IFAT La Rochelle 2015 – Welcome!

Systemic Organizational Analysis

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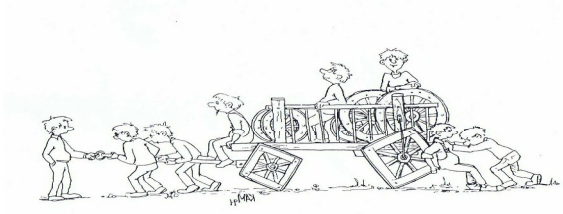
Arrival and Introduction

Questions to the plenum:

- Who works with organizations?
- Who is in TA training?



The O-Field

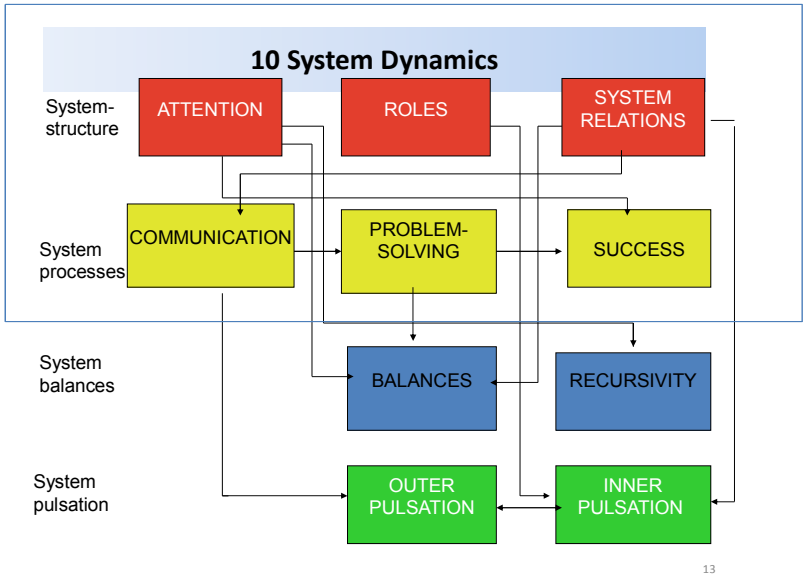
TA for Organizations

Berne, 1963; Fox, 1975; Schmid 2004; Mountain & Davidson, 2005; Balling 2005; Mohr & Steinert, 2006; Mohr 2006; Vergonnejeanne, 2010.

Current organizational research question:

- What are good „**configurations**"= combinations of variables, that lead to the success of an organization (Fiss, 2007, AoMJ)?
- „**equifinality**": *some ways lead to Rome*

Systemic Organizational Analysis



Example:
Britisch daughter of a German company

- „Treatment“ History: After leadership trainings, without effect, the idea of a support in the factory.

- „Shadow“-Coaching –
  - Immediate feedback and process regarding

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Attention..... Hypotheses

- Naive hypotheses
  - **cultural**: Englishmen are different. Less sophisticated training system. Lower work motivation.
    - What is the benefit of the hypothesis??
  - **Individual centered („He IS this way“)**
    - often „Fundamental attribution mistake“
- Supportive Hypotheses:
  - **Context**: Backgrounds
  - **Capable of being influenced:**
    - Behaviour
  - **Interconnectedness**: interrelation
  - .....

Lit.: Schmid, B. /Veith, T., Weidner, I.: Kollegiale Beratung.

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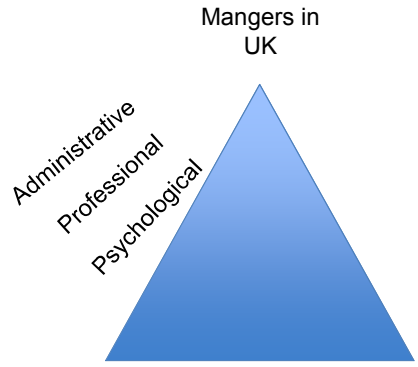
Self check of the Coach

- Development – Essence - Integration

- Interest in people
- Humor
- Groundedness
- Caring for resources
- Munificence

Three cornered "contract"



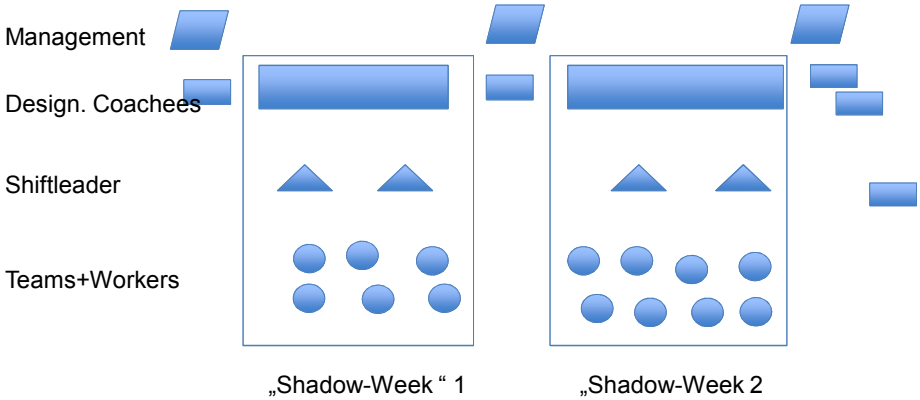
Contract levels / Berne (1966)

- Administrative: whole days, presence around the clock, Transparence for all
- Professional: Development of leadership competencies
- Psychological: From the „shouldl/must" to „will". „As we realized that you are on our side...."

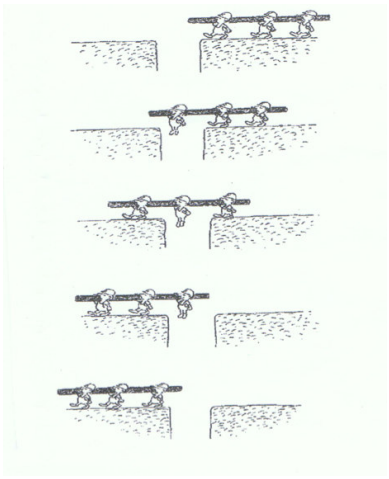
System connection on 4 levels

- Managers in Germany („Principal “)
- „Designated“ Coachees: 2 Factory leaders
- Shiftleader (+Deputy)
- Engineers, Operators

Interventions on organisational levels



System Relationsships



Entrance

TA basic ideas

- „Recognition“
- „Developmental optimism “
- „Realistic“
- „Systemic“

(Mohr, G.: Individual and Organizational TA for the 21 century, 2011)

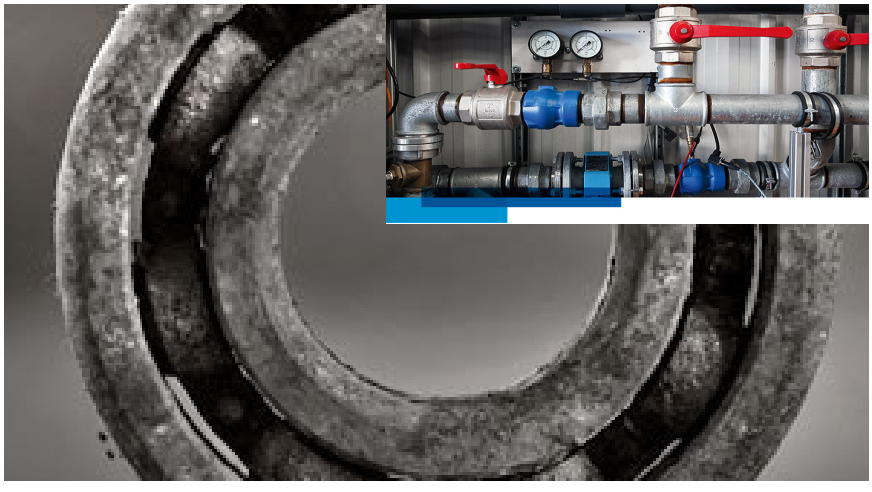
The „First Transaktion“ (Intervention that makes a difference)

- „What are you proud of in your work?“
- „If you show the factory to your little boy.....“

Shadow-Coaching 2 x 3 days

- Day start Coaching – day contract
- Example of a day:
  - Accompanying factory round walk – e.g. delegation
  - Meeting with „employees with difficulties“
  - Incidents – Maintainance problems
    - Always at weekends
  - Problems between the engineers – „I will go, if this guy stays“
    - Mediation by the factory managers
  - Resigning of a Polish worker – reaction?
- Evening - Coaching – What Impulses? Which insights?

Technical Incidents



Completing, flanking „interventions“

- Eating in the workers cantine
- Walking the factory round on my own
- Morning meeting of engineers
- Interview + Feedback - Shiftleader1
  „I m a plotter, not a talker.“
- Interview - Shiftleader 2 „The engine is like a Formula 1 car, if we drive it up it sounds like that.“
- Interview - Shiftleader 3: „I want the job of Richard!“
- Talking to engineers
- Shiftmeeting (14.00, after 8 h work)

Examples for Interventions

Confronting language world:

„bad Housekeeping“ vs. „German order“

- „Housekeeping“ – less masculin

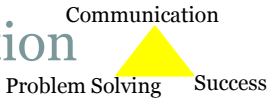
What are the real points?

- 1. Machine time, 2. Health & Safety, 3. less customer complaints

Using pictures – from „negative“ to „positive“

- no „German“ pictures
- Picture walls in the company
- The Quiz: Differentiate positive a. negative pictures

Dynamics of Communication

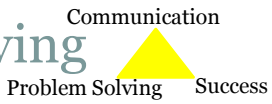


Dynamics of Communication – the patterns that characterize communication in an organization.

Example: How are the transactions?

- Do they communicate in an appropriate way?
- Typical transactions

Dynamics of Problem Solving



Dynamics of Problem Solving – the patterns that characterize problem solving in an organization.

- Example - Julie Hay´s "Working styles" (drivers)
  1. Be perfect
  2. Be strong
  3. Try hard
  4. Hurry up
  5. Please me

Success Risk Patterns

- Almost … “if this works tolerably, it should be enough”
- Until… “only until this gets noticed elsewhere, then..”
- Always … “whenever I call attention to this, I get stuck with it for ever”
- Never “it never worked for us so far”
- After … “this will catch somebody´s eyes only after we are gone”
- Open end “we have no plans any more”

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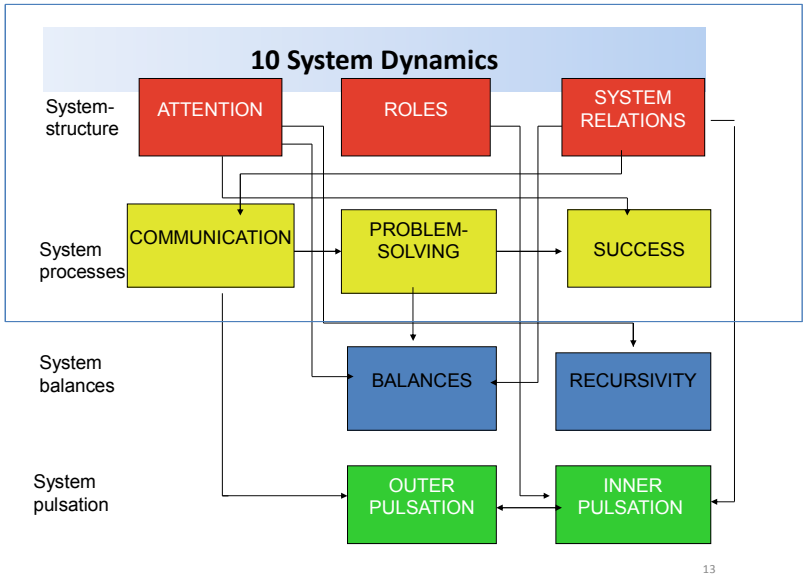

SCISOA results

(**SC**oring **I**nstrument for **S**ystemic **O**rganizational **A**nalysis)

1. Richard - total scoring: 66 % on average in six dimensions - usual score für industrial companies.

- Highest scored dimension: **success** with 89 %,
- Lowest: **relationship** with 49 %

2. Wayne – total scoring: 66 % on average in six dimensions.

- Highest scored dimension:
- **communication** with 89 %,
- Lowest: **roles** with 40 %.

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Development in between the Shadow Coachings

- Cautious Call: Has anything happened?
- **„You have healing hands, you healed the machine.“**

- What helped?
- Hypotheses:
  - Quality of repair/maintainance improved
  - Roles clarified/ communiation more efficient
  - Attention focus at essential points
- Fortune (z.B. difficult employee situations improved)

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Shadow Coaching 2 - Consolidation

Day 1: Exploration _ Reasons for progress?

Day 2: in the morning a severe incident

- severe accounting mistake with direct consequences

- German culture: „Abmahnung“? – engl.: talk?

Analysis + Talk + „Abmahnung“

Day 3: Relief – How can the path be held? Prevention of relapses

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