



International Association of Facilitators
The Art and Mastery of Facilitation – Worlds of Change
Toronto, Ontario, Canada
April 27 – 30, 2000

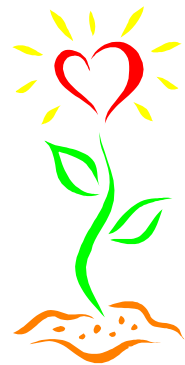


World of Professional Discipline

FACILITATING INNER ARCHITECTURE: THE HARD CASE FOR SOFT ISSUES

Don Haythorne & Myriam Laberge
Breakthroughs Unlimited Inc.
Organization Transformation Services
1023 50B Street,
Delta BC, Canada V4M 2V8
Telephone: 604-943-9133
E-mail: info@breakthroughsunlimited.com
Web: www.breakthroughsunlimited.com

"Like any living organism, there is a spirit that enlivens and animates a business. Each of us, as we seek to make meaning for ourselves in our work, brings our own spirit to the workplace. We cannot leave our spirits at home any more than we can leave our bodies at home. Our spirit travels with us and manifests itself in our attitudes, outlook, and behavior. It shows itself in the ways we approach our work. Hence the output of the corporate enterprise is a reflection of the collective spirit of its employees." David Prescott, Executive Vice-President, Gund Investment Corporation, Princeton, New Jersey



Building Corporate & Team Spirit—Overview

Study after study is reporting the failure of interventions such as business process improvement, re-engineering, re-structuring, mergers and acquisitions, work redesign, and cultural change programs to achieve or sustain increased organizational performance. What's not working?



The traditional performance chain of Outer Architecture → Organizational Action
→ Outcomes focuses on responding to unsatisfactory Action and Outcome measures by making changes in the Outer Architecture (capital, structure, leadership, skill mix, systems, processes). Because these changes do not convert reliably into the desired changes in Action and Outcomes some people believe there is a link missing in the performance chain and are adding a new component - one which we call Inner Architecture.

Inner Architecture is the inner states of people that collectively determine a team's or organization's 'aliveness' or 'spirit'. In any living organism or system, 'spirit' has been defined as the animating or vital principle - the source of energy or aliveness. Teams and organizations are living systems. An organization's or team's performance is directly related to the level of energy or spirit available; energy that fuels motivation, engagement, creativity, productivity and responsiveness.

The strength of a team's or an organization's vital energy, or spirit, can be assessed by focusing on four qualitative dimensions: Direction, Relationship, Renewal, and Intangible Reward. Interventions and facilitation methodologies can be selected to address any of these determinants of energy or spirit.

By applying this assessment, facilitators and organization development consultants can strategically choose interventions and design methodologies that fan the flames of what is working well to enhance corporate or team spirit; and that remove the sources of its blockage or dissipation.

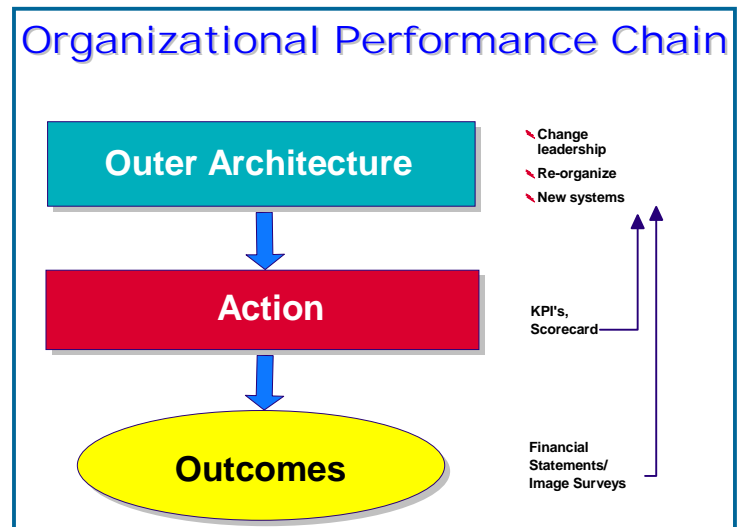
In this workshop:

You will gain an understanding of the role of Inner Architecture in enhancing organizational performance; relate facilitation to improving the quality of performance space;

identify elements of facilitation that support Inner Architecture, and experience the application of a particular facilitation methodology (line-of-sight personal mission statements) to enhance the qualities of Intangible Reward and Renewal.

Traditional Performance Chain Model

The traditional model of performance improvement in organizations begins with Outer Architecture, i.e., the capital (facilities, equipment, building and finances), the systems - (financial, information); the processes (combination of inputs and outputs and value-adding activities), and the skills (technical, managerial, leadership, team, customer relations). All of this is the Outer Architecture of an organization or a team. These are the more visible elements of the organization that are assembled to support Action.



At the other end of this chain are Outcomes, consisting of the tangible and intangible dimensions of overall performance including growth, financial performance, innovation, knowledge, resource build-up, and community standing or reputation. The immediate driver of performance is “organizational Action” which falls into three broad categories: discovery of ideas; design of programs; and program execution. Further back in the chain are leadership decisions about desired actions and the Outer Architecture described above that is installed to support those decisions.

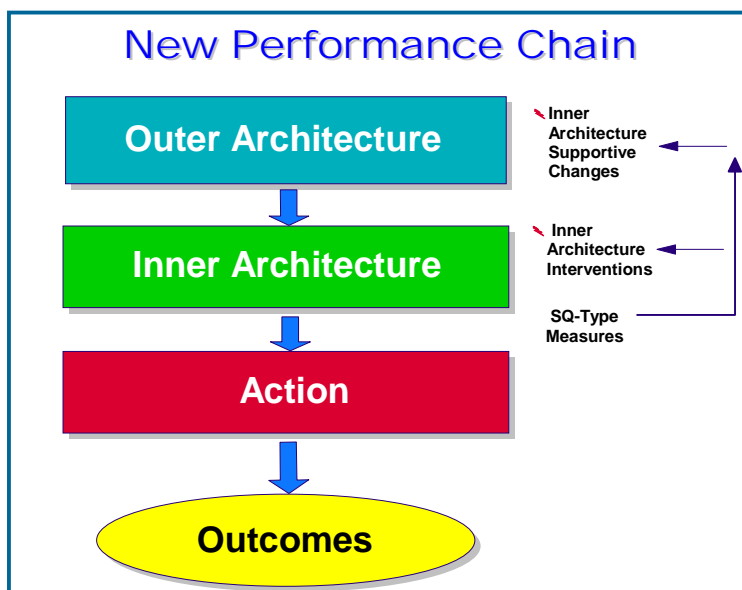


The conventional approach to improving organizational or team performance is first to measure Actions and Outcomes. Actions are typically measured in indexes such as Key Performance Indicators and Scorecards of various types. Outcome measurements rely heavily on financial statements, but can also include social audits and public image surveys. If these measurements are not satisfactory, then changes in the Outer Architecture are planned and implemented. Examples of such changes are new leadership, new systems or a new organizational structure.

The assumption here is that changes in Outer Architecture components will convert to the desired changes in Action, and inevitably, to more positive Outcomes. Although some structural interventions are successful, others, for reasons that are not always obvious, are dismal failures. Even performance improvements that seem successful initially may not be sustained over time. Most decision-makers realize that performance failures are often due to motivational failures, but have no conceptual model within which to identify the need for more appropriate interventions.

Inner Architecture

Because strategic decisions and Outer Architecture do not lead directly to Action, a new extended performance chain model is needed. The intervening element is People, with their unique aspirations and beliefs, which have a direct effect on individual and group action choices,



and on the quality of these actions. We have called the group interaction of these aspirations and beliefs the Inner Architecture of the organization.

The New Performance Chain model recognizes that Outer Architecture is qualified by, or filtered through, Inner Architecture before it results in Actions. This Inner Architecture is always there, whether we are fully conscious of it or not, and like Outer Architecture, can be the subject of targeted interventions to improve its quality.

Working with Inner Architecture can have a profound effect on performance. Here are some typical examples of results achieved by McKinsey & Co. with a pilot group of client projects, when they addressed Inner Architecture as well as Outer Architecture¹: A European railroad increased the efficiency of train conductor staff by 12% in 3 months and were aiming at another 20% - a target that the conductors themselves set. An Australian Telephone Company reduced its churn rate of customers by 65% in 5 months. Traditional interventions aimed primarily at Outer Architecture, could do only 30% in 18 months at comparable companies.

If Outer Architecture is the physical framework within which individual or group Actions are taken, then Inner Architecture is the motivational context within which these same Actions are taken. The ideal Inner Architecture is one which optimizes the quantity and quality of motivational energy or spirit.

¹ Based on presentations by Senior Australian Partner Michael Rennie, and Consultant Gita Bellin of McKinsey & Co. at the 1998 and the 1999 Conferences on Business and Consciousness.



Corporate & Team Spirit and Inner Architecture

In any living organism or system, 'spirit' has been defined as the animating or vital principle, the source of energy or aliveness. Teams and organizations are living systems. The strength of their energy, or spirit can be measured along four qualitative dimensions:

- Direction;
- Relationship;
- Renewal; and,
- Intangible Reward.

The goal of facilitation is to assist groups to cross a certain threshold on these four dimensions, to sustain and enhance performance. The questions for Organization Development consultants and facilitators are: “What types of interventions and which facilitation methods directly contribute to enhanced Inner Architecture, i.e., to the quality of Direction, Relationship, Renewal or Intangible Reward?” and “What are the elements of those methods that are key to this contribution?” Different facilitation methodologies make differing contributions to these dimensions. Skilled facilitators and organization development consultants can strategically choose interventions and design methodologies that:

- Fan the flames of what is working well to enhance corporate or team spirit; and,
- Help to release the sources of blocked or dissipated energy.

Quality of Direction—What People Want to Create Together

The quality of direction relates to the extent to which an organization and the people in it know: why they exist (purpose); and where they are going (vision). This involves individuals and groups within an organization being clear on how they can contribute best to organizational direction, i.e., there needs to be a broadly-owned and viable action plan to move forward.

Finally, quality of direction is enhanced and energy released when people are aligned to a common vision, and have a clear picture of what they can do to contribute to that Vision, individually and collectively.

- **Intervention Type:** Any strategic thinking and planning methodology that leads to a definition of organizational or group purpose or mission and develops a Vision and Strategic Plan.
- **Facilitation Methods:** Technology of Participation; Strategic Visioning; Future Search; Real Time Strategic Change. Energy is released when these interventions are highly participative and when there is a high degree of alignment with the results.

Quality of Relationship—How People Interact Together

The quality of relationship relates to the extent to which an organization and its people know how they want to work together and have the skills to do so. This involves having common core values such as respect, integrity, and openness - all aspects of human relations. Emotional intelligence skills (self-awareness, self-control, self-esteem, communication, empathy) are also key here, as well as group skills (meeting skills, clear language), and a collaborative and supportive culture (extent to which organization fosters people working together rather than competing; empowers people to make decisions if aligned with vision and values). Finally, access to shared information enables timely and effective connections and interactions both within and among organizational groups. Relationship quality also applies across the boundaries of the organization. For example, an honest and open relationship with customers and suppliers creates an energy that strengthens these relationships.



- **Intervention Type:** Values Identification; Emotional Intelligence workshops that promote personal growth and transformation; meeting and communication skills training; open information systems; open book cultures.
 - **Facilitation Methods:** Roger Schwartz’s Skilled Facilitator Methods; Chris Argyris’s Ladder of Inference and other Fifth Discipline Mental Model Processes; Technology of Dialogue; various Communication Models; any Values Clarification processes, and any methods that enhance self-disclosure and openness, and validate the unique perspective of each person.
-

Quality of Renewal—People’s Desire to Learn, Create & Grow

The quality of renewal relates to the capacity of the organization (or groups within it) to learn, grow, develop, as well as to create. The sense of moving forward into meeting emerging needs in creative ways generates more of the vital energy or spirit that keeps organizations alive.

- **Intervention Type:** Programs that expand individual skills, competencies and creative abilities, and that focus on incremental or fundamental change and transformation in the present way of doing things.
 - **Facilitation Methods:** Systems Thinking processes; Appreciative Inquiry; Open Space; and any approaches that enhance learning, personal transformation and mastery, problem-solving, continuous improvement, work redesign, business process improvement and creative redesign.
-

Quality of Intangible Reward— Satisfaction & Joy From Work

Intangible rewards come in the form of the satisfaction and joy of work. The energy released when people love what they do is evident in those who see their work as play. These rewards come from several sources, for example, the people and work environment may be very positive, making it a joyful place to be. The satisfaction of meeting and creatively overcoming an intellectual or physical challenge using one's unique skills boost self-esteem and confidence, and contribute to the sense of 'flow'. The provision of a quality output in the form of a product or service that delights an internal or external customer and provides intangible rewards of pride, craftsmanship and accomplishment. The opportunity to play a meaningful role in an organization that provides a product or service that makes a difference to society and the world enhances the sense of personal contribution, meaning and worth.

- **Intervention Type:** Redesigning work flows and work spaces to enhance the effectiveness or aesthetics of the work environment. Creating rituals and social time during work. Aligning individual and team strengths with responsibilities and challenges for optimal 'flow'. Celebrating accomplishments and small victories. Designing processes so that people can see a whole product, or ensuring they understand the importance of their work in the larger chain of production and delivery.
- **Facilitation Methods:** Participative Work Redesign; the Conference Model of Accelerated Work Redesign for higher work satisfaction and quality. Promoting discussion of different individual styles and strengths, using various style, personality and strength inventory instruments. Involving people in finding ways to bring their individual, team and organization's unique competencies to serve others in the organization, larger society or



world. Developing ‘line-of-sight’ personal mission statements that allows people to align some aspect of their individual purpose with the mission of the organization.

Assessing Untapped Energy or Spirit Potential

The strength of an organization’s or group’s energy or spirit on each of these four dimensions can be measured through a questionnaire administered to group members. The results provide an indication of the quality of corporate or team spirit within each of the four dimensions, as well as the level of agreement among the perceptions of group members. This data can be used as a diagnostic tool to indicate the areas where there is the greatest potential for building corporate or team spirit. It can also be used as input in facilitated sessions where the group surveyed look for deeper meaning in the results, and identify what changes they wish to make in response. (See *Corporate or Team Spirit Quotient™*)

Conclusion

The business case for enhanced Inner Architecture has been made. Michael Rennie of McKinsey & Co.² is leading pioneering work that has produced results that were not considered possible using conventional intervention methods. What is new about this approach is that personal growth and aliveness is beginning to be formally recognized as a vital component of

² McKinsey & Co. have over 900 partners and 3,000 clients around the world. In 1999, the winner of McKinsey’s ‘Olympics’ of the most exciting and innovative projects from across the company was won by Michael Rennie and Gita Bellin’s “Heart & Minds” project model of working with Internal Architecture.

organizational growth and vitality. However, participation in personal growth within an Inner Architecture intervention is not voluntary, and therefore must respect the readiness of the people involved to change some aspect of who they are. The feedback reported from employees of companies involved in the McKinsey pilot projects was overwhelmingly positive and included comments that reflected a significant shift in the way they saw themselves and their work in the world.

There are many different approaches to enhancing Inner Architecture that can affect individual and group aspirations and beliefs about the organization, the world, and their place within these. The purpose of this workshop is to explore how group facilitation can both complement interventions that specifically target Inner Architecture, and/or provide a strong Inner Architecture component to any other interventions that may be contemplated.

The Authors

DON HAYTHORNE: Don is a highly experienced facilitator, consultant and writer. In his facilitation work, Don continually seeks to enable both individuals and organizations to shift to more effective ways of relating and functioning. As a pragmatist, Don is primarily concerned with the nuts and bolts of catalyzing growth in people and organizations. This generates the creative solutions and broad-based commitment needed for real change to happen. His current interest is conducting Values-based Audits to provide clients with feedback on how well they are balancing self-interest with the common good. Don has an M.A. in Economics, and was a Senior Research Fellow of the London School of Economics.

MYRIAM LABERGE: Myriam is a whole system change facilitator and OD consultant who helps organizations transform the way they do business through participation, collaboration and



values-based leadership. Her bias is toward experiential processes that engage the whole person and bring forward each person's unique contribution. The results of her work are higher alignment and productivity, as well as greater creativity, learning and fun. She was named to the 1996 Macleans Honour Roll and was a 1996 Ethics in Action Awards Nominee for her volunteer work in promoting Canadian unity. Myriam has an M.A. in Economics and is trained in most whole system/large group facilitation technologies. Her current passion is promoting sustainable, ethical and wholistic businesses and organizations. Myriam has recently co-authored an article for the Journal for Quality and Participation (upcoming May, 2000 issue entitled: Fostering Collaborative Business Relationships). She is also key co-designing a groundbreaking conference at the Simon Fraser University Dialogue Centre entitled: Life-Giving Work: Consciously Evolving Our Workplaces and Business Enterprise.

Don Haythorne and Myriam Laberge have worked with all levels of organizations, co-facilitating some 300 sessions over the past 10 years involving: intact work teams; cross-functional groups; executives; management teams; boards; whole scale participation, and multi-stakeholder groups including customers and suppliers. Groups range in size from 10 to 300 people. Through their company, Breakthroughs UNLIMITED Inc., they specialize in the application of whole system change methods to strategic planning, renewal and alignment; business process improvement and work redesign; service quality and continuous improvement; mergers and cultural change; creativity; and ethical leadership.
