

# The Organization Workshop

## Creating Partnership Across Boundaries

Power  Systems

**[www.powerandsystems.com](http://www.powerandsystems.com)**

800.241.0598 | [info@powerandsystems.com](mailto:info@powerandsystems.com)

For more information about Power+Systems' framework, programs and free downloads, go to <http://www.powerandsystems.com>

**The purpose of the Organization Workshop is to provide CLARITY and EMPOWERMENT about organization systems.**

Specifically,

- To create a setting that allows people to see the organization more clearly.
- To create a setting that opens up new possibilities in organization work.

The workshop is a journey into a world that is both familiar and unfamiliar.



PARTNERSHIP

# Partnership

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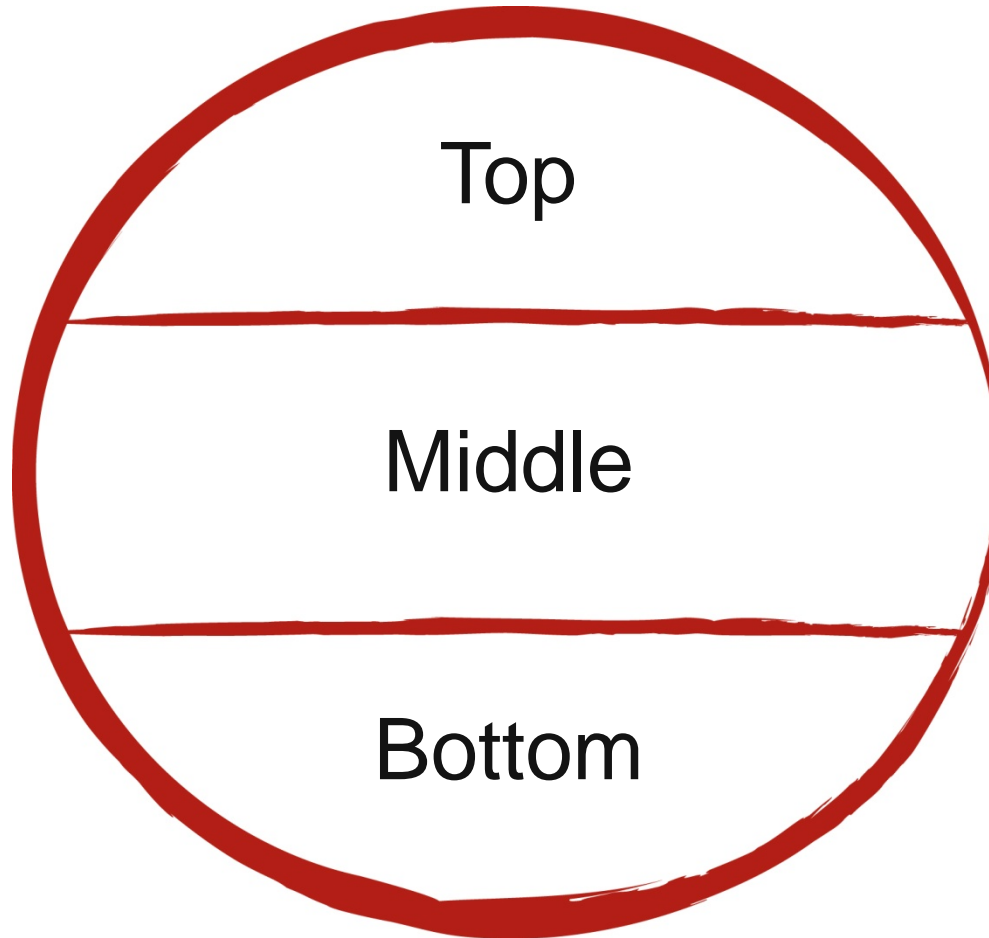
A relationship in which we  
are **jointly committed** to the  
success of whatever endeavor,  
process or project we are  
engaged in.

# Organization

Customer



Customer



Customer



Customer



**We play all these roles in a day.**

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# Activities

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 Organization simulation

 Strategic frameworks

 Applications

# Elements

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- ✚ Transition
- ✚ Days (Not Real - Good Sport)
- ✚ Reflections (Reflections Log)
- ✚ Time Out



# Exercise Schedule

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## TRANSITION

- Day 1, Reflection
- Day 2, Reflection

## TIME OUT

## STRATEGIC FRAMEWORKS

- Day 3, Reflection
- Day 4, Reflection **End**
- Transition Out
- Lunch

## EXERCISE DEBRIEF WITH COACHES

# Tips

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- ✚ Get into it
- ✚ Be curious about
  - Yourself
  - Others
  - Organization

# Transition Read To Group

# DAY 1

# Reflection Day 1

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- ✚ What is life like for you now as a Top, Middle, Bottom, or Customer?
- ✚ How do you see other parts of the system? Helping you? Hindering you?
- ✚ What are the relationships like among the members of your peer group?

# DAY 2

# Reflection – Day 2

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- ✚ How was Day 2 different from Day 1?  
What is life like for you now as a Top, Middle, Bottom, or Customer?
- ✚ How do you see other parts of the system? Helping you? Hindering you?
- ✚ What are the relationships like among the members of your peer group?

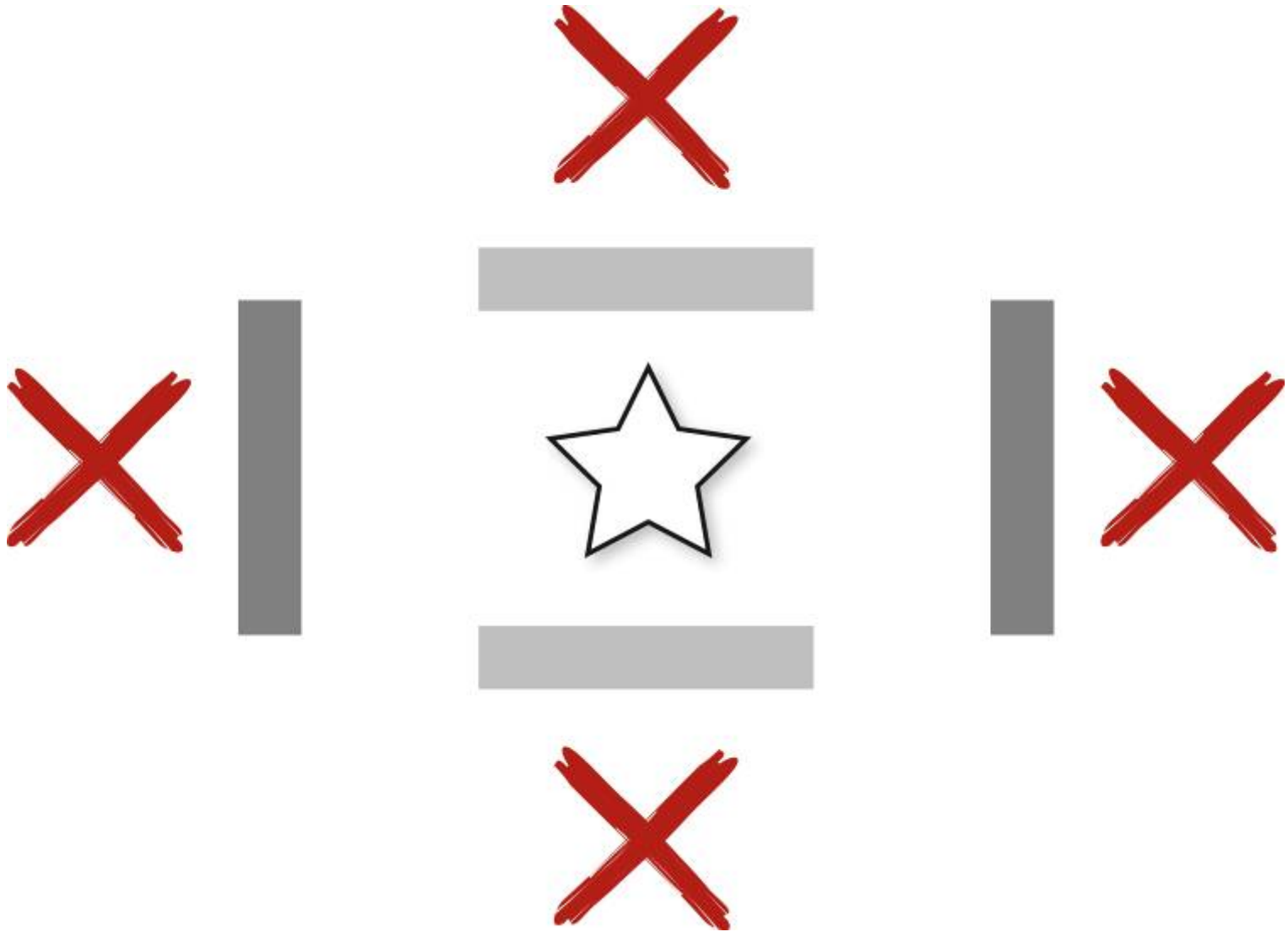
# Time Out

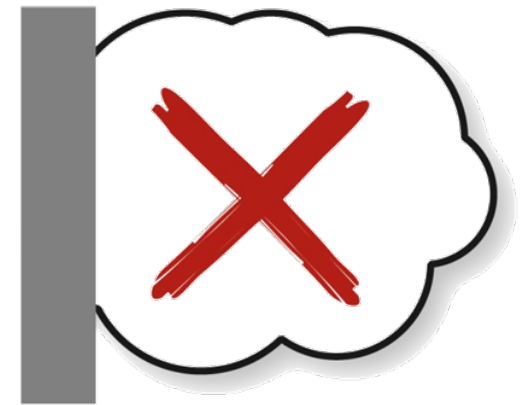
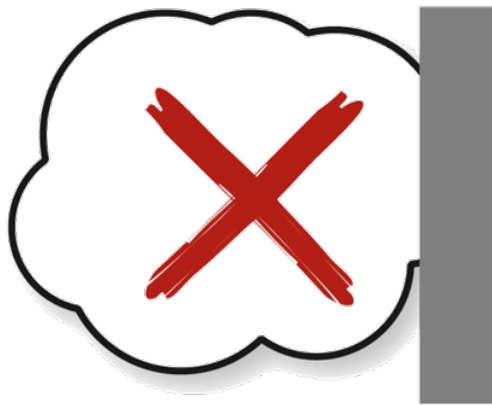
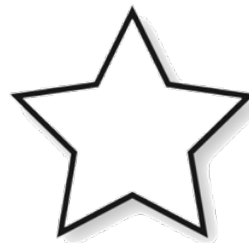


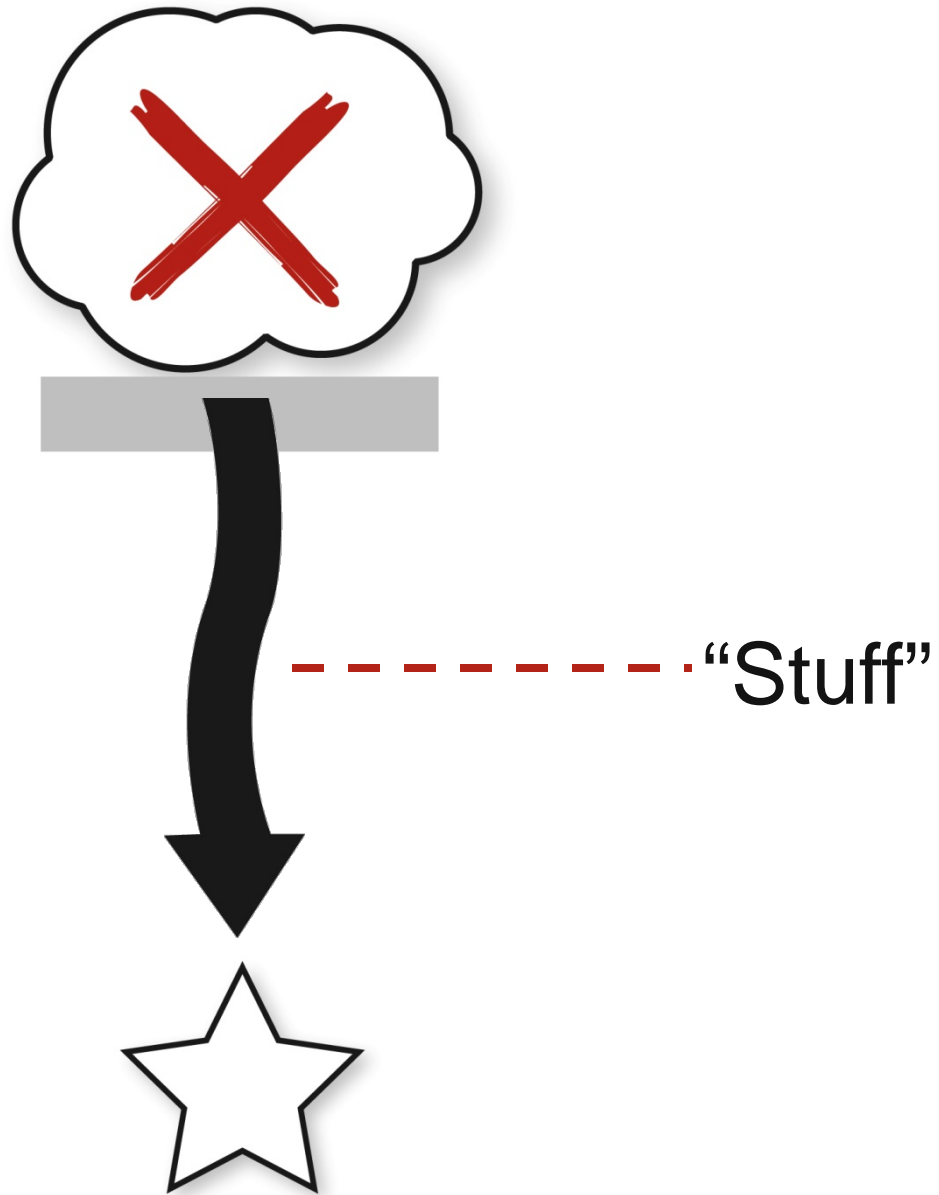
# Time Out

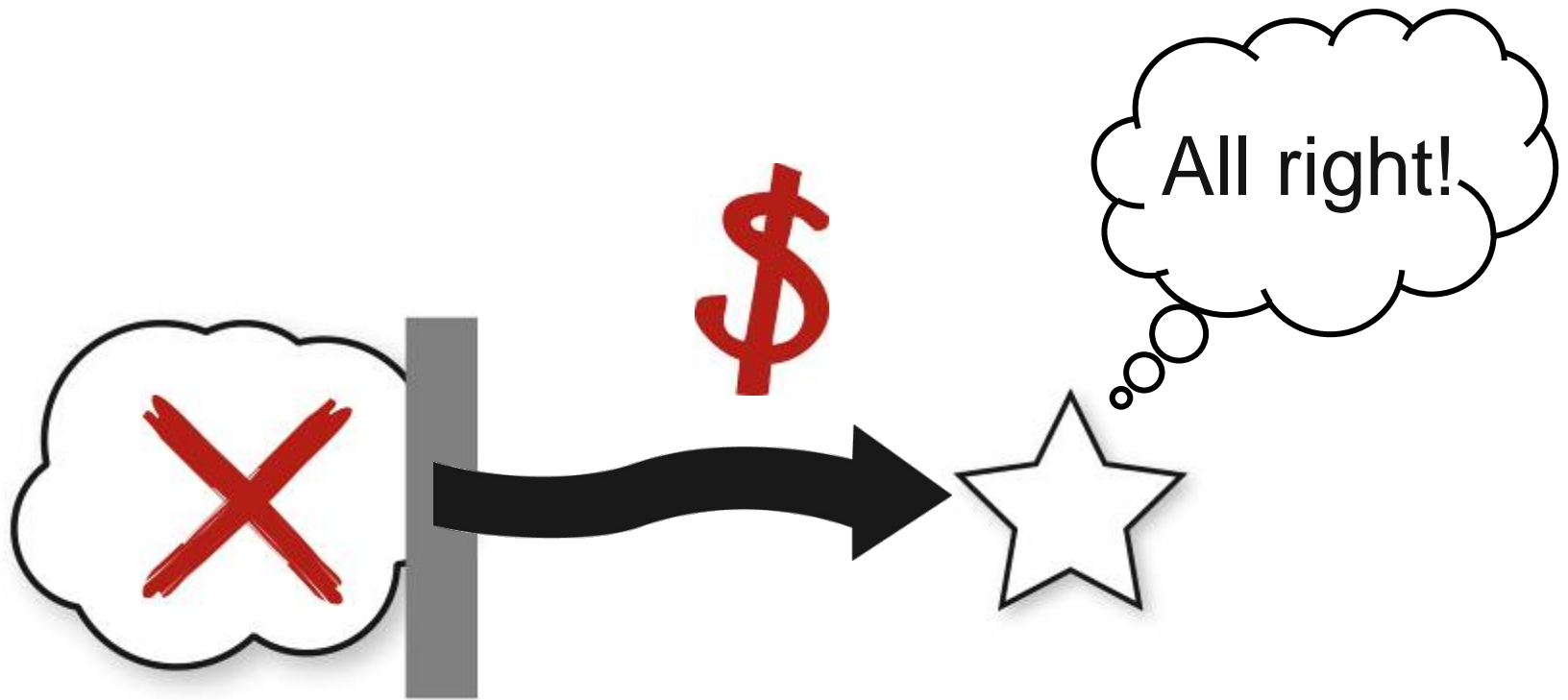
To create a setting in which all members of the system can become **clearer** about how the **system** is experienced from many different vantage points.

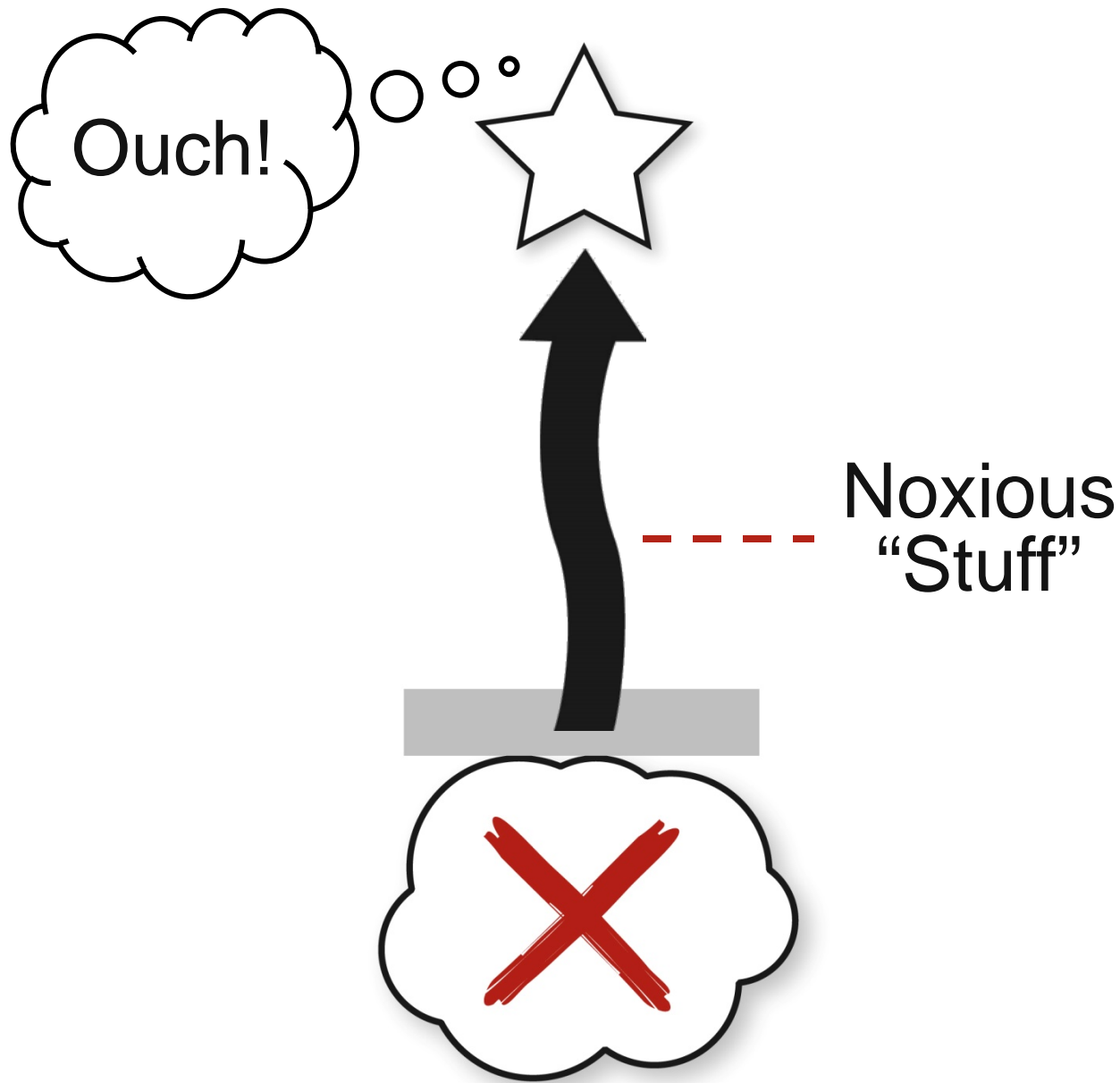


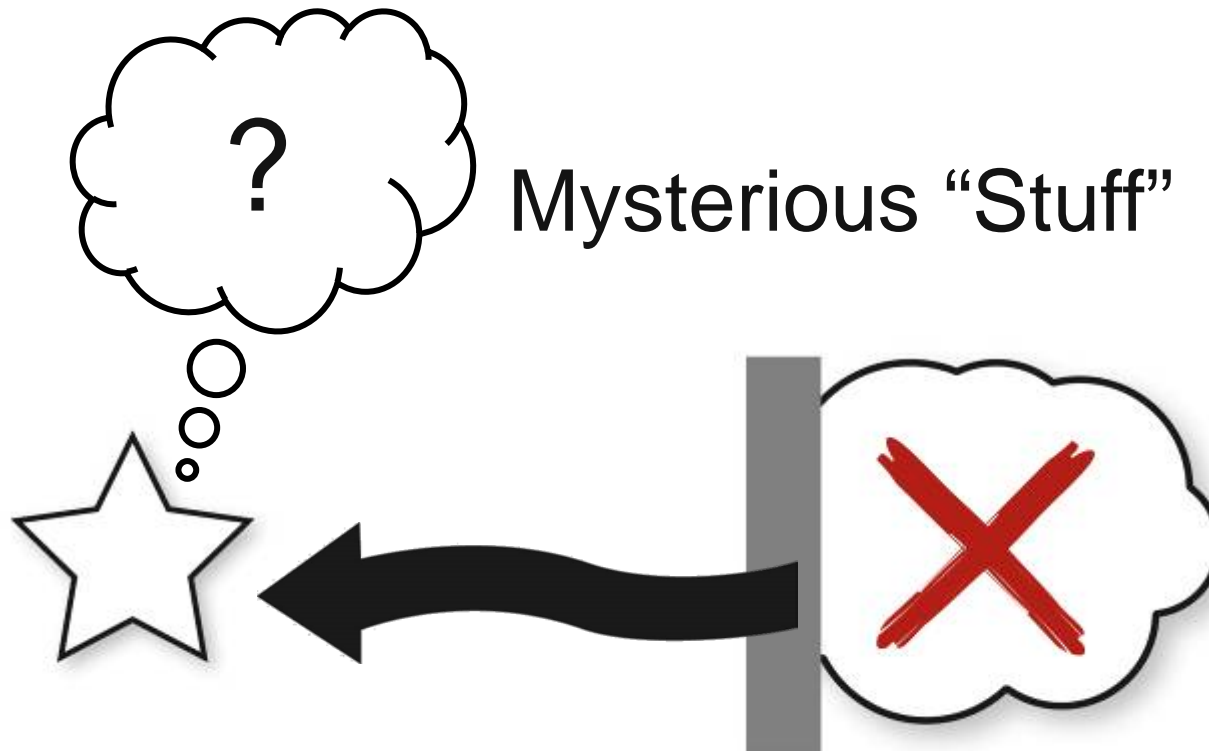




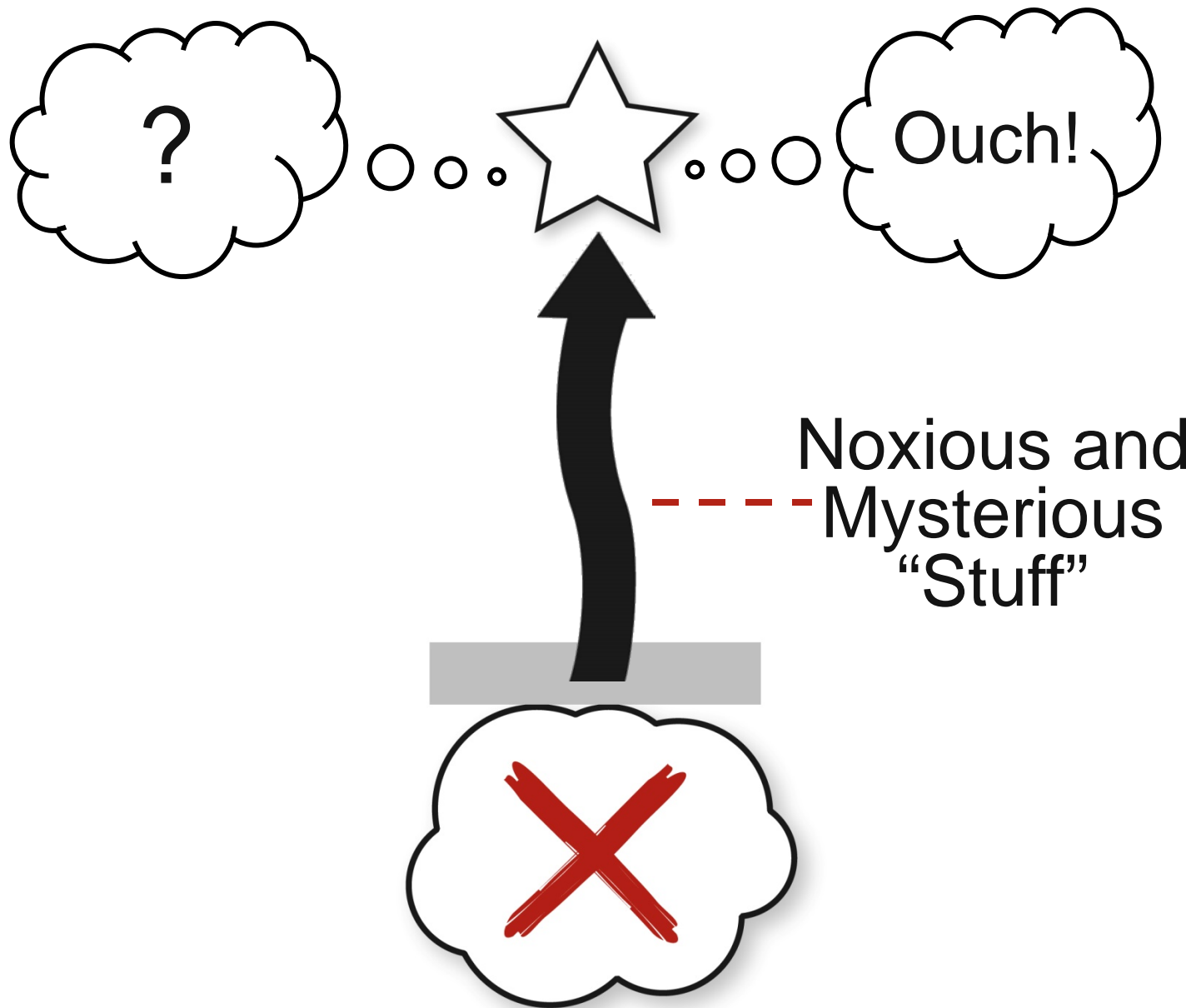




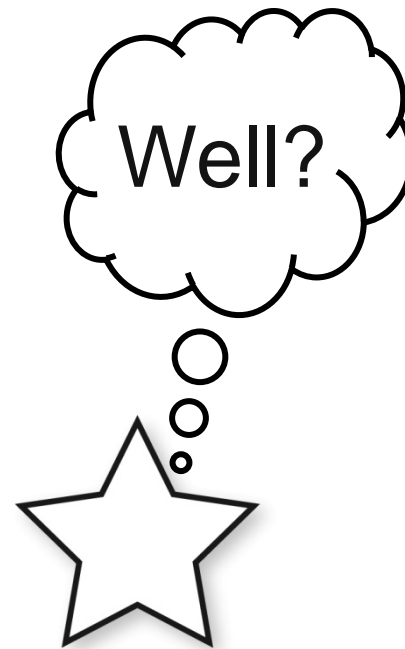




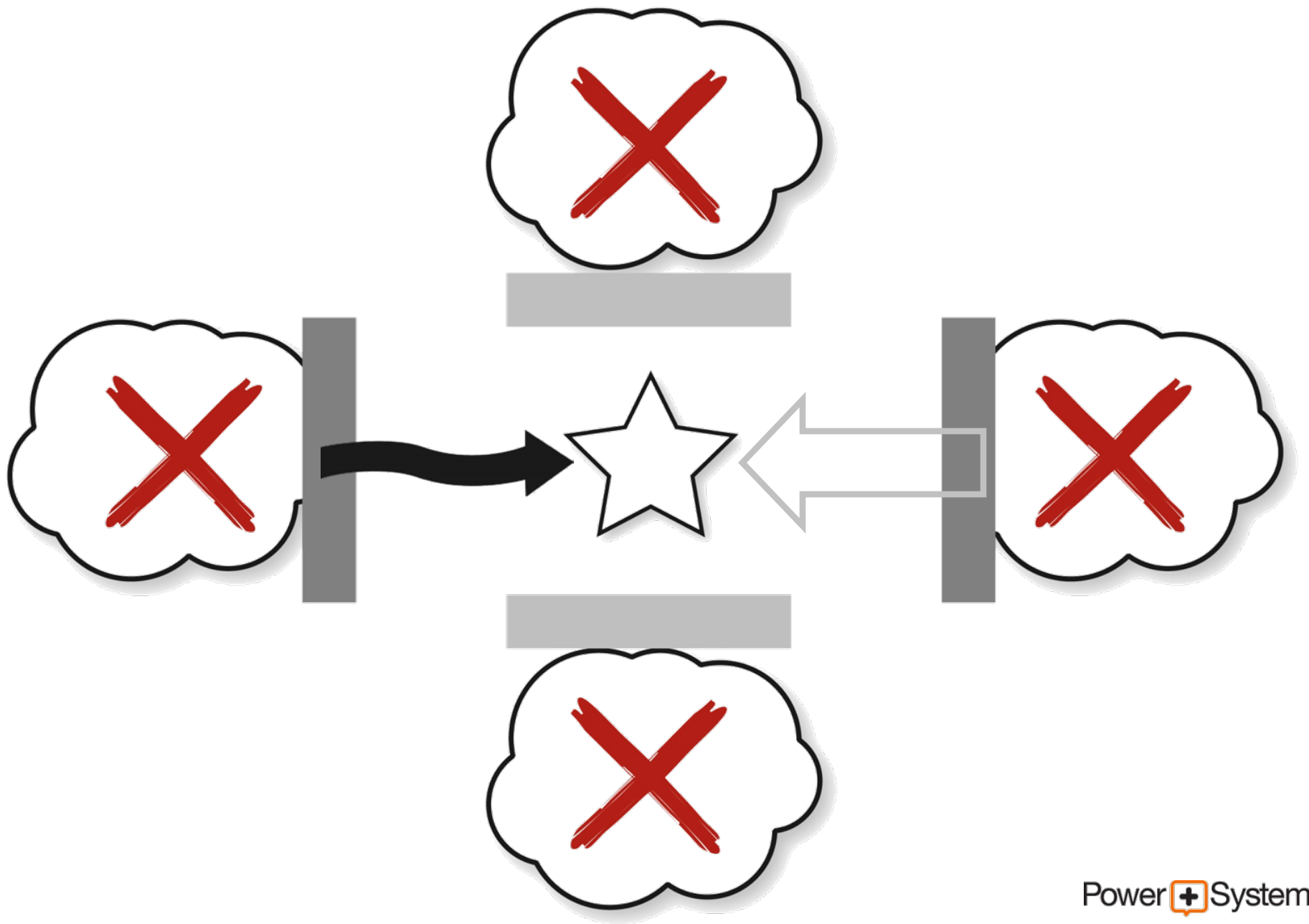


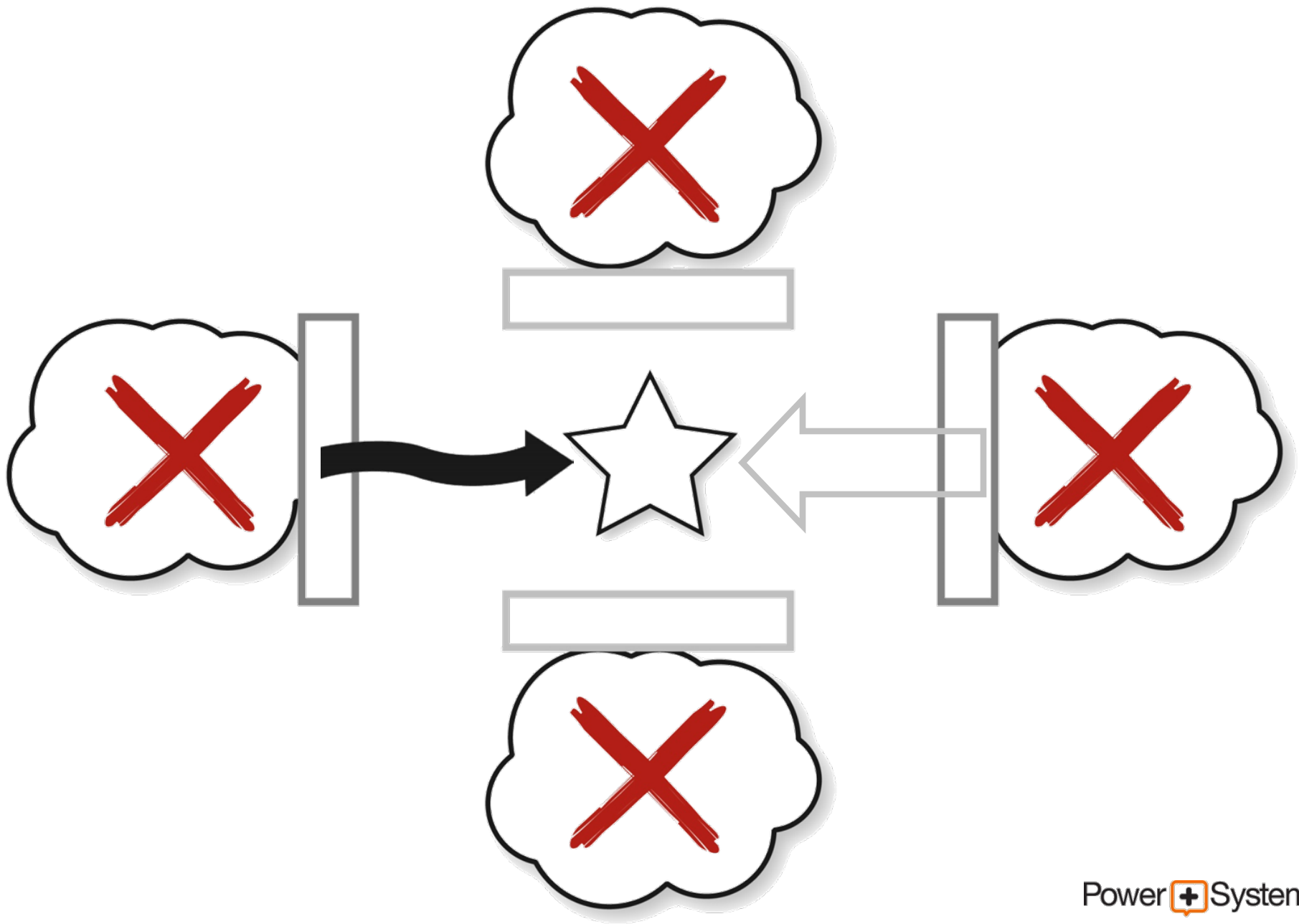






----- Minus  
"Stuff"





# Time Out - Guidelines

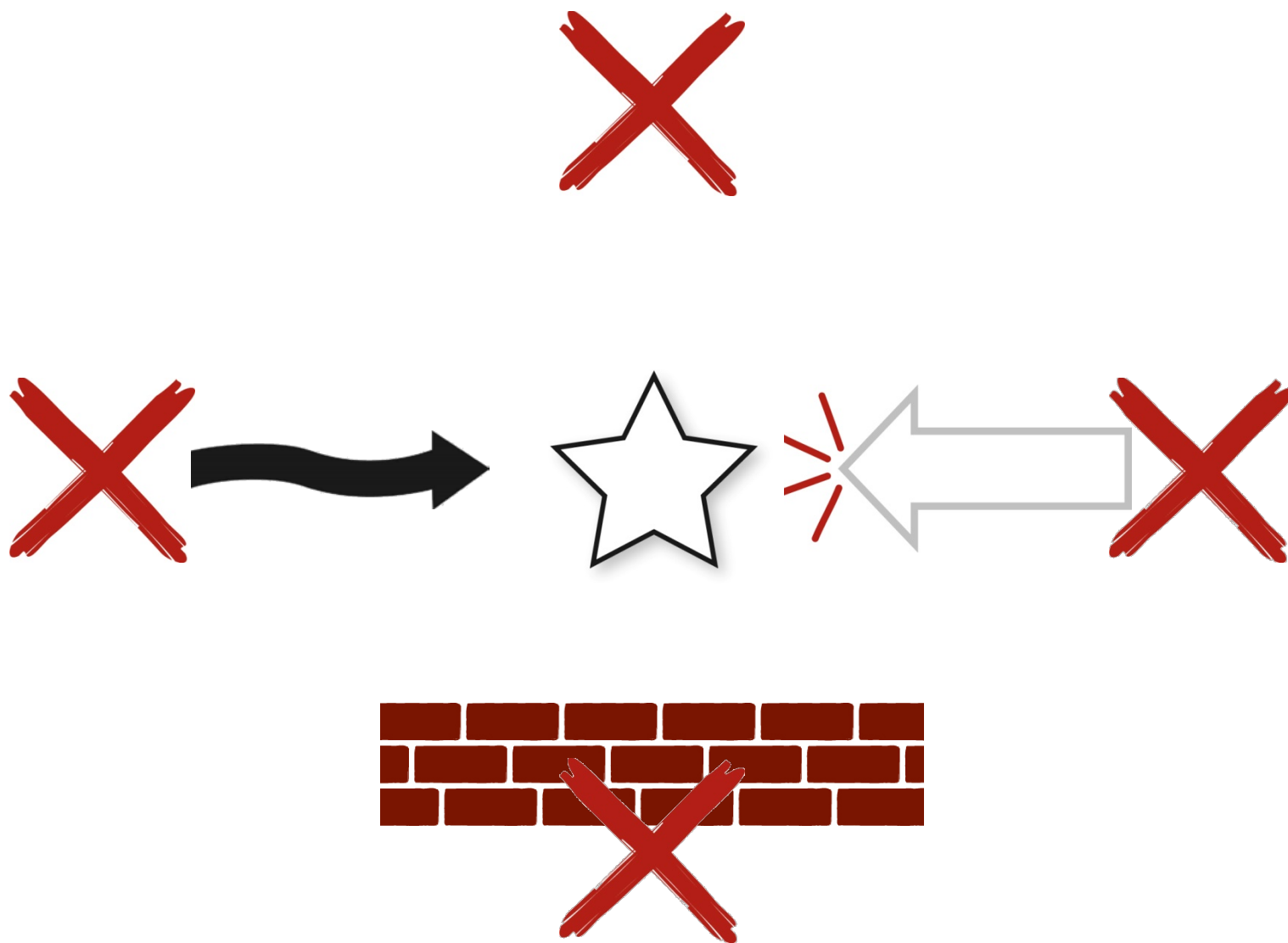
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- ✚ Show up
- ✚ Sit by groups
- ✚ No CCI business
- ✚ Speak through me
- ✚ Tell your truth
- ✚ Listen carefully to others

# The Center Ring and The Side Show

# “Stuff” Happens!!!





# “Stuff” Happens!!!

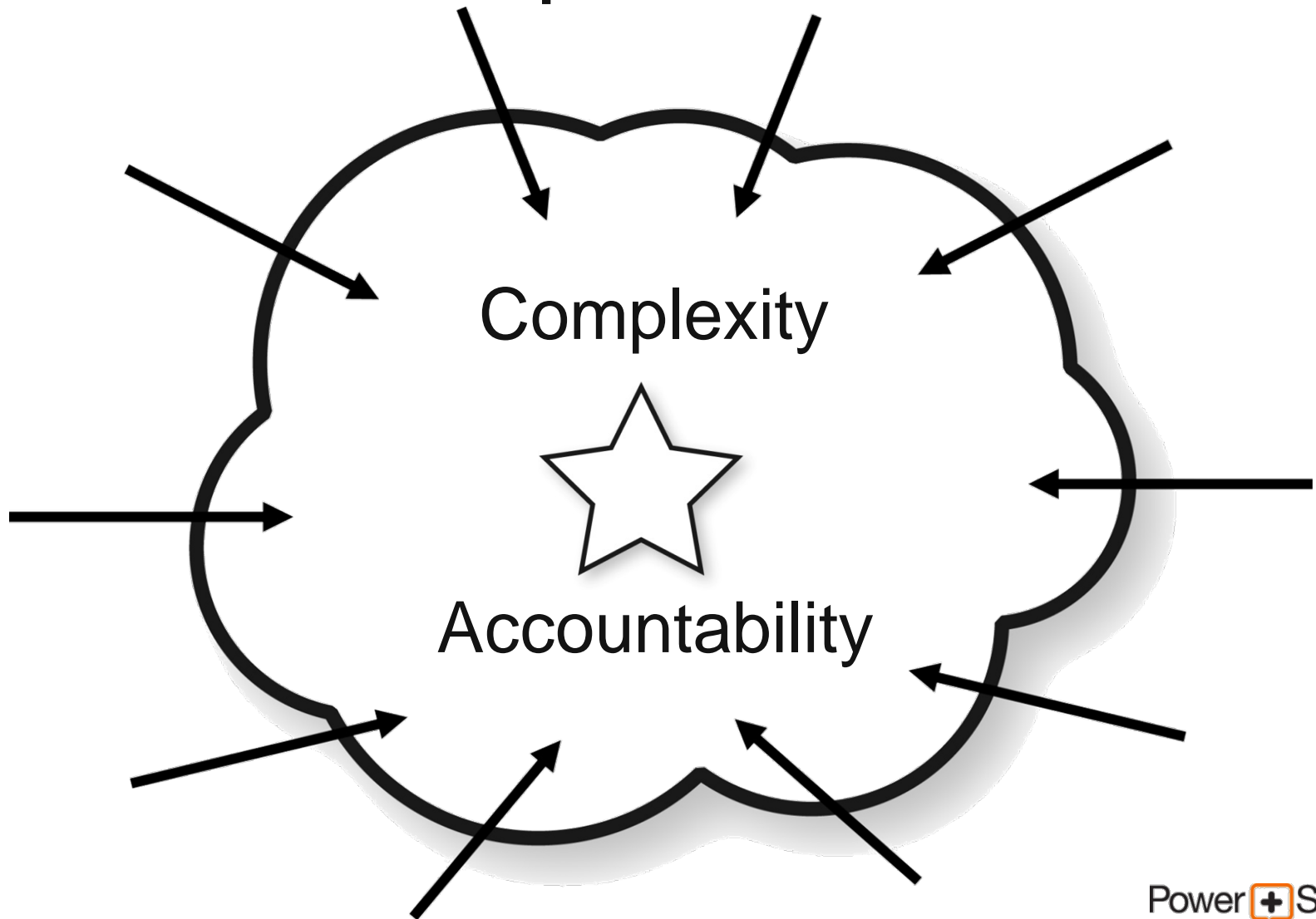
And when it does...

- ✚ Make up a story
- ✚ Evaluate the others
  - Malicious
  - Insensitive
  - Incompetent
- ✚ Take it personally
- ✚ React
  - Get mad
  - Get even
  - Withdraw
- ✚ Lose focus
- ✚ ~~Partnership~~

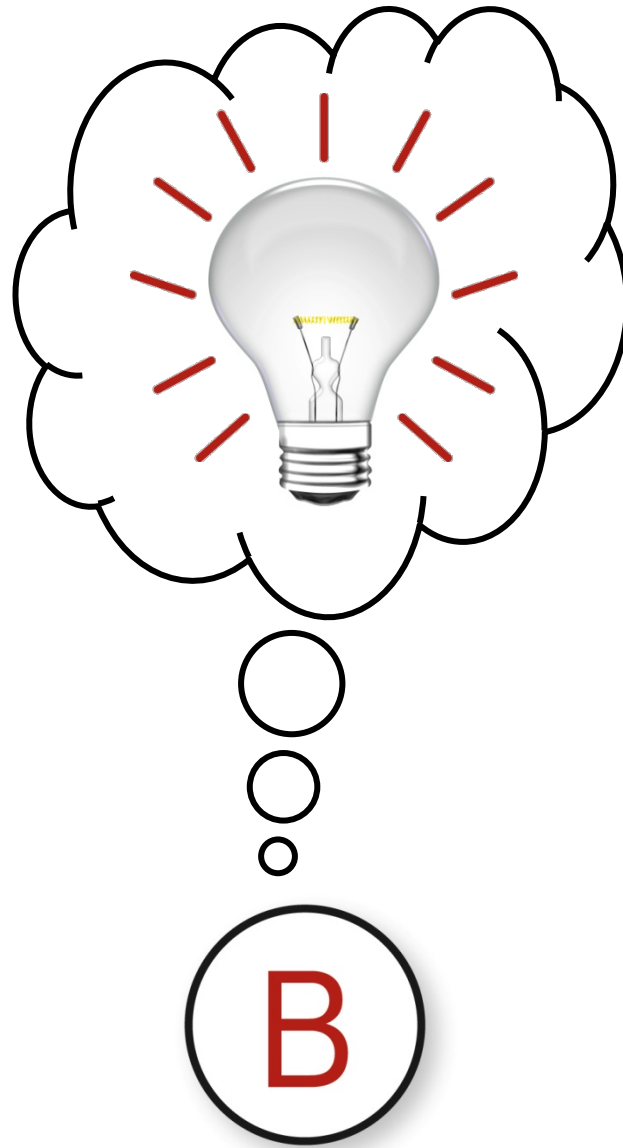
“Sometimes, not always,  
but with some regularity.”

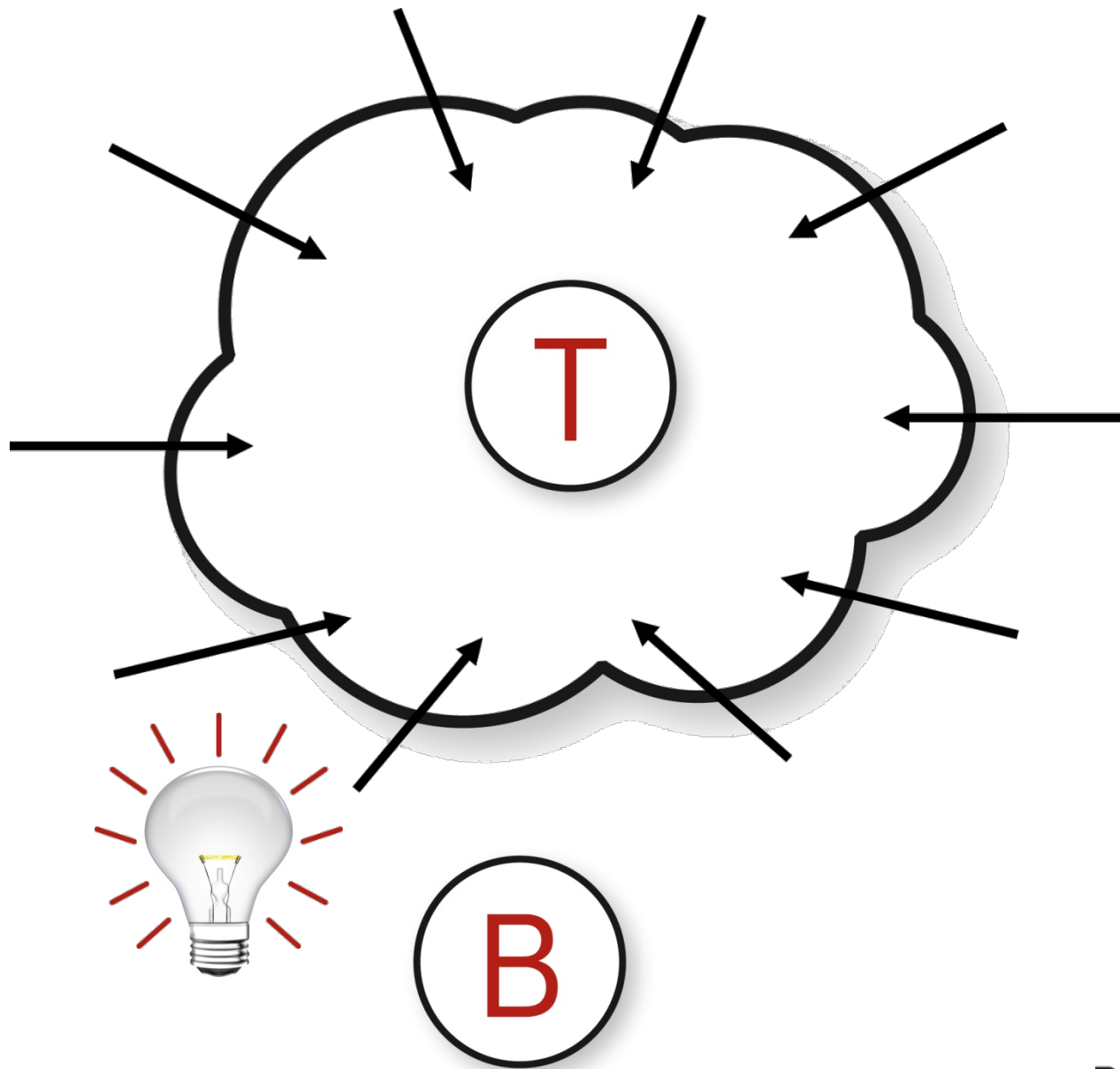
Much That  
Seems Personal  
  
Is Not Personal At All

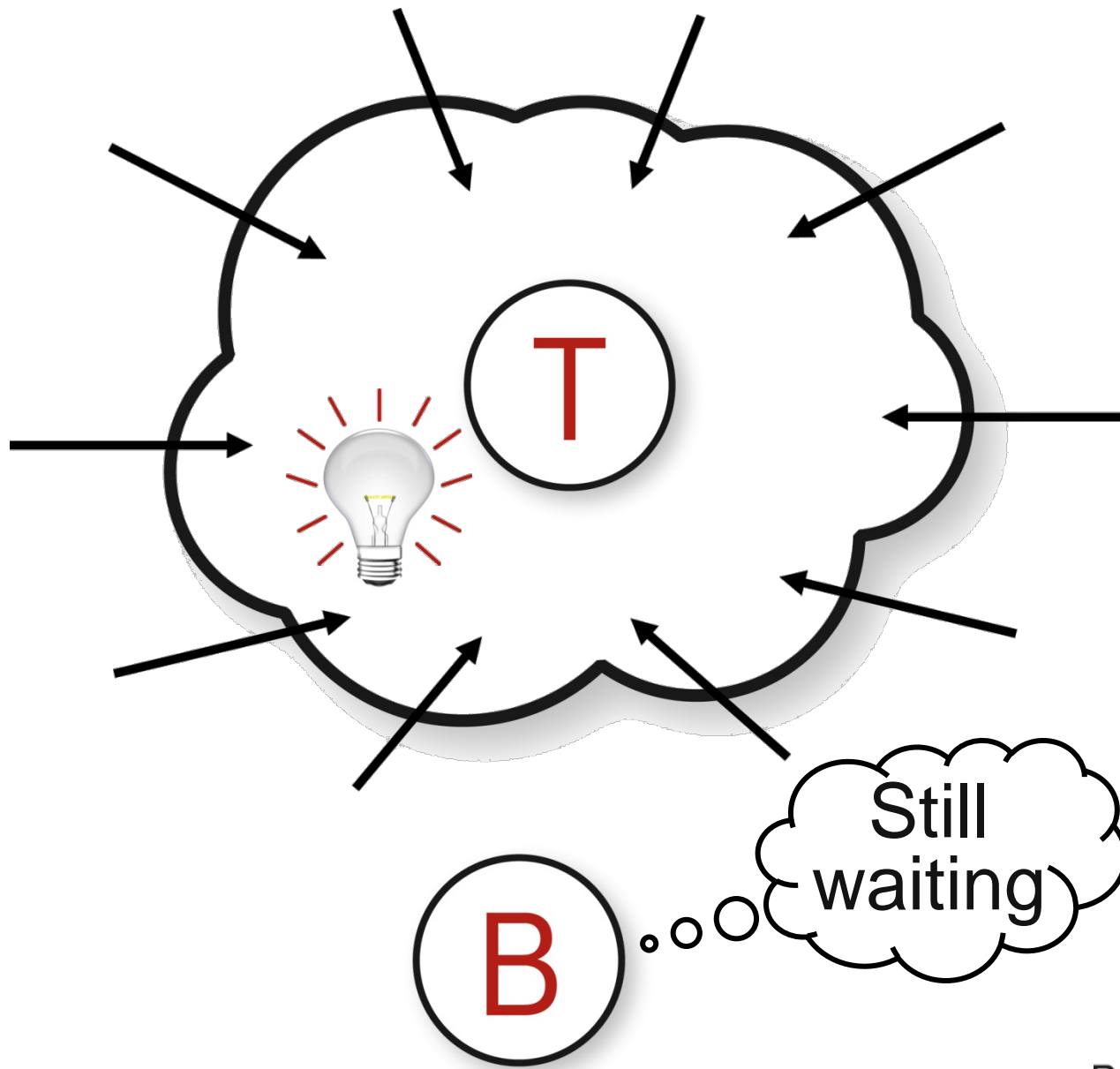
# Top World



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✚ We make up a story

✚ Evaluate others

- Malicious
- Insensitive
- Incompetent

✚ Take it personally

✚ React

- Get mad
- Get even
- Withdraw

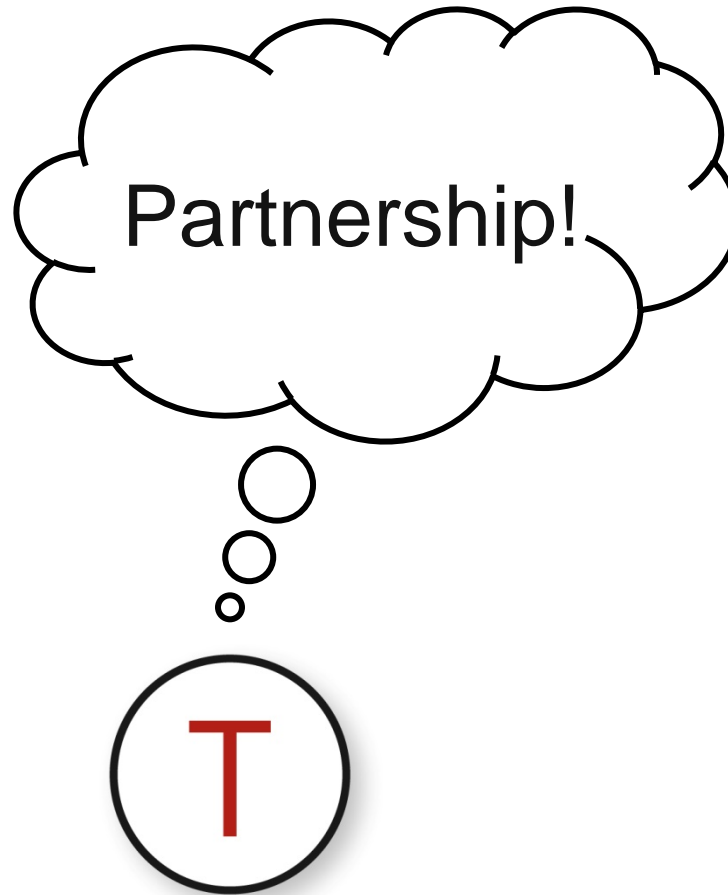
✚ Lose focus

✚ ~~Partnership~~

# Bottom World

“Them”

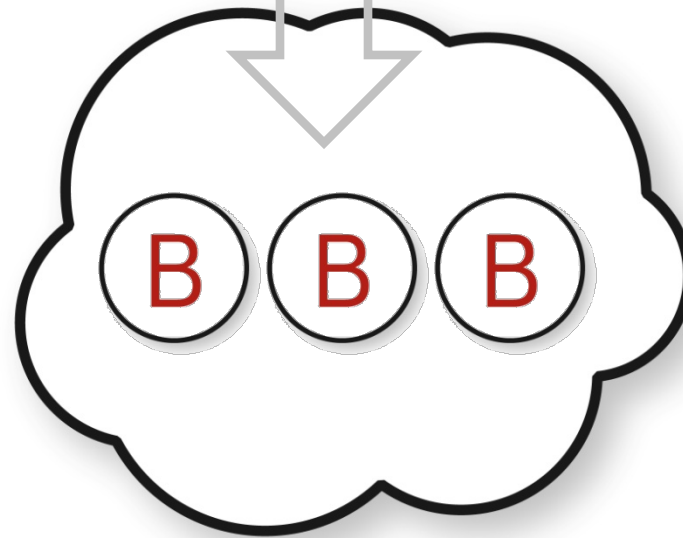




T

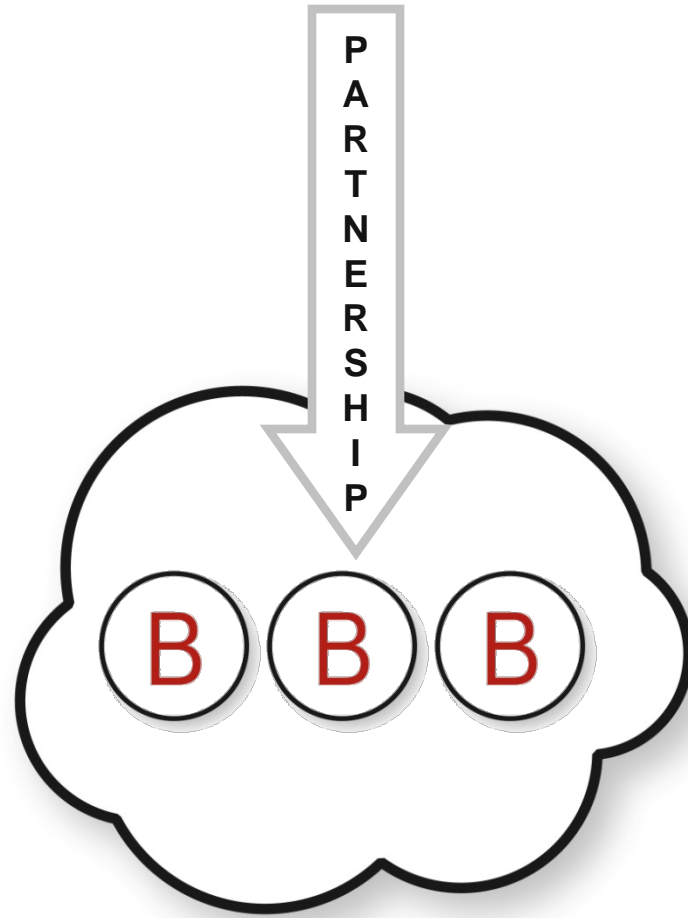


“Them”

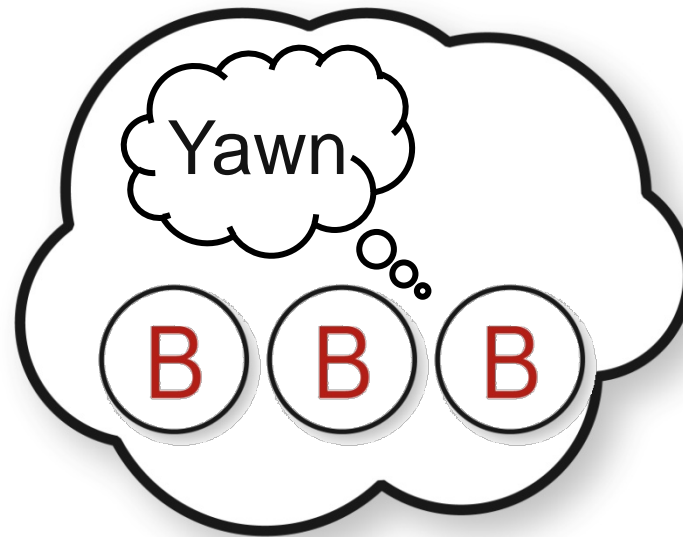
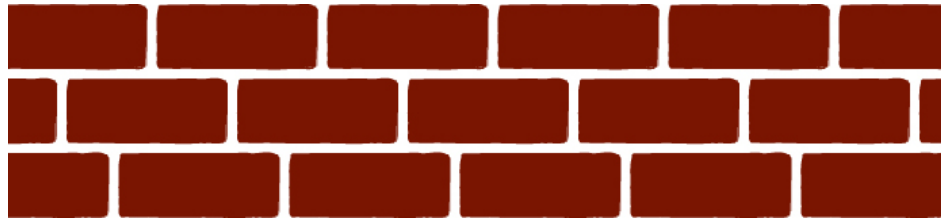


# More Vulnerability

“Them”



T



# “Stuff” Happens!!!

⊕ We make up a story

⊕ Evaluate others

- Malicious
- Insensitive
- Incompetent

⊕ Take it personally

⊕ React

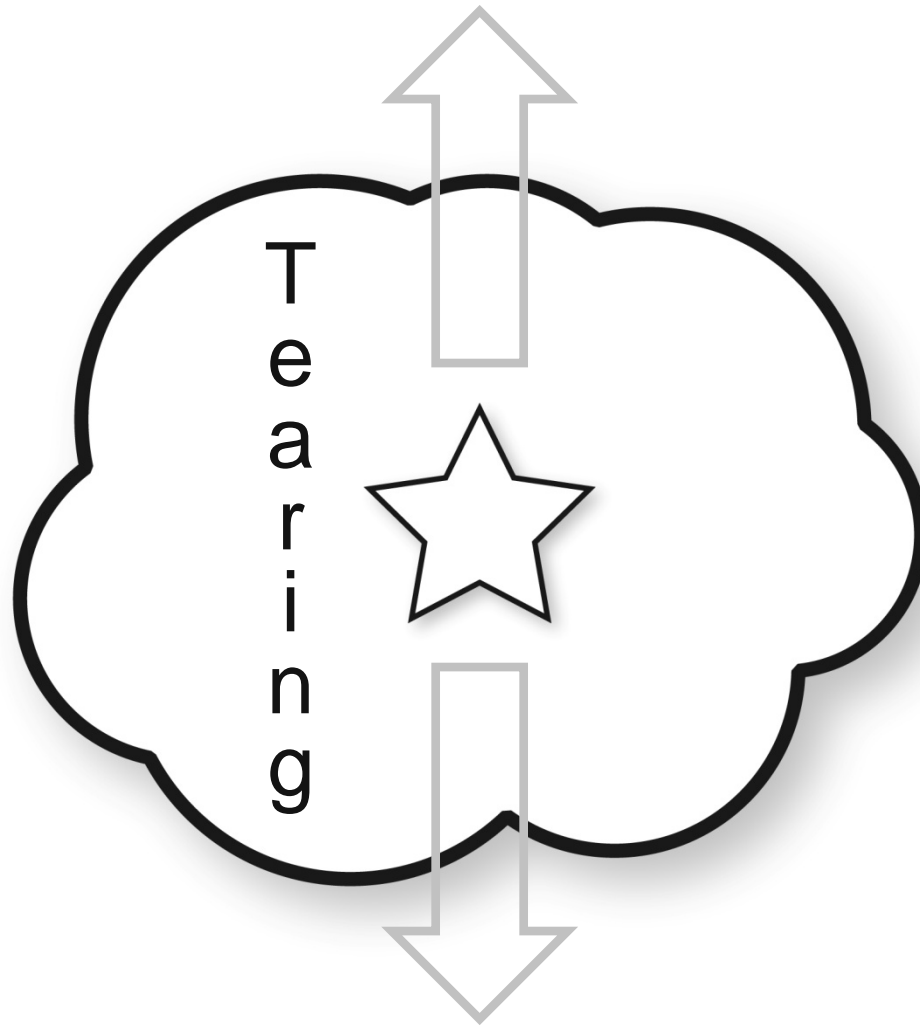
- Get mad
- Get even
- Withdraw

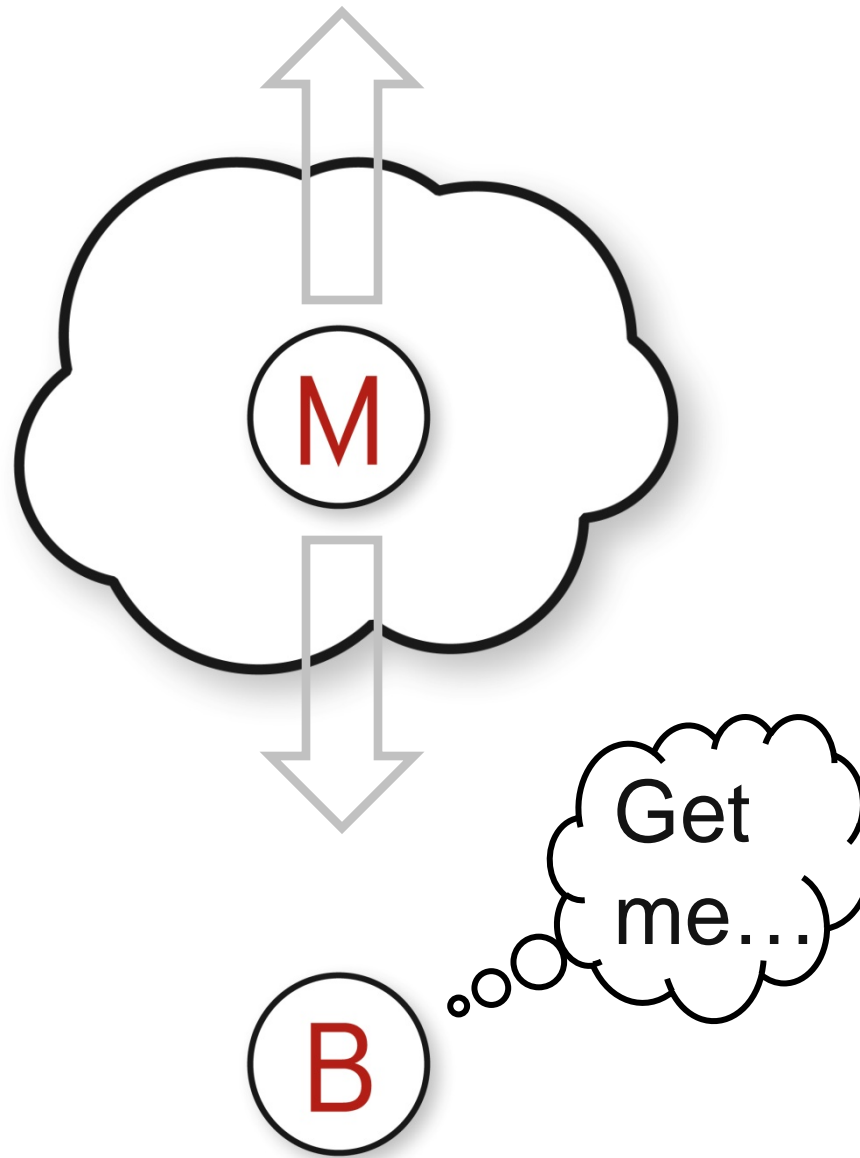
⊕ Lose focus

⊕ ~~Partnership~~

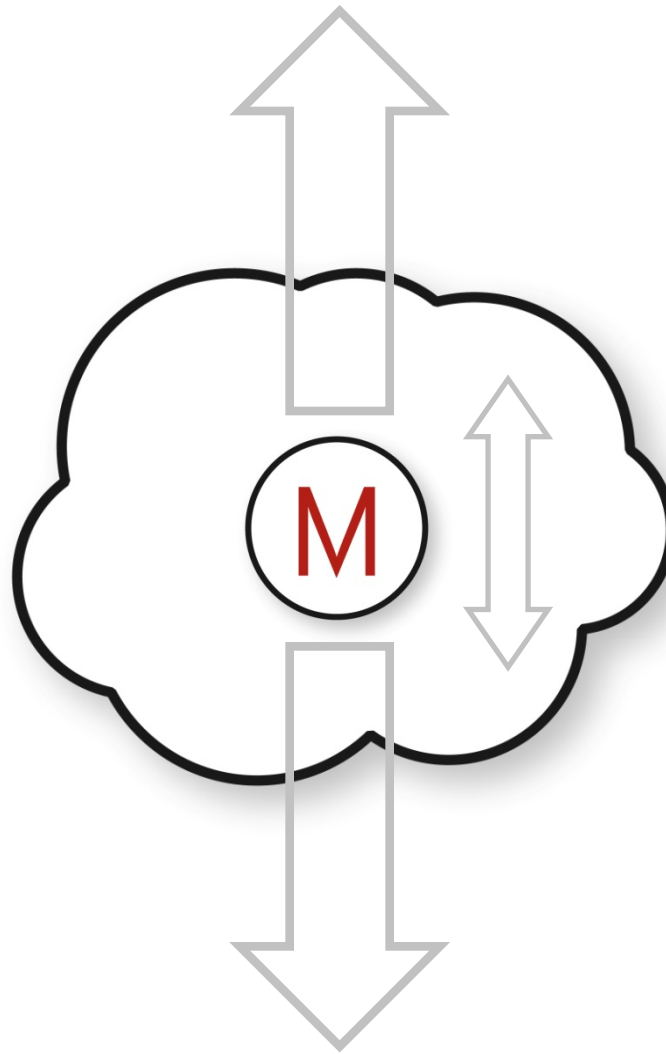


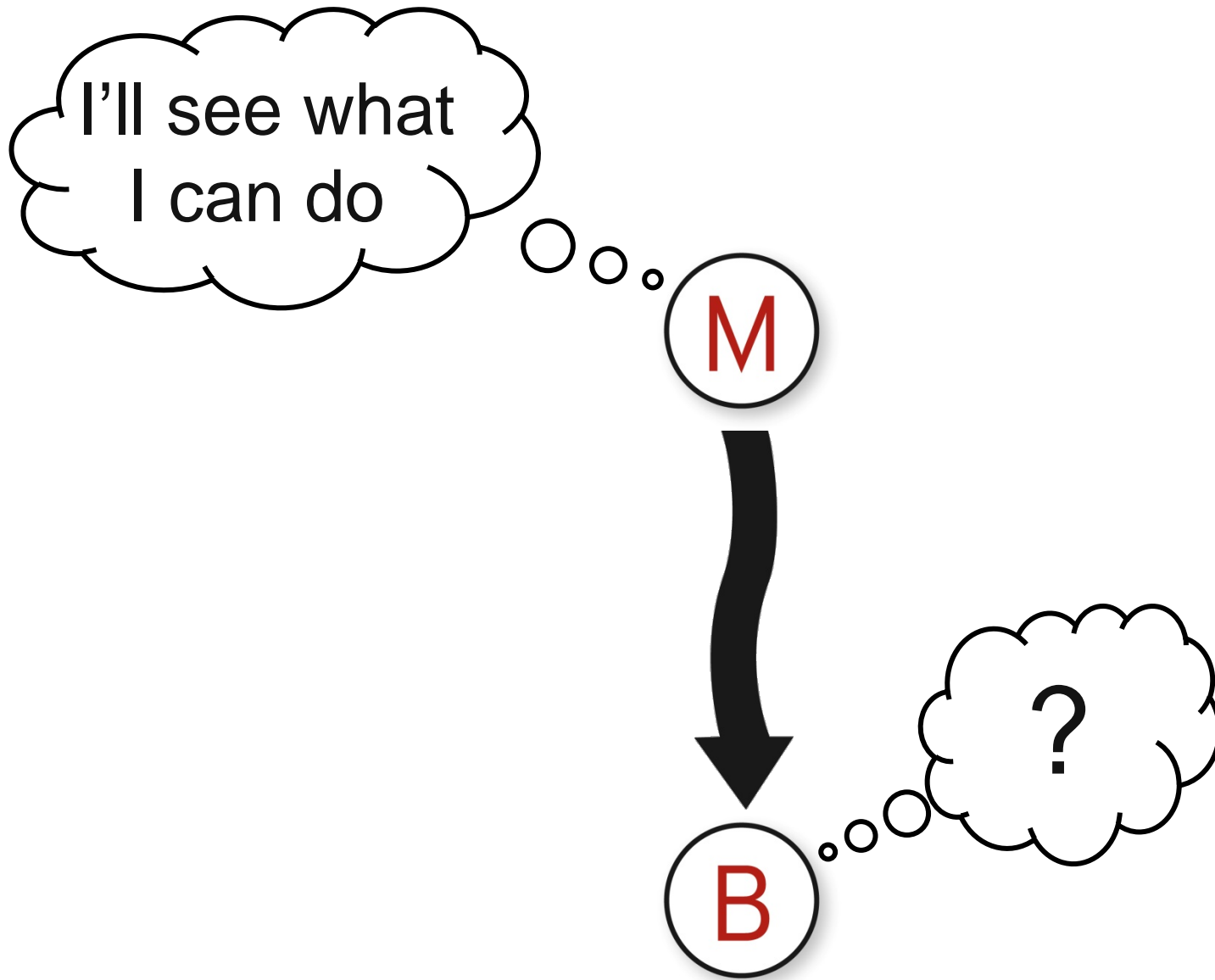
# Middle World





# More Tearing





# “Stuff” Happens!!!

✚ We make up a story

✚ Evaluate others

- Malicious
- Insensitive
- Incompetent

✚ Take it personally

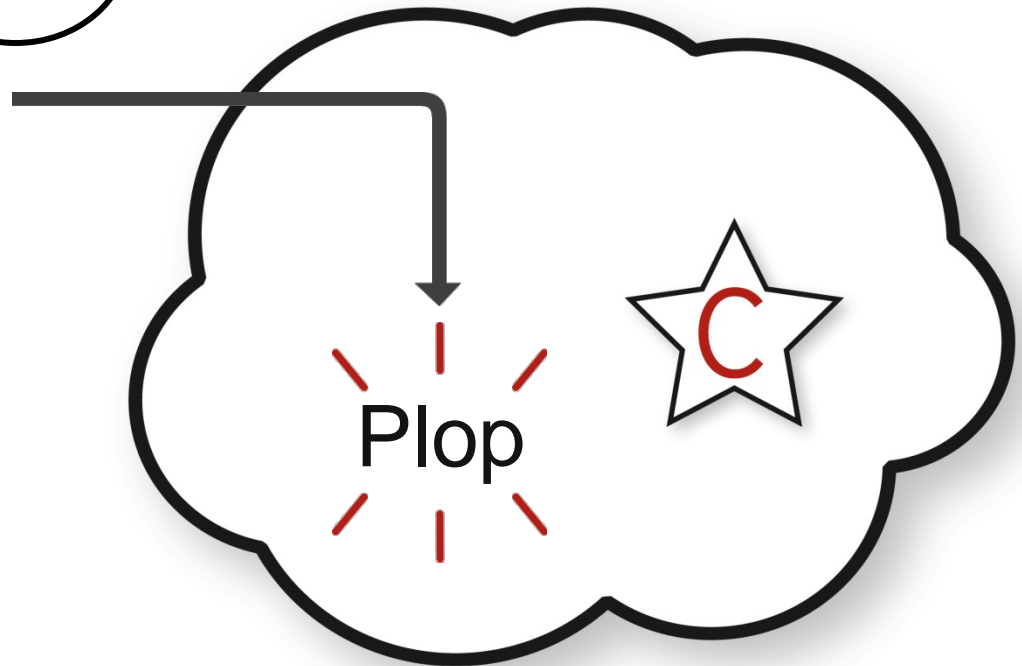
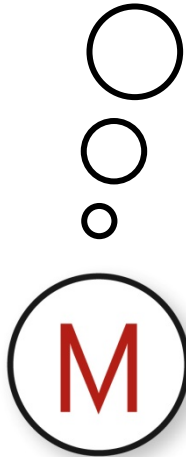
✚ React

- Get mad
- Get even
- Withdraw

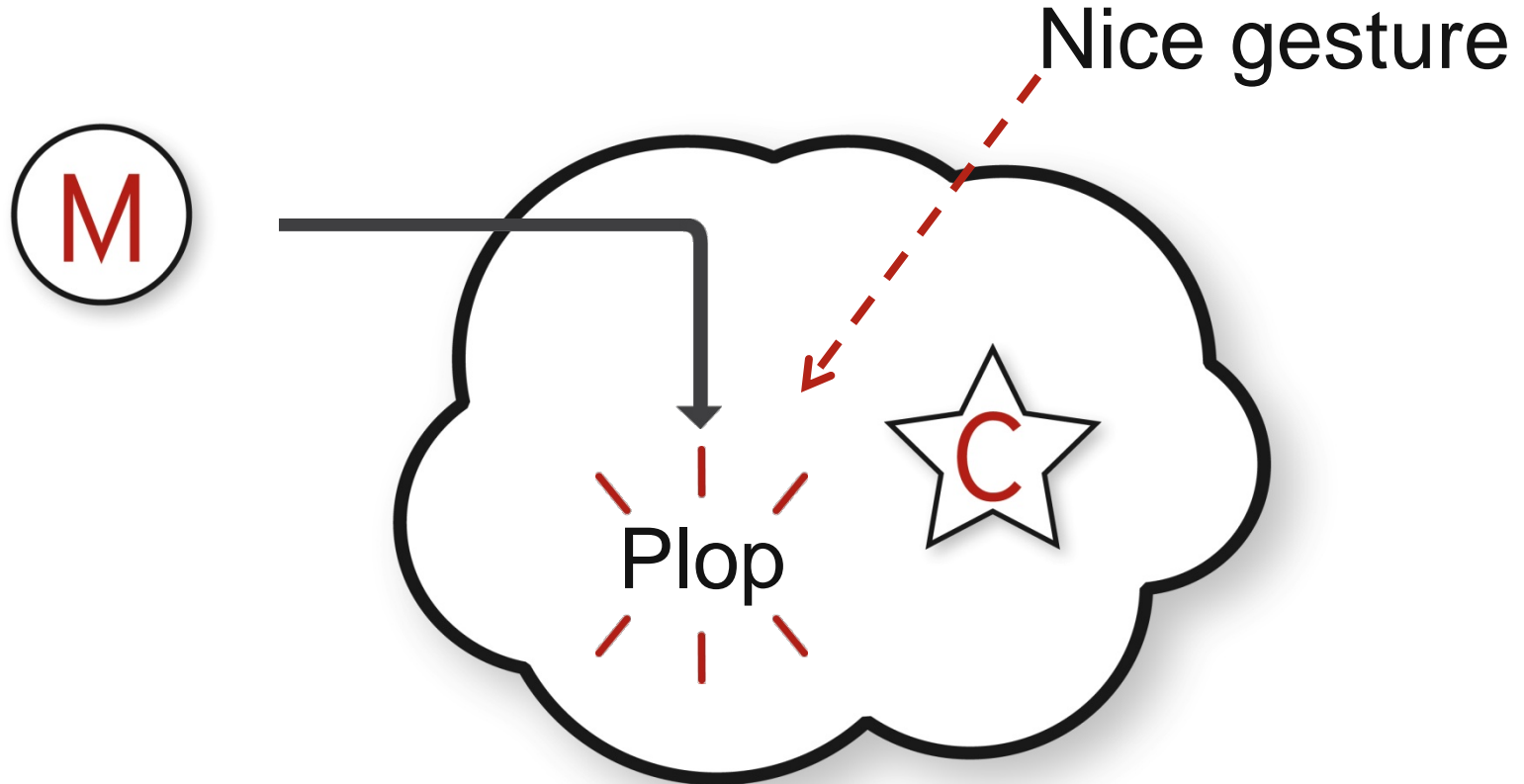
✚ Lose focus

✚ ~~Partnership~~

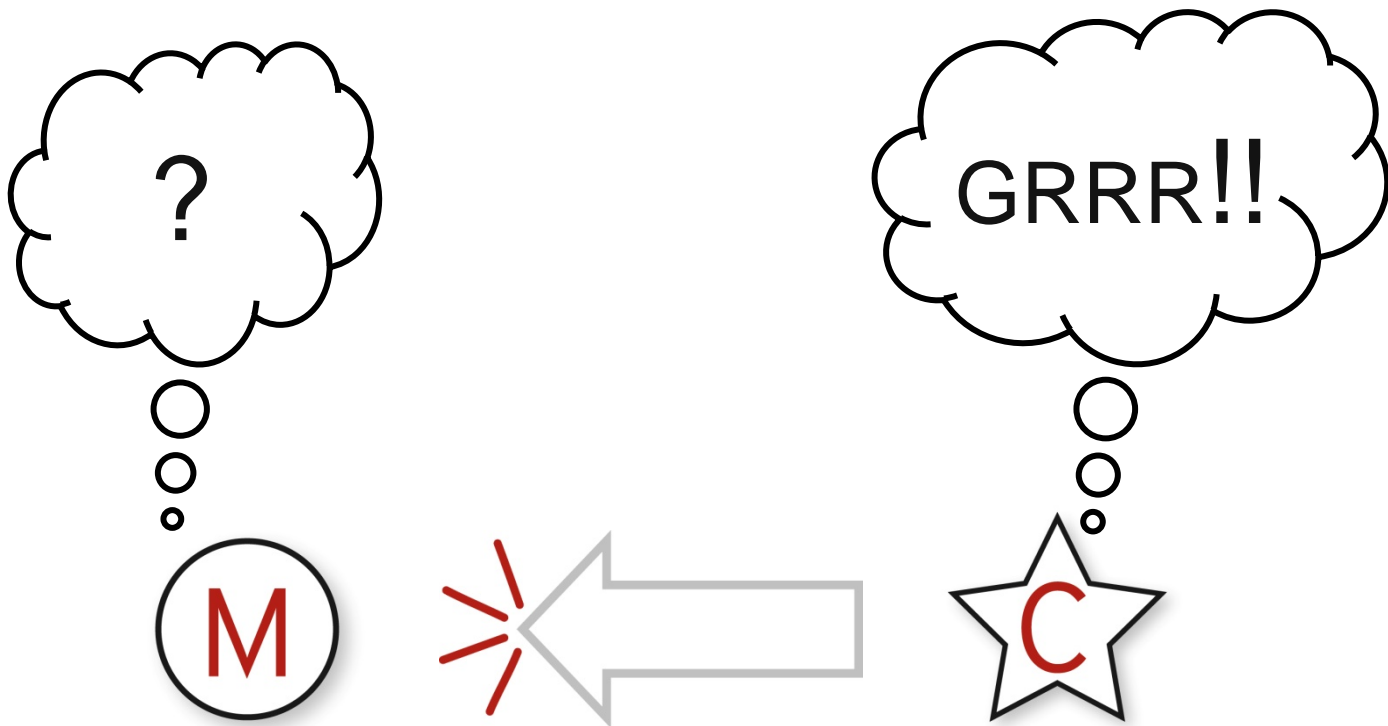
I think I'll do  
something  
nice for  
customer



# More Neglect!!







# “Stuff” Happens!!!

✚ We make up a story

✚ Evaluate others

- Malicious
- Insensitive
- Incompetent

✚ Take it personally

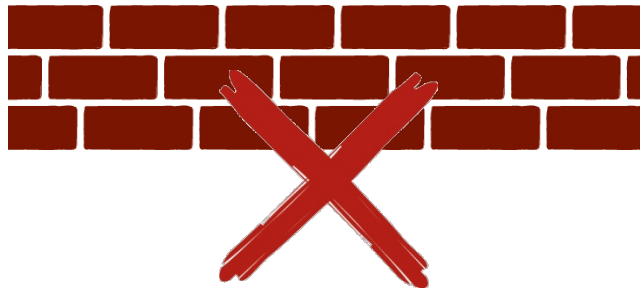
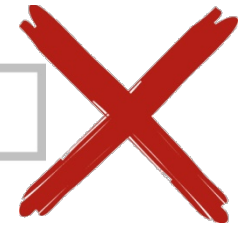
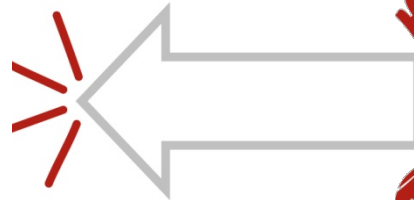
✚ React

- Get mad
- Get even
- Withdraw

✚ Lose focus

✚ ~~Partnership~~

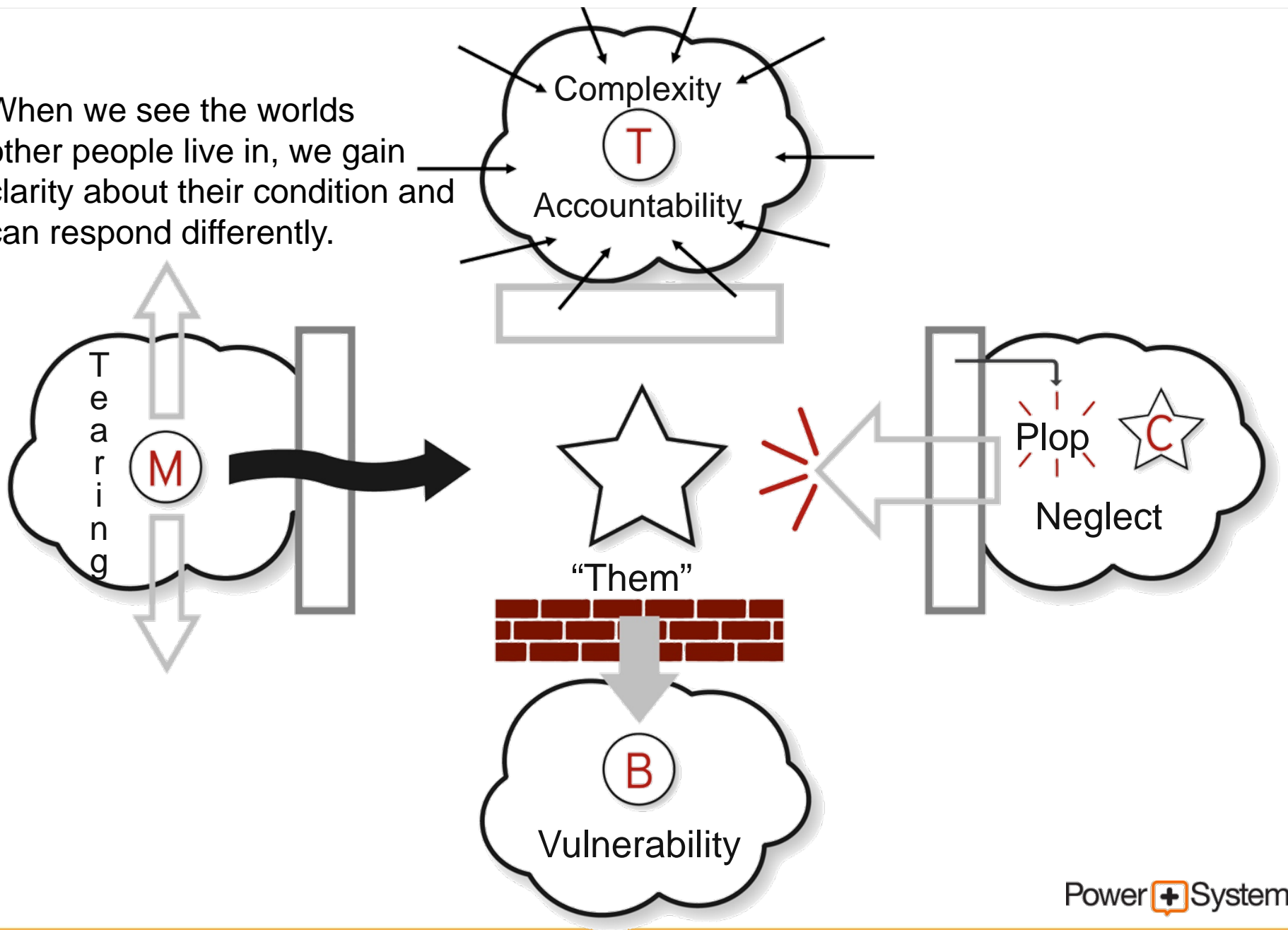
When we deal just  
person to person “Stuff  
Happens”



# Side Show

- ✚ Make up a story
- ✚ Evaluate the others
  - Malicious
  - Insensitive
  - Incompetent
- ✚ Take it personally
- ✚ React
  - Get mad
  - Get even
  - Withdraw
- ✚ Lose focus
- ✚ ~~Partnership~~

When we see the worlds  
other people live in, we gain  
clarity about their condition and  
can respond differently.



# Center Ring

- ⊕ Increased empathy/understanding
- ⊕ Don't take it personally
- ⊕ Stay focused
- ⊕ Don't get hooked by "Stuff"
- ⊕ Be strategic -- take others' worlds into account
- ⊕ **Ease their condition**
- ⊕ Partnership

- + Make up a story
- + Evaluate the others
  - Malicious
  - Insensitive
  - Incompetent
- + Take it personally
- + React
  - Get mad
  - Get even
  - Withdraw
- + Lose focus
- + ~~Partnership~~



OR

- + Increased empathy/ understanding
- + Don't take it personally
- + Stay focused
- + Don't get hooked on "stuff"
- + Be strategic—take others' worlds into account
- + EASE THEIR CONDITION
- + Partnership

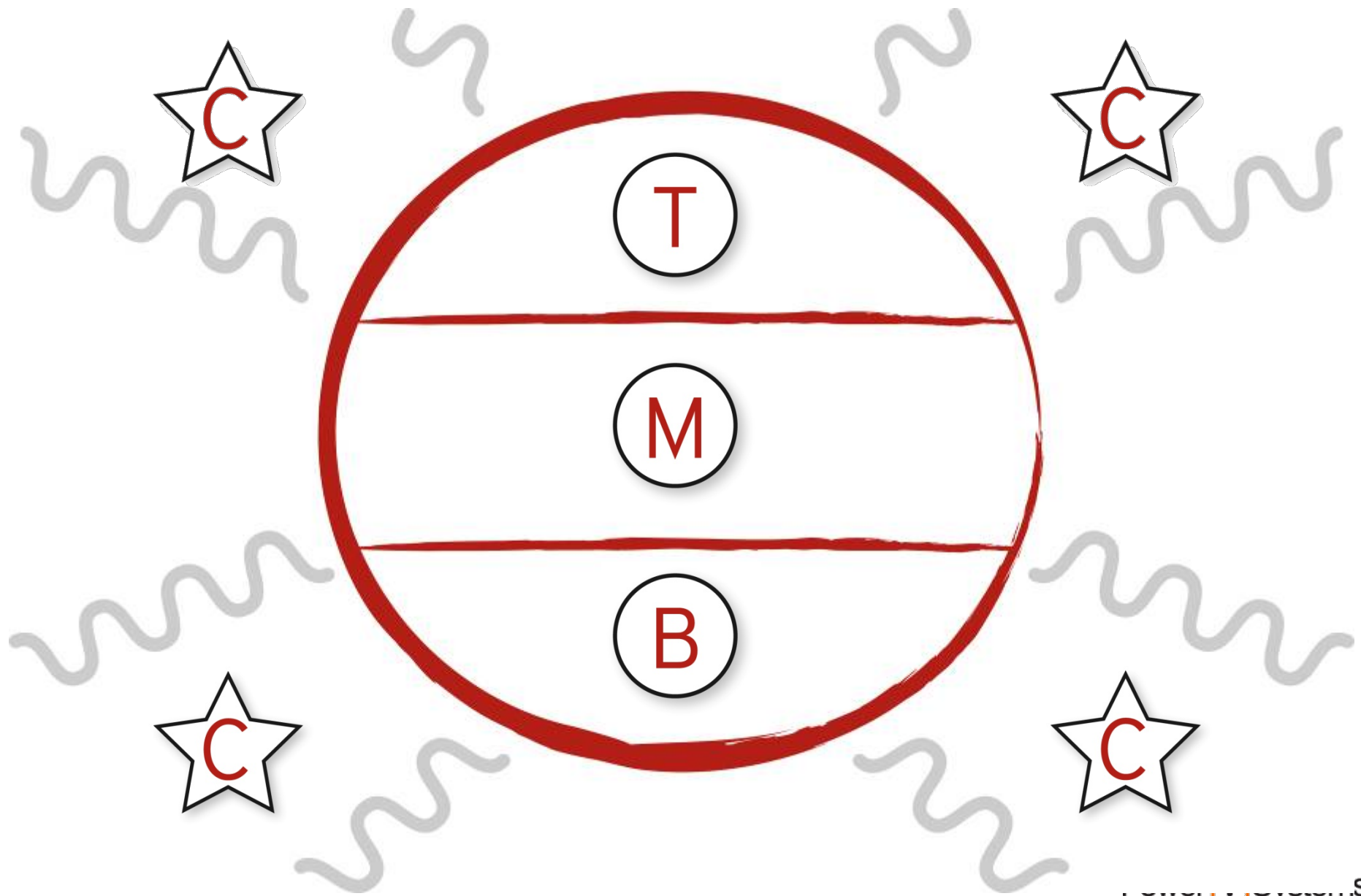


The Side Show is predictable,  
but not inevitable.

The Center Ring is not predictable,  
but it is a human possibility.

Let's take a 10 minute break!

**How come it goes  
the way it goes?**



Power + Systems

Predictable  
Conditions

Predictable  
Reflex  
Responses

Familiar  
Disempowering  
Experiences

# How Come It Goes The Way It Goes?

Predictable Condition	Response	Disempowering Experiences	
Top Overload	Take on More Responsibility	Burdened By Circumstances	

# How Come It Goes The Way It Goes?

Predictable Condition	Response	Disempowering Experiences	
Top Overload	Take on More Responsibility	Burdened By Circumstances	
Bottom Disregard	Hold Them Responsible	Oppressed By <b>Them</b>	

# How Come It Goes The Way It Goes?




Predictable Condition	Response	Disempowering Experiences	
Top Overload	Take on More Responsibility	Burdened By Circumstances	
Bottom Disregard	Hold Them Responsible	Oppressed By <b>Them</b>	
Middle Crunch	Slide In Between And Get Torn	Torn Between <b>Them</b> and <b>Them</b>	



# How Come It Goes The Way It Goes?

Predictable Condition	Response	Disempowering Experiences	
Top Overload	Take on More Responsibility	Burdened By Circumstances	
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Customer Neglect	Stay Aloof And Hold <b>It</b> Responsible	Badly Mistreated By The Delivery System	

# How Come It Goes The Way It Goes?

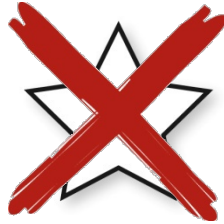
Predictable Condition		Response	Disempowering Experiences	
Top Overload		Take on More Responsibility	Burdened By Circumstances	
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Predictable  
Condition



Disempowered  
Experience

Predictable  
Condition



Disempowered  
Experience

# Reflection

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- ✚ Do you see yourself in this?
- ✚ If so, what are the costs to you in terms of
  - Health?
  - Relationships and partnership?
  - Effectiveness?
- ✚ What are the costs to the system?

**What Else Is Possible?**

# THE WALL STREET JOURNAL.

E-zine 3010

***Tops Still Taking On More...***





***Bottoms Still Blaming Them ...***

***Middles Still Sliding ...***

***Customers Still Blaming It ...***

- ⊕ Nothing has changed since the 21<sup>st</sup> Century
- ⊕ More research needs to be done

# What Else Is Possible?

Predictable Condition		Response	Disempowering Experiences	
Top Overload		Take on More Responsibility	Burdened By Circumstances	
Bottom Disregard		Hold Them Responsible	Oppressed By <b>Them</b>	
Middle Crunch		Slide In Between And Get Torn	Torn Between <b>Them</b> and <b>Them</b>	
Customer Neglect		Stay Aloof And Hold <b>It</b> Responsible	Badly Mistreated By The Delivery System	



## ***Door A***

Right this  
way to:

**Burdened  
Oppressed  
Torn  
Mistreated**

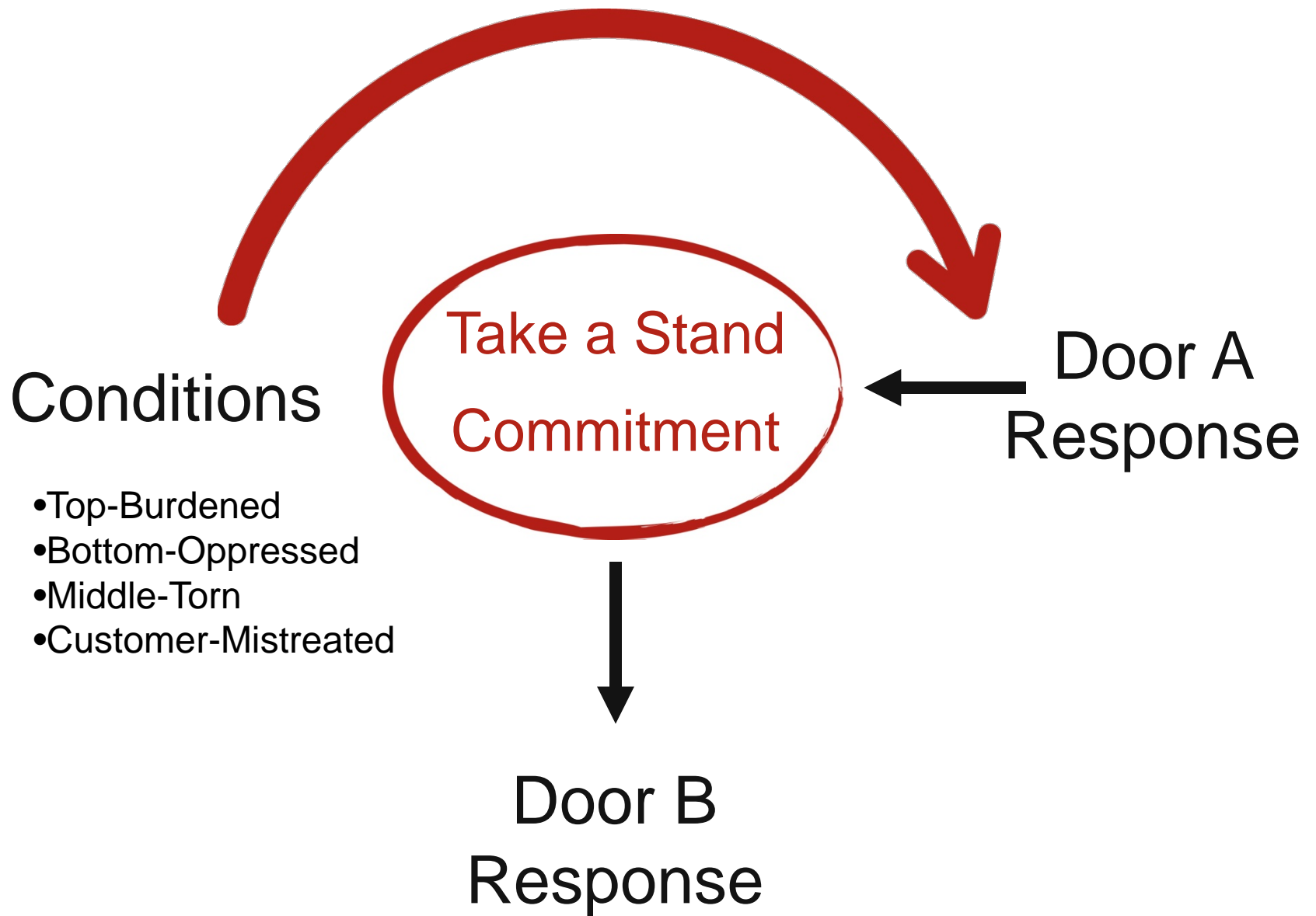
**No Waiting**

***Door B***

**This Way to:**

**LEADERSHIP  
PARTNERSHIP  
PERSONAL  
POWER  
SYSTEM  
POWER**

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# Leadership Commitments When WE Are

Top  
Middle  
Bottom  
Customer

# What Else Is Possible?

## Leadership Commitments

Predictable Condition	Door A Predictable Response	Disempowering Experiences	Door B Leadership Commitments
Top Overload	Take on More Responsibility	Burdened By Circumstances	Be a Top who creates responsibility throughout the organization.
Bottom Disregard	Hold Them Responsible	Oppressed By Them	
Middle Crunch	Slide In Between And Get Torn	Torn Between Them and Them	
Customer Neglect	Stay Aloof And Hold It Responsible	Badly Mistreated By The Delivery System	

# What Else Is Possible?

## Leadership Commitments

Predictable Condition	Door A Predictable Response	Disempowering Experiences	Door B Leadership Commitments
Top Overload	Take on More Responsibility	Burdened By Circumstances	Be a Top who creates responsibility throughout the organization.
Bottom Disregard	Hold Them Responsible	Oppressed By <b>Them</b>	Be a Bottom who takes on responsibility not only for your condition but for the whole thing.
Middle Crunch	Slide In Between And Get Torn	Torn Between <b>Them</b> and <b>Them</b>	
Customer Neglect	Stay Aloof And Hold <b>It</b> Responsible	Badly Mistreated By The Delivery System	

# What Else Is Possible?

## Leadership Commitments

Predictable Condition	Door A Predictable Response	Disempowering Experiences	Door B Leadership Commitments
Top Overload	Take on More Responsibility	Burdened By Circumstances	Be a Top who creates responsibility throughout the organization.
Bottom Disregard	Hold Them Responsible	Oppressed By <b>Them</b>	Be a Bottom who takes on responsibility not only for your condition but for the whole thing.
Middle Crunch	Slide In Between And Get Torn	Torn Between <b>Them</b> and <b>Them</b>	Be a Middle who maintains your independence of thought and action.
Customer Neglect	Stay Aloof And Hold <b>It</b> Responsible	Badly Mistreated By The Delivery System	.

# What Else Is Possible?

## Leadership Commitments

Predictable Condition	Door A Predictable Response	Disempowering Experiences	Door B Leadership Commitments
Top Overload	Take on More Responsibility	Burdened By Circumstances	Be a Top who creates responsibility throughout the organization.
Bottom Disregard	Hold Them Responsible	Oppressed By <b>Them</b>	Be a Bottom who takes on responsibility not only for your condition but for the whole thing.
Middle Crunch	Slide In Between And Get Torn	Torn Between <b>Them</b> and <b>Them</b>	Be a Middle who maintains your independence of thought and action.
Customer Neglect	Stay Aloof And Hold <b>It</b> Responsible	Badly Mistreated By The Delivery System	Be a Customer who gets in the middle of the delivery process and helps them work for you.

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# TOP Door B Empowerment Strategies

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 Informing

 Involving

 Developing 

 Structuring

 Inspiring

Direction

Alignment

Commitment

# Bottom Door B Empowerment Shift

Victim

PROBLEM CONDITION



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Co-Creator

PROBLEM CONDITION



Potential  
Project

PROBLEM CONDITION



- ✚ Vision
- ✚ Network
- ✚ Resources
- ✚ Strategy

# CUSTOMER

## Door B

### Empowerment Strategies

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- ✚ Know how “It” works
- ✚ Set clear demands and standards
- ✚ Stay close to the producer
- ✚ Get into the process early as a partner, not late as a judge

# MIDDLE

## Door B

### Empowerment Strategies

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- ✚ Be Top when you can
- ✚ Be Bottom when you should
- ✚ Be Coach
- ✚ Be Facilitator
- ✚ Integrate regularly with your peers

## ***Door A***

Right this  
way to:

**Burdened  
Oppressed  
Torn  
Mistreated**

**No Waiting**



***Door B***

**This Way to:**

**LEADERSHIP  
PARTNERSHIP  
PERSONAL  
POWER  
SYSTEM  
POWER**

Power  Systems

Door A is predictable,  
but not inevitable.

Door B is not predictable,  
but it is a human possibility.

# Partnership

---

A relationship in which we  
are **jointly committed** to the  
success of whatever endeavor,  
process or project we are  
engaged in.

# DAY 3

# Reflection – Day 3

---

- ☞ How was Day 3 different from Day 2? What is life like for you now as a Top, Middle, Bottom, or Customer?
- ☞ How do you see other parts of the system? Helping you? Hindering you?
- ☞ Did you find yourself operating from the Side Show or Center Ring? What are the challenges of operating from the Center Ring?

# DAY 4

# Reflection – Day 4

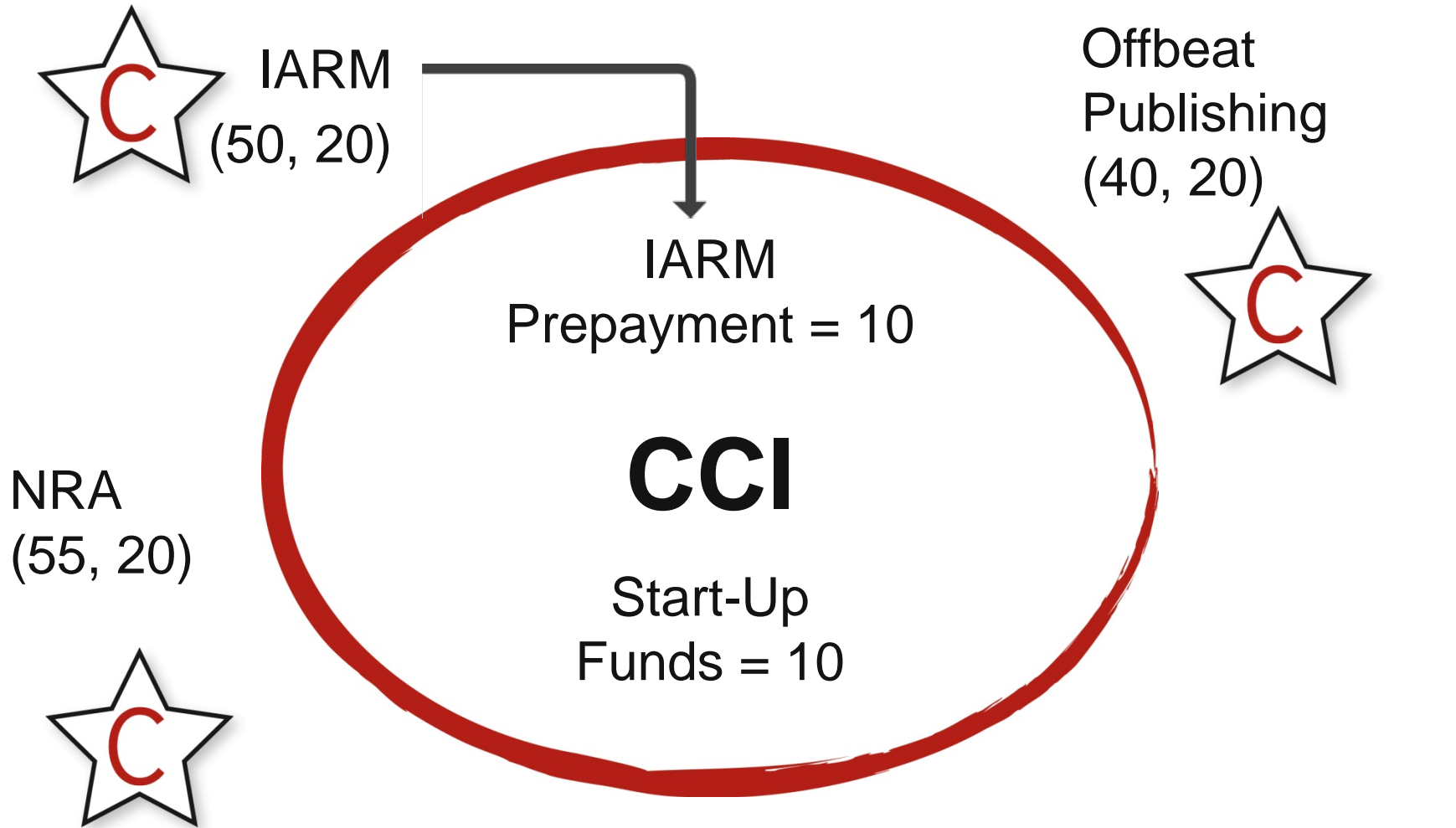
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- ❏ How was Day 4 different from Day 3? What did you do differently, and what difference did it make?
- ❏ After your experience today, what could you do differently back at your organization to think and act more systemically?
- ❏ What are you doing to manage the complexity within your organization?

# Transition Out



# Customer Funds to CCI



# Tasks

- CCI is over.
- Please return all the \$\$\$ before we get started transitioning out.
- Were there any shoe awards?
- Did anyone receive an organization Hero award?
- Did everyone get paid?
- Were any bonuses awarded?
- Customers:
  - Did you get your projects finished with a product in hand?
  - How much money did you spend? How much do you have left over?

# Transition Out Debrief

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- What stands out for you about what life was like in your part of the system?
- Create a headline that describes your group's experience.

LUNCH  
12:15 – 1:30