



**FSA COMPLIANCE COLLABORATIVE**

**PRE-CONFERENCE WORKSHOP**

**THE ORGANIZATION WORKSHOP:**

**“CREATING PARTNERSHIPS ACROSS BOUNDARIES”**

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**Your Name** \_\_\_\_\_

## PURPOSE/ORIENTATION TO THE SESSION

### ***Purpose***

The purpose of this session is to provide a glimpse into some of the familiar *systemic* patterns of organizational life. We'll shine a bright light on predictable, often unproductive patterns that keep popping up and how to avoid them.

The learning objectives include:

- Gaining an appreciation and greater *empathy* for the difficult issues people deal with by understanding the *worlds* of tops, middles, workers and customers.
- Realizing that many problems are not personal; they're *systemic—context matters*.
- Beginning to gather strategies for working up, down and across organizational lines.
- Having an opportunity to apply the frameworks and strategies.

### **WHY?**

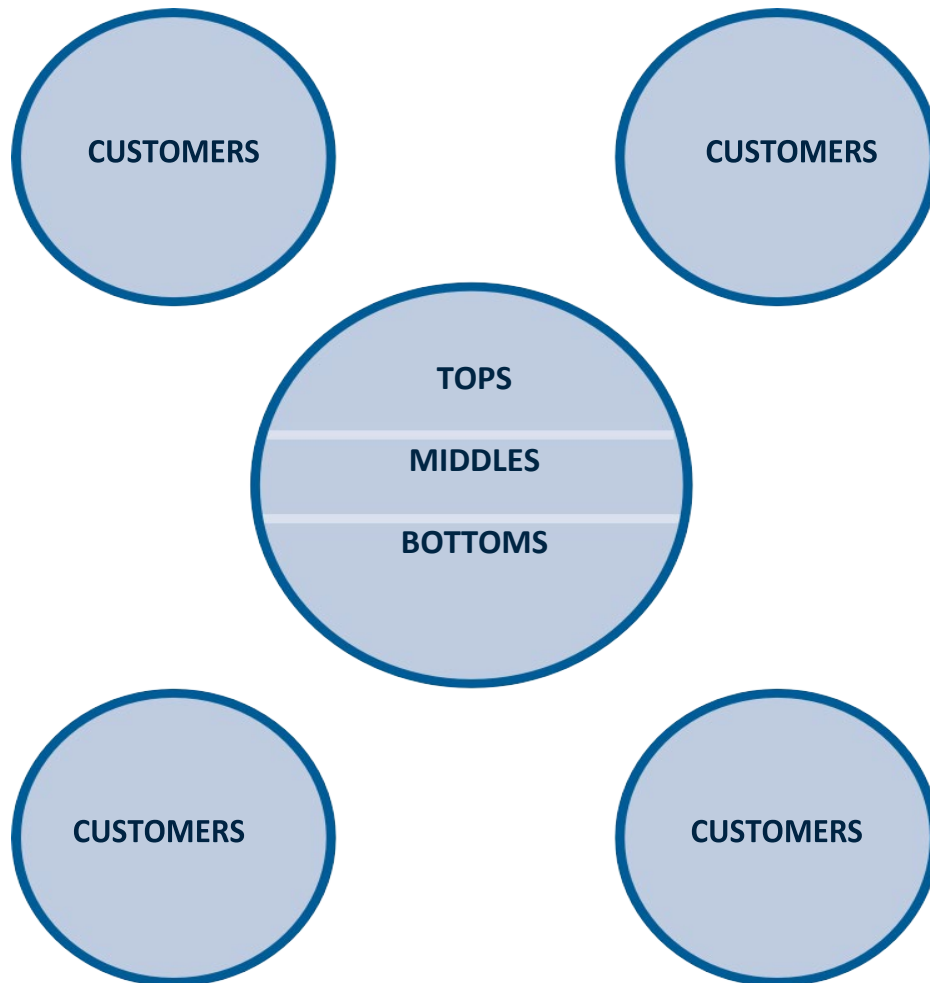


Expand your choices...

- When you are a T, M, B, or C
- When you want to partner with a T, M, B, C

## PARTNERSHIP

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



## REFLECTION LOG—DAY 1

What is life like for you now in the organization (as a **Top, Middle, Bottom, or Customer**)?

How do other parts of the system look to you? What feelings do you have towards them? Do you see them as helping you or hindering you?

**Tops**

**Middles**

**Bottoms**

**Customers**

Was there a particular event that had special significance for you? What was it and what impact did it have on you?

What are the relationships like among the members of your group (among **Bottoms**, among **Middles**, among **Tops**, among **Customers**)?

## REFLECTION LOG—DAY 2

What is life like for you now in the organization (as a **Top, Middle, Bottom, or Customer**)?

How do other parts of the system look to you? What feelings do you have towards them? Do you see them as helping you or hindering you?

**Tops**

**Middles**

**Bottoms**

**Customers**

Was there a particular event that had special significance for you? What was it and what impact did it have on you?

What are the relationships like among the members of your group (among **Bottoms**, among **Middles**, among **Tops**, among **Customers**)?

# STUFF HAPPENS!!!

## CHOICE POINT



### Side Tracked/"Side Show"

*(not at my best)*

Make Up a Story About It

Evaluate the Others

- Malicious
- Insensitive
- Incompetent

Take It Personally

React

- Get Mad
- Get Even
- Withdraw

Lose Focus

~~Partnership~~

### Staying Centered/"Center Ring"

*(at my best)*

Increased Empathy / Understanding

Don't Take It Personally

Stay Focused

Don't Get Hooked by *Stuff*

Be Strategic – Take Other's World into Account

Ease *Their* Condition

Partnership

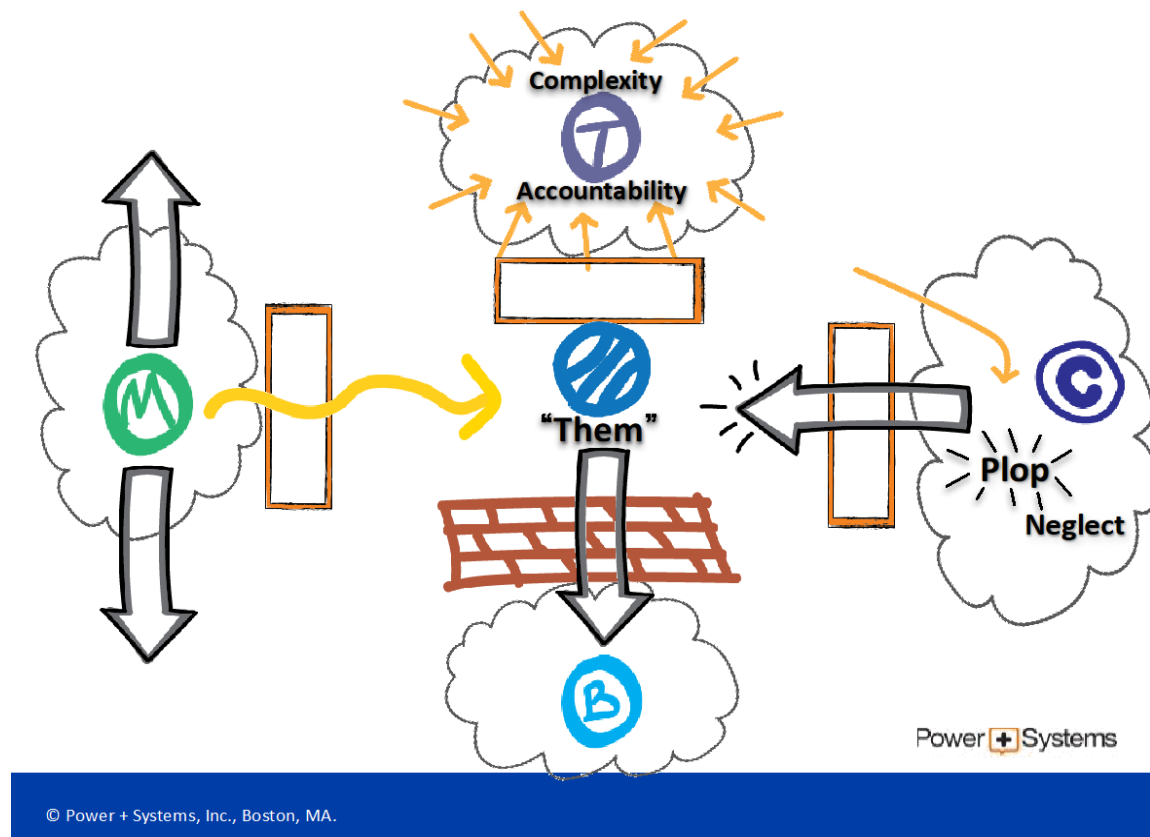
## HOW GREAT IDEAS SHOW UP IN OTHERS' WORLDS

**TOP:** In the Top world your great idea may show up as more complications or as a complaint; “Another thing I need to add to my to do list!”

**MIDDLE:** In the Middle world, your “simple” and “reasonable” request may show up as more tearing between you and others.

**BOTTOM:** In the Bottom world, your great idea may show up as “Them” trying to do it to us again.

**CUSTOMER:** In the Customer world, your intentions to please may show up as more neglect.



## REFLECTION LOG—DAY 3

### SETTING A NEW INTENTION

What will you do ‘in the heat of the moment’ that will help you move out of a Side Show response into the Center Ring?

What is life like for you now in the organization (as a **Top, Middle, Bottom, or Customer**)?

How do other parts of the system look to you? What feelings do you have towards them? Do you see them as helping you or hindering you?

**Tops**

**Middles**

**Bottoms**

**Customers**

Did you catch yourself in a Side Show? How successful were you in shifting from the Side Show to the Center Ring? What helped?

What are the relationships like among the members of your group (among **Bottoms**, among **Middles**, among **Tops**, among **Customers**)?







## FINAL REFLECTION

What stands out for you about what life was like in your part of the system?

What lesson(s) are you taking away from this exercise?

What experiments did you use that seemed to make a difference?

## HOW COME IT GOES THE WAY IT USUALLY GOES?

PREDICTABLE CONDITION		PREDICTABLE RESPONSE	FAMILIAR DISEMPOWERING EXPERIENCES ( <i>Realities</i> )
TOP OVERLOAD		SUCK IT UP	BURDENED BY CIRCUMSTANCES
BOTTOM DISREGARD		HOLD "THEM" RESPONSIBLE	OPPRESSED BY <u>THEM</u>
MIDDLE CRUNCH		SLIDE INTO THE MIDDLE (BETWEEN "THEM AND THEM")	TORN BETWEEN <u>THEM</u> AND <u>THEM</u>
CUSTOMER NEGLECT		STAY ALOOF AND HOLD "IT" RESPONSIBLE FOR DELIVERY	RIGHTEOUSLY "DONE TO" BY THE DELIVERY SYSTEM

## REFLECTION

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**?

## **AFTERNOON CHECK IN**

What was your takeaway from the morning?

What are you learning about yourself and your leadership patterns, practices, and potential for impact?

## WHAT ELSE IS POSSIBLE?

PREDICTABLE CONDITION	PREDICTABLE RESPONSE	FAMILIAR EXPERIENCE ( <i>REALITY</i> )	LEADERSHIP STANDS
TOP OVERLOAD 	SUCK IT UP	BURDENED BY CIRCUMSTANCES	BE A TOP WHO CREATES RESPONSIBILITY THROUGHOUT THE SYSTEM
BOTTOM DISREGARD 	HOLD "THEM" RESPONSIBLE	OPPRESSED BY <u>THEM</u>	BE A BOTTOM WHO TAKES RESPONSIBILITY FOR MY CONDITION AND FOR THE CONDITION OF THE SYSTEM
MIDDLE CRUNCH 	SLIDE INTO THE MIDDLE (BETWEEN "THEM AND THEM")	TORN BETWEEN <u>THEM</u> AND <u>THEM</u>	BE A MIDDLE WHO STAYS OUT OF THE MIDDLE— WHO MAINTAINS MY (OUR) INDEPENDENCE OF THOUGHT AND ACTION IN SERVICE TO THE SYSTEM
CUSTOMER NEGLECT 	STAY ALOOF AND HOLD "IT" RESPONSIBLE FOR DELIVERY	RIGHTEOUSLY "DONE TO" BY THE DELIVERY SYSTEM	BE A CUSTOMER WHO GETS IN THE MIDDLE OF THE DELIVERY PROCESSES AND HELPS THEM WORK FOR ME

## STRATEGIES: CREATING AN EMPOWERED SYSTEM

### Top Empowerment

What the organization needs from **Tops** is **SHAPING**. Looking outward and exploring the organization's environment, shaping the form of the organization so that it can adapt effectively.

- Create a vision for this system of what it can be that captures the energy of others.
- Create adaptive structures and forums that mobilize human energy and enable the realization of the vision.
- Create an organizational culture that supports creative, productive and satisfying work.
- See that the processes, human and material resources the system needs to do its work are in place.

### Top Stand

*(Creates Responsibility Throughout the System)*

### Strategies

- They look like strategies for empowering others...they are that....
- They are also empowering yourself—allowing you to feel less burdened
  - ◊ INFORM
    - Share high quality information
    - Provide feedback
  - ◊ DEVELOP
    - Invest in training and development
    - Invest in relationships
  - ◊ INVOLVE
    - Involve others in big issues
    - Ask for help
    - Make others top, you coach
  - ◊ STRUCTURE
    - Create enrolling visions
    - Create and use teams
    - Reduce the differences between Tops and Bottoms
    - Support Middle Integration
    - Provide resources

### Bottom Empowerment

What the organization needs from **Workers (Bottoms)** is **Production**. It needs your creative problem solving energy to enhance the capacity of the organization as a whole to survive and develop.

- Be central to the work—use your closeness to the work and your expertise about the work to determine how work can best be done in the organization
- Have an intimate knowledge of customers' (internal or external) needs.
- Apply your creative energies toward generating the highest quality products and services for them.

- Make suggestions about better ways of making products and delivering services, and make suggestions about new products and services.

### Bottom Stand

*(Responsible for my condition and the condition of the system)*

### Strategies

- When talking about “Bottom Strategies” not talking about bottoms—talking about us and how we deal with our fundamental “bottomness”.
- Requires two fundamental shifts in how I experience the problems around me:
  - A shift in “what is my part?”
  - A shift in “what am I going to do?”
- Whatever the problem, I can ask myself: “What is my part in the perpetuation of the condition? To what extent does it persist because of things I do or not do? How can I become central to the problem going away?”

### SHIFTS

Victim  
*(of the condition)*



Co-Creator  
*(not creator—didn’t do it myself)*

Complaint



Potential Project

- Vision (of the situation)
- Network (allies; support; what are other people’s worlds like?)
- Resources
- Strategy (including 1<sup>st</sup> step)

- (This does not mean I undertake to remedy every negative situation. The shift is: *I could be central if I chose to be*).
  - ◇ Ask the right questions of the right people
  - ◇ Advocate for the conditions and resources you need
  - ◇ Make sure you know the big picture
  - ◇ Present a project instead of a complaint
  - ◇ Communicate the barriers you see without causing defensiveness
  - ◇ Base judgments on personal observation of facts, not hearsay
  - ◇ Ask for coaching instead of answers

### Customer Empowerment

What the organization needs from **Customers** is **VALIDATION**.

- Provide feedback – positive and negative.
- Offer concrete suggestions as to how the system could better serve you.
- See that our feedback and suggestions get to the right people [**Bottoms** are often the recipients of our feedback about processes over which they have little control].
- Push in on systems when they don't seem to be listening to us.
- Organize with other **Customers**.

### **Customer Stand**

*(Gets in the middle of the delivery processes and helps them work for me...)*

#### **Strategies**

- ◊ Find out how it works
- ◊ Set clear demands/standards
- ◊ Get into the process early as a partner and not late as a judge
- ◊ Stay close to the producer

### **Middle Empowerment**

What the organization needs from **Middles** is **Integration**.

- Co-ordinate the different activity in the system, ensure that different parts of the system connect, and avoid unnecessary duplication.
- Regularly share information with one another about events and conditions in various parts of the organization.
- Work that information with one another – what is it telling us about the organization, what do we need to watch out for, what's missing, what needs to happen?

### **Middle Stand**

*(Maintain my/our independence of thought and action)*

- **One way is to...**
  - ◊ Be a top when you can
  - ◊ Be bottom when you should—reality check
  - ◊ Be the coach
  - ◊ Be the facilitator
- **Integrate with Peers**
  - ◊ At the core is being part of an integrated team—even though there is a “gravitational” pull away from each other
  - ◊ Come together as middles to: share information, work that information, coordinate efforts, problem solve, coach and support one another, share promising practices

## WHAT ELSE IS POSSIBLE?

### STRATEGIES FOR ENACTING THE STANDS



**Task:** Identify Door B strategies for the different spaces. Take a few minutes to reflect individually.

#### **Top Space**

**Stand:** Be a Top who creates responsibility throughout the system

What concrete examples do you have of strategies used by Tops (you or others) to create responsibility throughout the system?

#### **Bottom Space**

**Stand:** Be a Bottom who is responsible for my condition and the condition of the system

Describe a time when you or another person in the “bottom space” made a choice to take responsibility to improve a situation or solve a problem. What strategies were used?

#### **Middle Space**

**Stand:** Be a Middle who stays out of the middle--who maintains my (our) independence of thought and action in service to the system

Picture a time when you successfully navigated the middle space. Perhaps you felt the pull and were headed towards Door A, but you did not go through it. What strategies did you employ that enabled you to do this?

#### **Customer Space**

**Stand:** Be a Customer who gets in the middle of the delivery processes and helps them work for me

Think of a time when you were involved in a great “customer/provider partnership.” Needs were met, expertise of all concerned was tapped, and there was a high degree of satisfaction with the product or service that was delivered. What enabled this to occur?



## CASE APPLICATION

### Purpose

To create strategies within the context of your own organization and role that you would like to experiment with in order to more fully realize your personal power and encourage partnership and the empowerment of others.

### Three Patterns of Relationships

Top -- Bottom

End --- Middle – End

Customer -- Provider

### Leadership Stands

- ☐ Be a Top who creates responsibility throughout the organization
- ☐ Be a Bottom who takes responsibility for my condition and for the condition of the system
- ☐ Be a Middle who stays out of the middle – and who maintains independence of thought and action in service to the system
- ☐ Be a Customer who gets in the middle of the delivery processes and helps them work for you

1. Choose a present leadership challenge involving something you want to make happen. Briefly describe the situation. What are you currently doing to resolve the situation? What outcomes are you getting?

Situation:

Currently doing:

Outcomes:

2. What is your desired outcome, your picture of success?

3. Which pattern of relationship might be at play? Which of the leadership stands might apply in this situation (see above)?

4. Given your new knowledge of predictable patterns and partnership possibilities, what skills and strategies can you call upon or leverage from past experiences and what new strategies and behaviors might you employ to get the results you want?

5. What might you need to give up in enacting effective partnering strategies? (control, trying to please everyone, helplessness, etc)

## REFLECTION

Insights/Surprises (for example: about yourself, the “worlds”, the predictable patterns, what else is possible, etc.)...

Most significant take-aways and why they are important to you...

## POWER AND SYSTEMS IN A NUTSHELL

(WITH A NOD TO BARRY OSHRY)



This is a “A People-in-Context” lens



4 common contexts (Top, Middle, Bottom, Customer)



These contexts are Hierarchical and Conditions we move in and out of

- Top Context: Complexity and Accountability
- Bottom Context: Vulnerability (vulnerable to the decisions of others)
- Middle Context: Tearing
- Customer Context: Neglect



When we’re blind to others’ contexts — Side Show



When we take others’ contexts into account — Center Ring



<u>Context</u>	<u>Reflex Response</u>	<u>Disempowering Experience</u>
Top	Sucking up responsibility	Burdened
Bottom	Holding others Responsible	Oppressed
Middle	Sliding in between others’ issues, conflicts and making them our own	Torn
Customer	Staying aloof and holding the Delivery responsible for delivery	Righteously “done to”



Strategy: recognize the context you’re in, move past the reflex response → more productive possibilities



To master our context:

- Awareness
- Notice reflex response

➤ Sometimes the clue is how you're feeling



"Living into the Leadership Stands" is about our continuous growth and learning