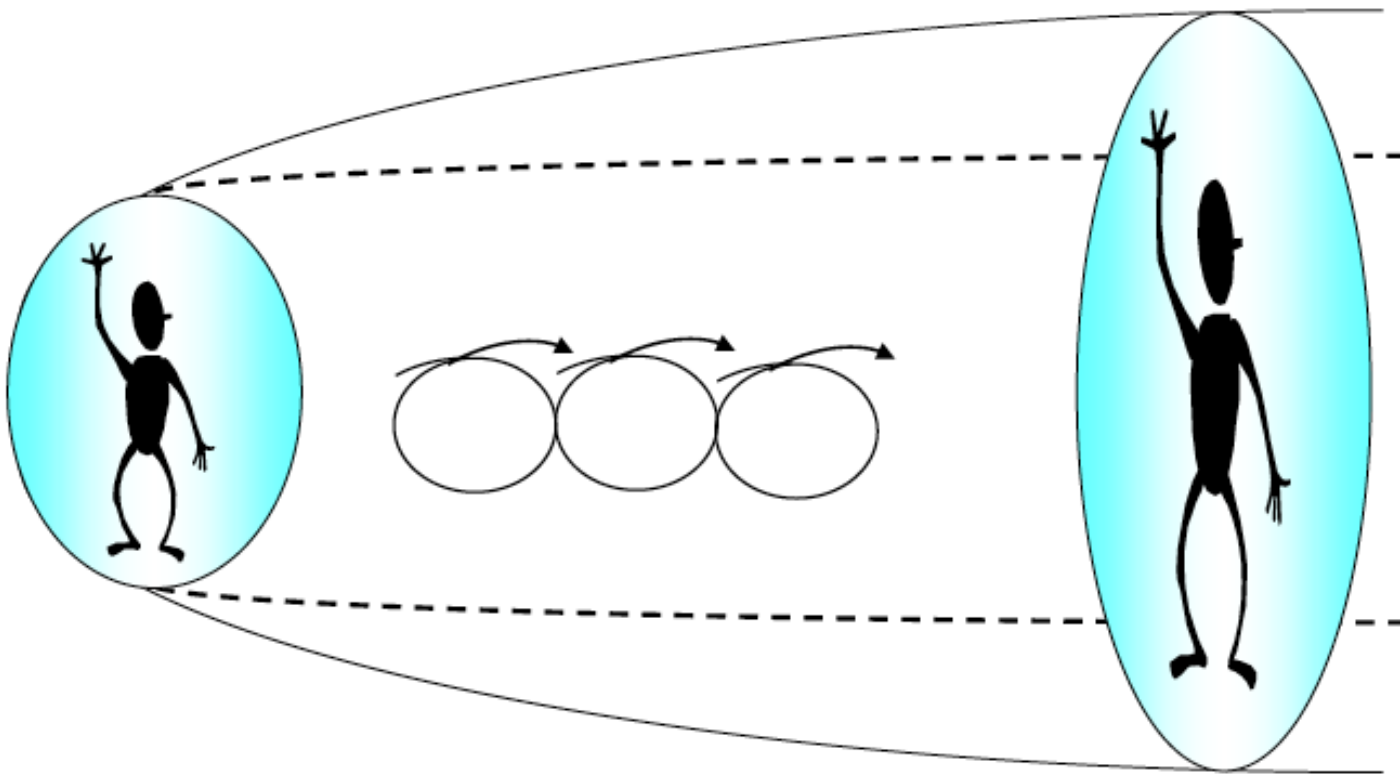New way of being: The faithful circus director

Way of
Going

Way of
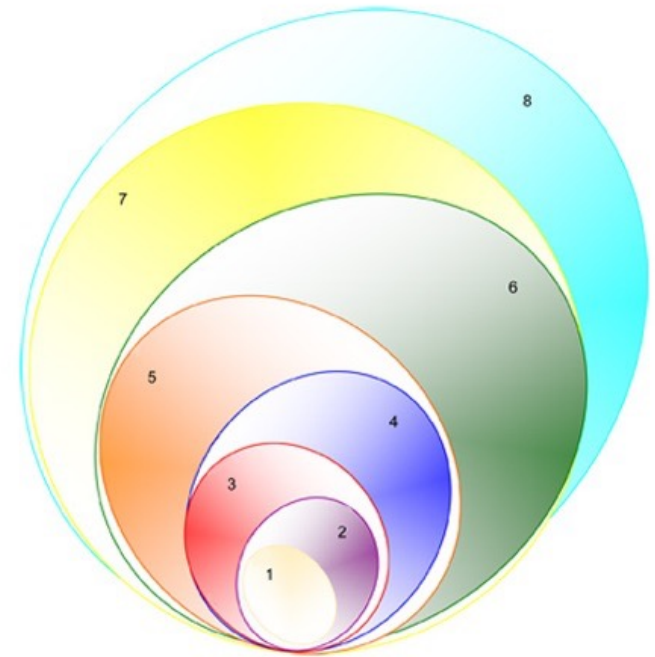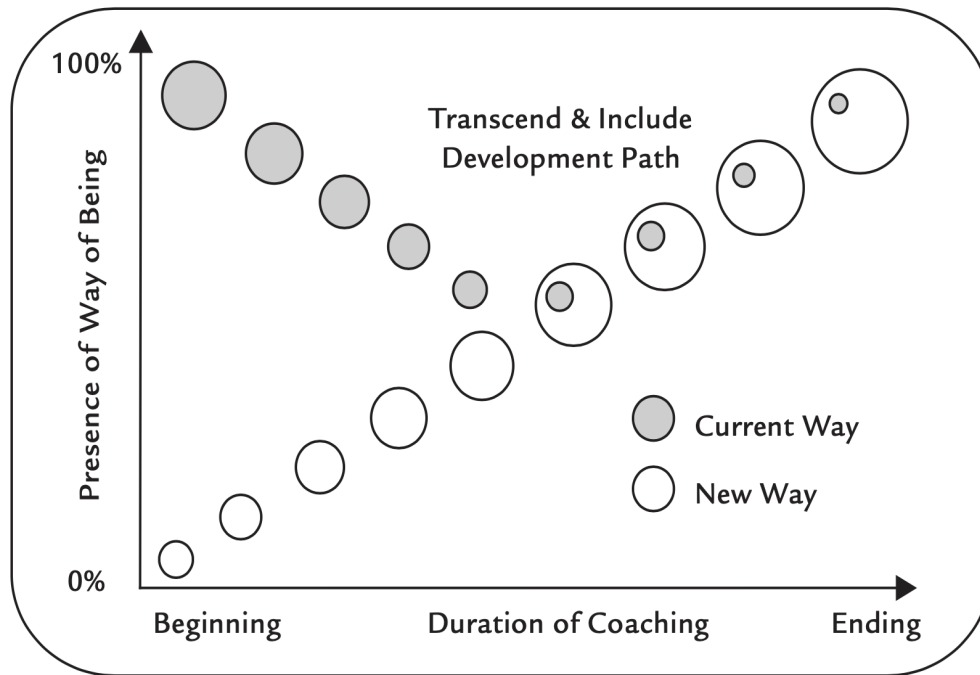Seeing

Way of
Checking

Metaphors are worked with to become embodied

Cycles of development

Transcend and include
Honouring your current way whilst growing the new way

Individual coaching forms the base for organisational evolution

Evolution of organizational systems

LESS

CONTROL & GUIDANCE

MORE

TRUST & SELF RELIANCE

INFORMAL
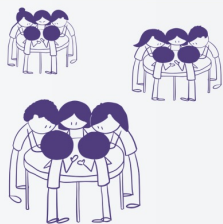
AUTOCRATIC

HIERARCHY
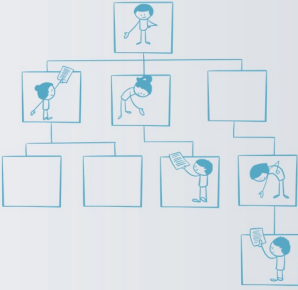
RESULT ORIENTED

EGALITARIAN

ORGANIC

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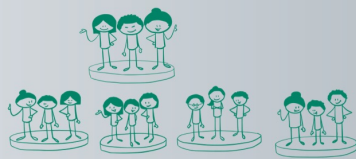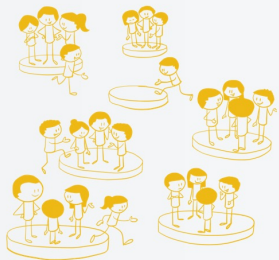
Developing leadership

Evolution of leadership in organizations

LESS ·······> CONTROL & GUIDANCE

THE PATER FAMILIAS
THE COMMANDER
THE MANAGER
THE ENTREPENEUR
THE PEOPLE MANAGER
THE VISIONAIR

MORE ·······> TRUST & SELF RELIANCE

ValueMatch
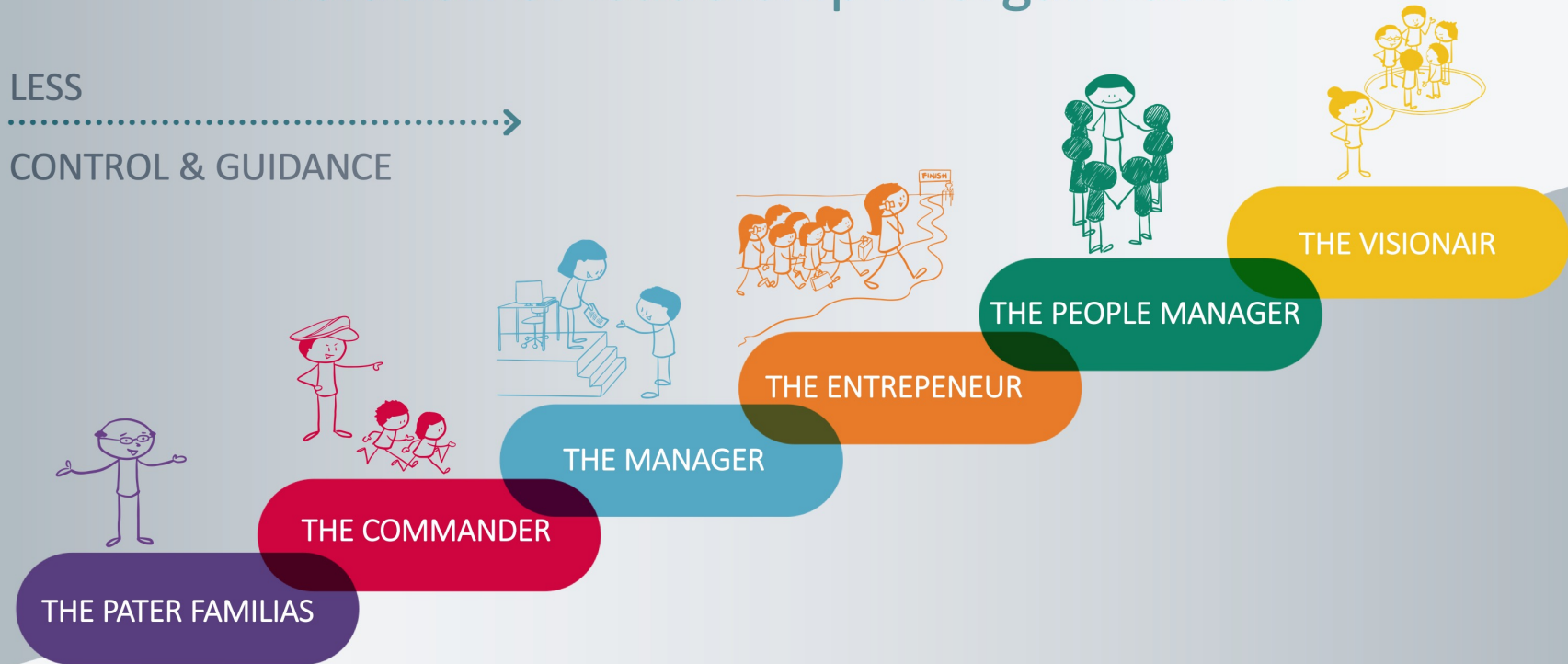
And decision making

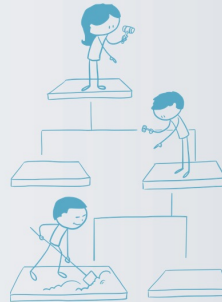Evolution of decision making in organizations

LESS
CONTROL & AUTHORITY
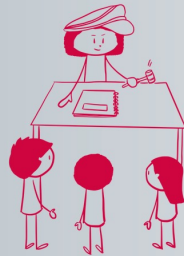
BY THE FOUNDER

BY THOSE WITH POWER

BY THOSE WITH AUTHORITY

BY THOSE RESPONSIBLE FOR RESULT

BY CONSENSUS

BY ANYONE

MORE
TRUST & PARTICIPATION

www.ValueMatch.net

Discovering psychological diversity of colleagues

Values in organizations

Values alignment

People are forced to adopt the values of the organization

Values design

The organization utilizes the qualities of the variety of values that drive the people

ValueMatch

Diversity of values affects everything –
E.g. What does respect mean to you?

I respect our elders and our tradition.

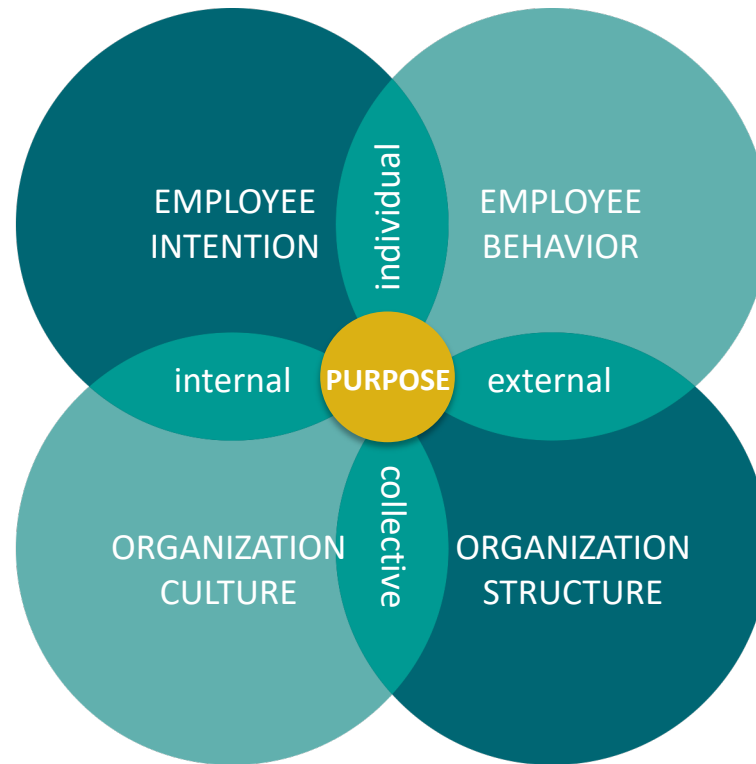I demand your respect.

I respect God.

When I am successful, I get the respect I deserve.

I respect all human beings.

Respect means different thing to different people, I respect that.

Integral view of the organisation

These quadrants interact
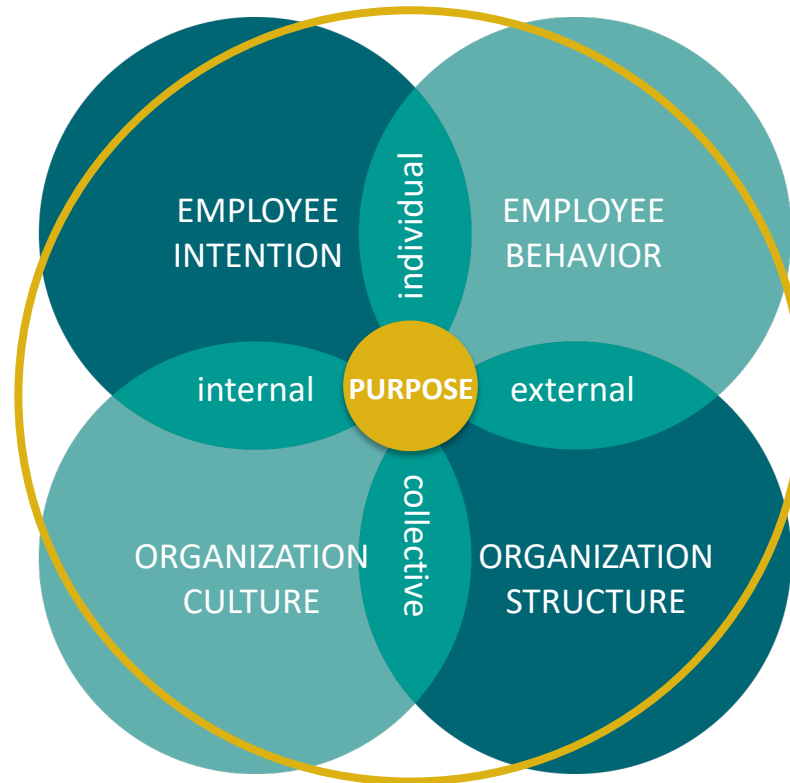
If one changes, it influences the others

Traditional organisational change
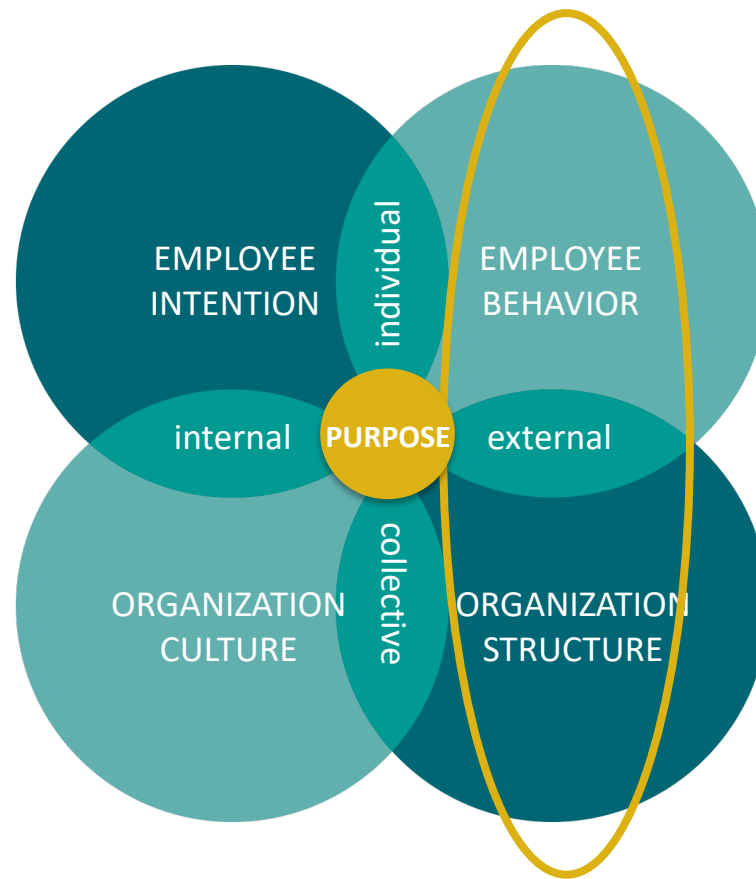
Many change tools, methods and projects focus on the external

Neglecting the internal causes stress

Integral organisational change

Integral change project focus on all quadrants

Creating sustainable change

Whole focus with spiral dynamics integral
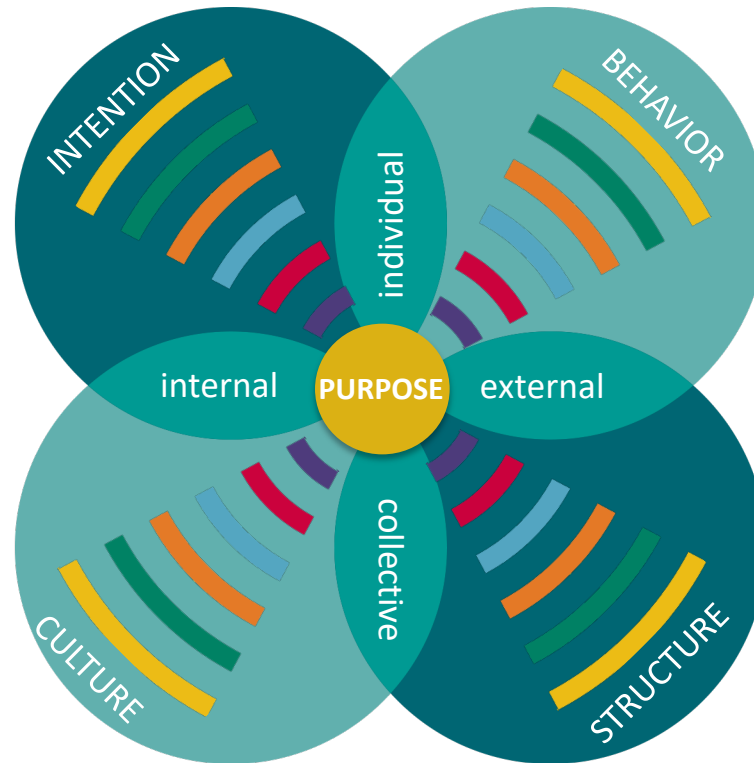
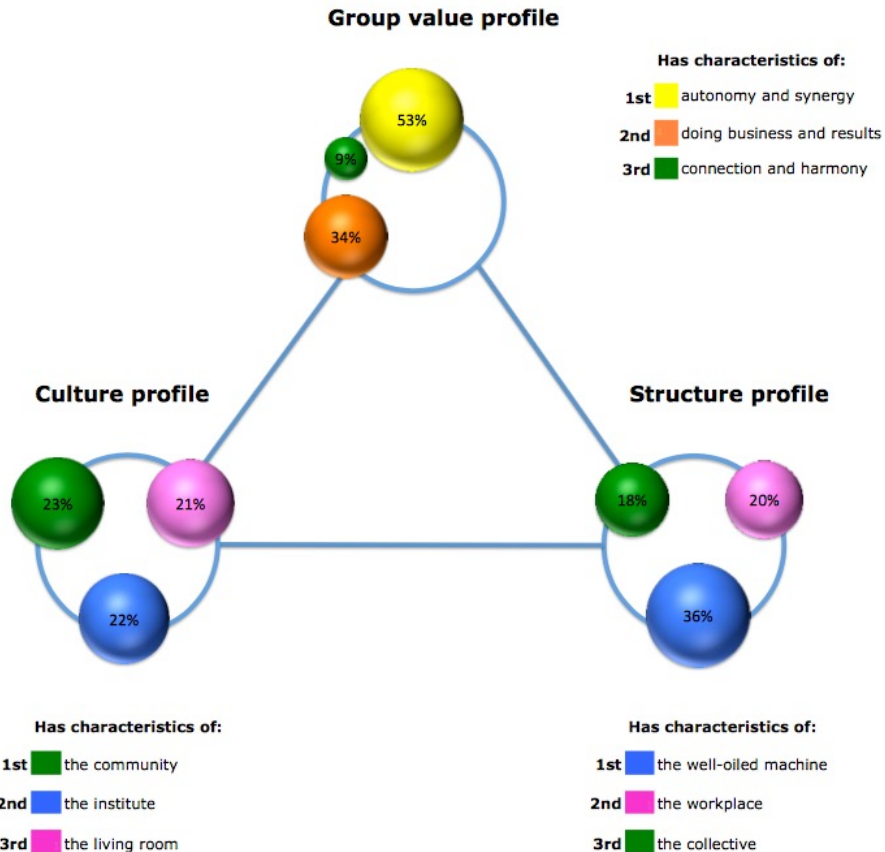Align values between quadrants

Deal with values misalignment

Creating sustainable change

Mapping for organisational change – Individual – cultural - structural

Overview current situation

Organization: My organization
Department: My department

Date: 8 April, 2016
Count: 8

Group value profile

Has characteristics of:

1st — autonomy and synergy
2nd — doing business and results
3rd — connection and harmony

53%
9%
34%

Culture profile

23% 21%
22%

Has characteristics of:

1st — the community
2nd — the institute
3rd — the living room

Structure profile

18% 20%
36%

Has characteristics of:

1st — the well-oiled machine
2nd — the workplace
3rd — the collective

Comparison group values, culture profile and structure profile

Employees' values are not a close match with those of the current systems and culture. This means that they are likely to have difficulty in functioning within the culture and with coping with the systems.

The complexity level of the culture and the systems are in balance, so they reinforce each other.

The group rejects the (distortions of the) value systems:

1st — order and structure
Because of this, they will find it hard to work in cultures characterized by the institute. Because the current culture is indicated as such, there is probably:

Resistance to a culture that is strict and judgmental, people who adopt conventional and narrow-minded attitudes, and leaders who behave formally.

It will probably also be difficult for people to work in cultures characterized by the well-oiled machine. Because the current structure is indicated as such, there is probably:

Resistance to a bureaucratic system where everything revolves around rules and titles, everything is done strictly according to procedures, everything is controlled, and where work is routine and predictable.

Please note: For clarity, only the 2 or 3 highest scores are displayed!

Integral organisational analysis – Reinventing Organisations

Name: Jonathan Dover
Date: 02 November, 2016

System, main features

Theme	Question	Current	Match	Desired
Management 5,8	**16. Flow of information** Access to information is organized as follows:	What and how much information you are given depends on your seniority and the trust people have in you.	⚑4,7	I prefer change to: Information is shared with everyone, but there are exceptions (such as taboos).
	17. Job descriptions In our organization, jobs and roles:	are defined, but we try to view everyone as equals as far as possible. Titles are unimportant.	8,0	I prefer change to: are defined and described by the employees themselves, which establishes how they can best contribute to the entire organization.
	18. Management mandate Managers are appointed and acquire control over people and resources on the basis of:	a person's commitment and social skills. Managers are 'working forepersons' of teams with allocated responsibilities.	⚑5,4	I prefer change to: There are no managers. People manage their work and projects themselves, and create their own responsibilities.
	19. Organizational structure The structure of our organization:	is as horizontal as possible, consisting of teams that work independently and closely consult with each other.	⚑5,0	I prefer change to: is 'fluid', without management layers. People always fulfill the role which best matches them at that particular point in time.
	20. Meeting structure Meetings and work sessions are:	particularly important to get consent, create support and harmony, and share experiences.	⚑5,9	I prefer change to: only held if necessary, and anyone can organize them. There are procedures in place to curb self-interest.
Attitude 6,6	**21. Recruitment policy** When we appoint somebody, we first examine whether the person:	fits with our culture and can make a meaningful contribution within the team.	⚑3,8	I prefer change to: can bring success, or potential success.
	22. Coaching & supervision Supervision in our organization takes place through:	using your own initiative to consult colleagues or external coaches. They support you when you experiment with new projects/roles.	8,0	I prefer change to: training and coaching for your personal development, all in consultation with your supervisor.
	23. Disciplinary measures In my organization, people who fail:	are helped or coached. Dismissal is avoided as much as possible.	8,0	I prefer change to: can ask for help, or try a different role, or be assisted in finding work elsewhere.
Purpose & direction 6,5	**24. Accountability** Our organization is accountable to:	society to create a sustainable world and contribute to a better climate and better societal relationships.	7,0	I prefer to see it stay that way.
	25. Responsibility for results Responsibility for our organization's results:	is not clearly defined. Everybody just gets on with his or her job.	⚑5,8	I prefer change to: is distributed and reflected in joint and individual performance agreements.
	26. Planning & budgeting We plan and budget as follows:	Management plans and assigns tasks and budgets, we then propose a work plan.	⚑5,3	I prefer change to: Our mission is central. We neither plan nor budget, and trust that our contribution will generate enough revenue.
	27. Remuneration Remuneration in our organization is set:	underlying differences are minimized, and any bonuses are shared among the whole group.	8,0	I prefer change to: by employees themselves, on the basis of colleagues' assessments. Everyone's salary is known.