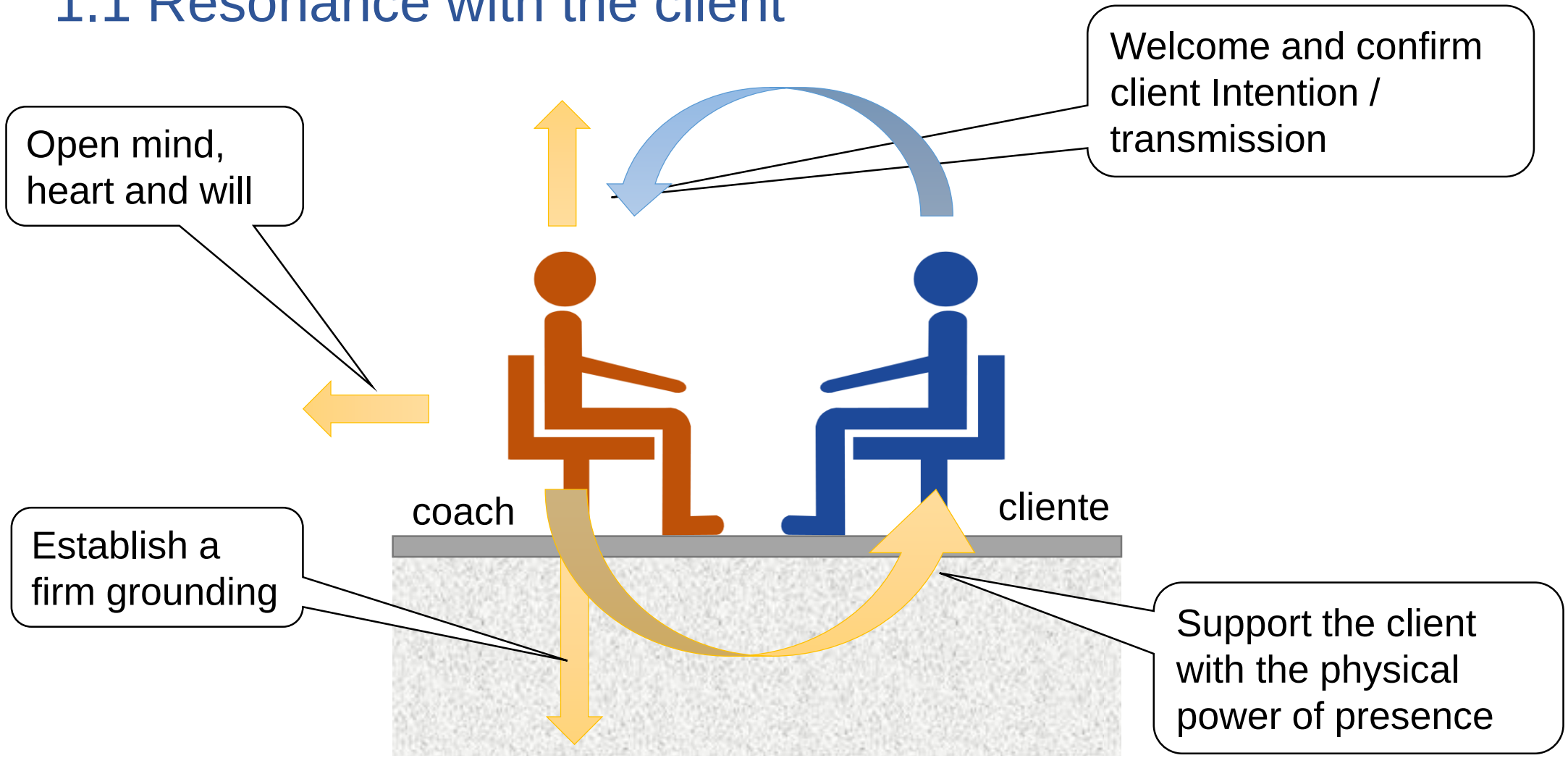
SysMaCon SCHOOL & RESEARCH

Management Constellations
The six phases of the process

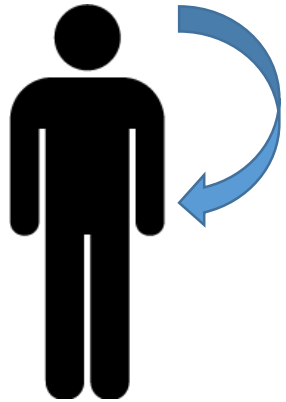
The process of Management Constellations

1. **Contact and Resonance with the client** – to initiate the co-creation
2. **Systemic Interview** – to access the world of the client
3. **Question** – to make sense of the representation
4. **Systemic Model** – to guide the selection of the elements
5. **Representation of the Mental Maps**
   a. Current situation
   b. Development of a solution
   c. Image of a potential answer to the question
6. **Translation in to verbal language** – to proceed to action

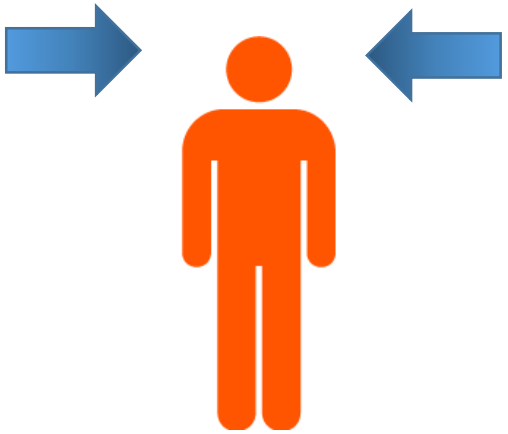
1.1 Resonance with the client



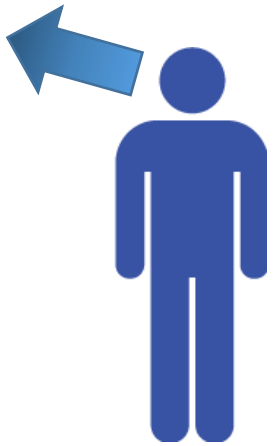
1.2 Five ways to focus our attention



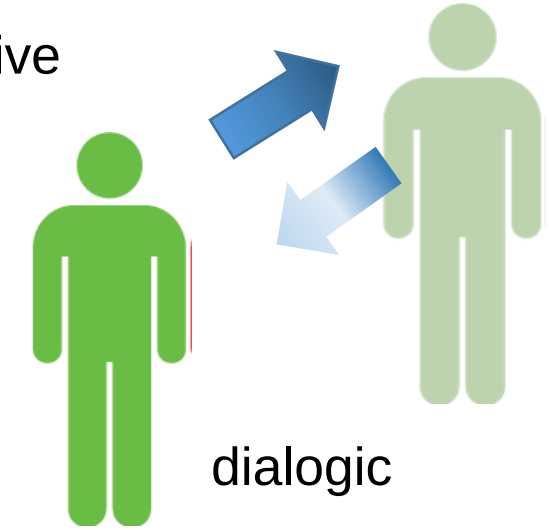
Introspective



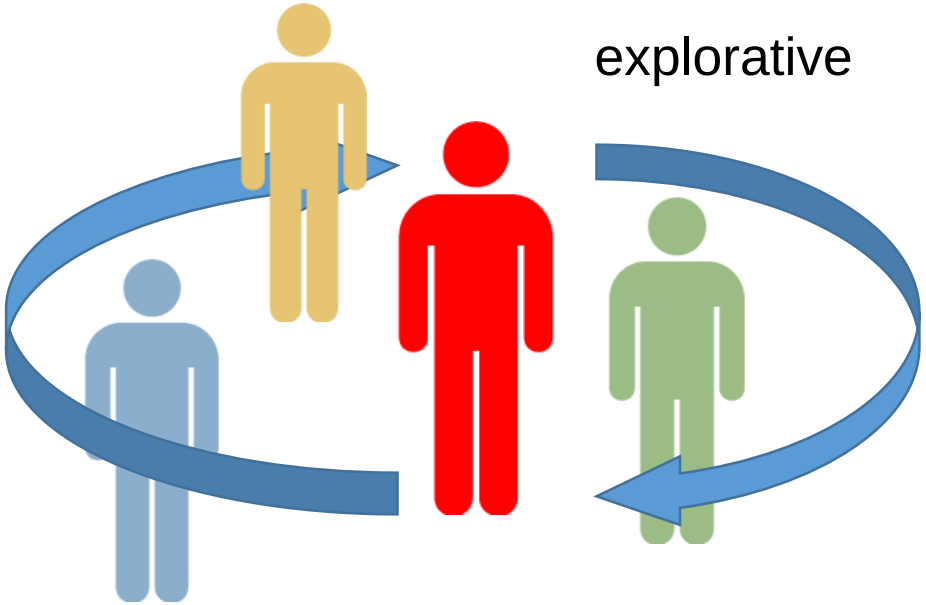
receptive



explorative



dialogic

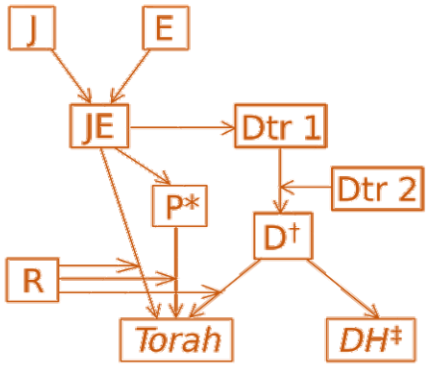


holistic

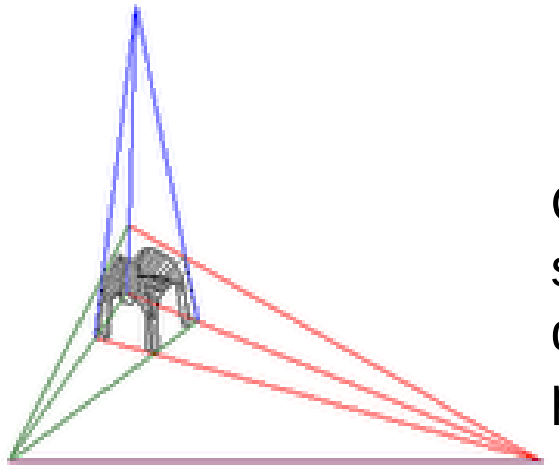
2.1 The purpose of the interview

Activate the mental map of the client

Access the client‘s world



Make hypothesis regarding the nature of the issue



Observe the situation from different perspectives

2.2 The attitude of humble inquiry

Genuine curiosity for the client‘s intention

Follow the traces that lead to the client‘s goals

Perceive with all my senses

Clarify my own intentions

Suspend my judgement

Be aware I operate with limited knowledge

2.3 The positions and perspectives of an observer

Dimension of time

From a past perspective

As an involved actor

In the protagonist's role

From the perspective of here and now

As an external observer

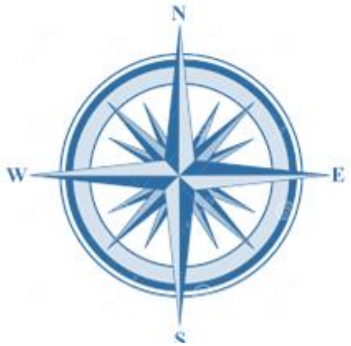
Dimension of roles

From a future perspective

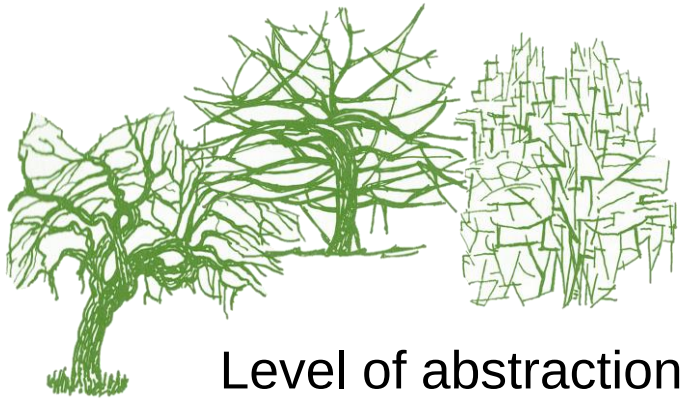
3.1 The question as leverage point

A well formulated question contains the seed of an answer

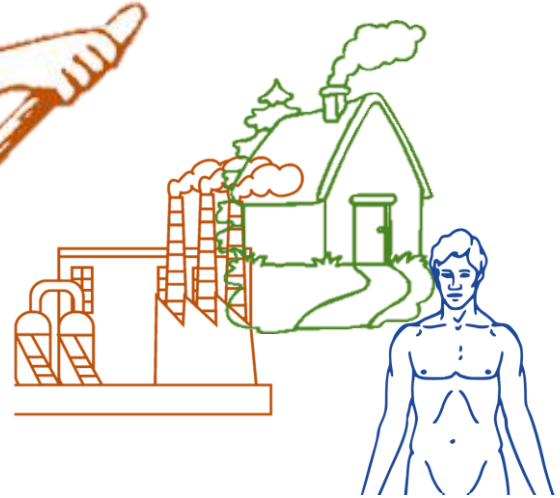
The time dimension



Orientation



Level of abstraction



Domain

3.2 Questions that help finding the goals

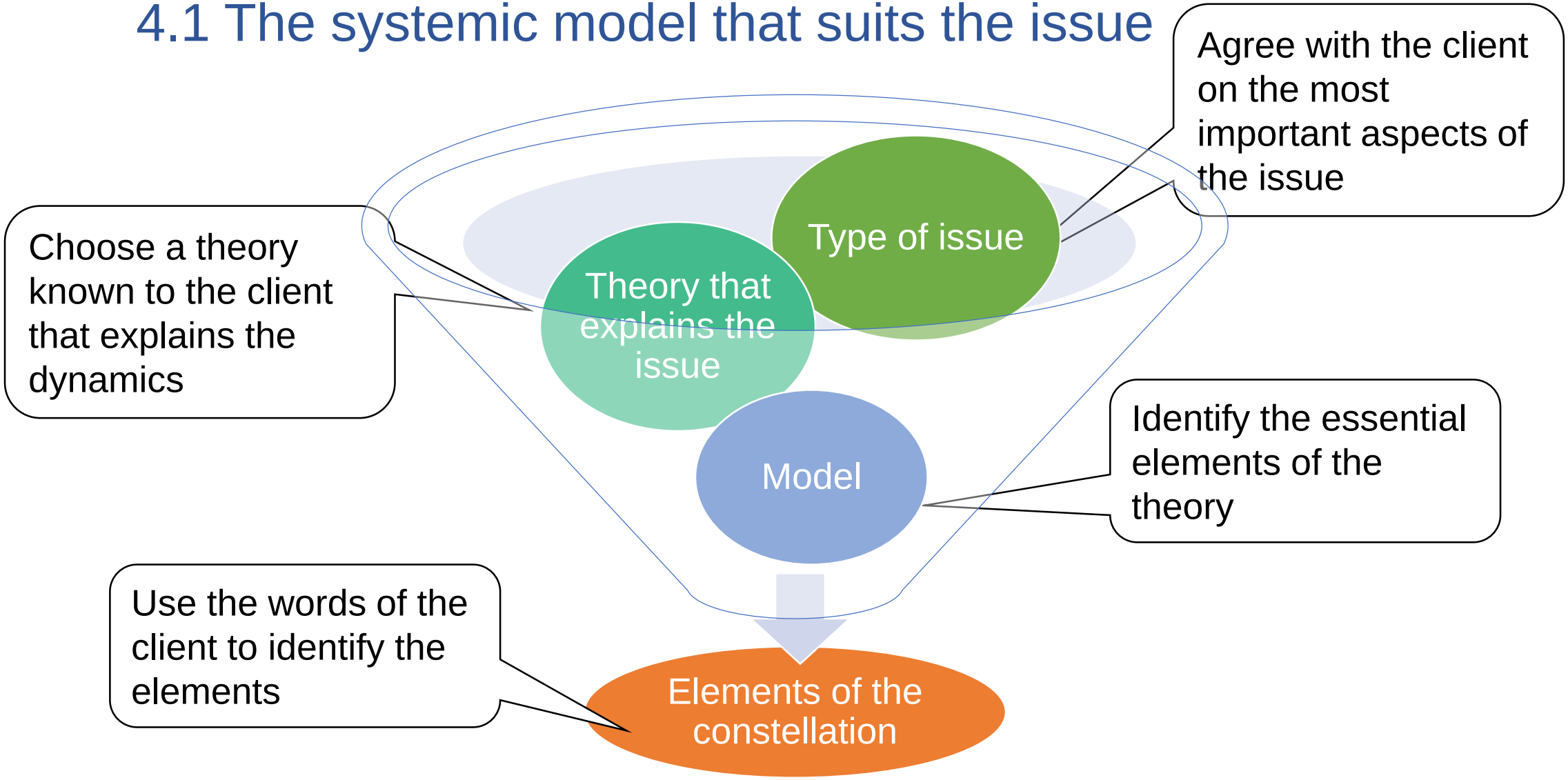
«What if a miracle occurred tonight…?»

«If your question was a key, what door would it open?»

«If your question contains a seed, what sort of plant would grow from it?»

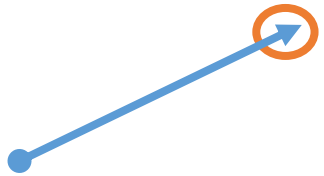
« Who would be the first person to notice that you found an answer ?»

4.1 The systemic model that suits the issue

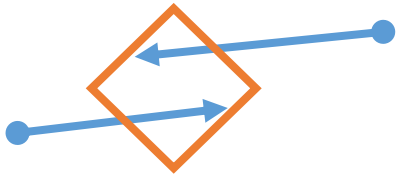


4.2 Types of issues

There are many theories that explain a specific situation

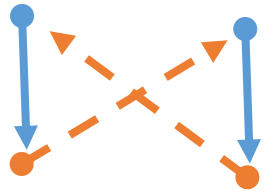


Pursue a goal

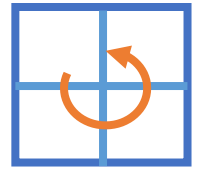


Negotiate a deal

Lead a team

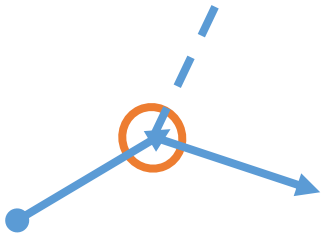


Develop values

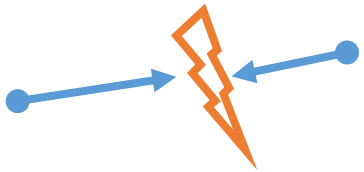


Manage change

Each issue is characterised by a typical structure

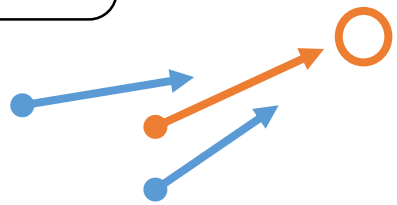


Take a decision

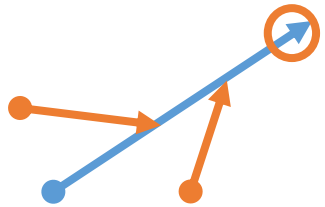


Resolve a conflict

Manage a process

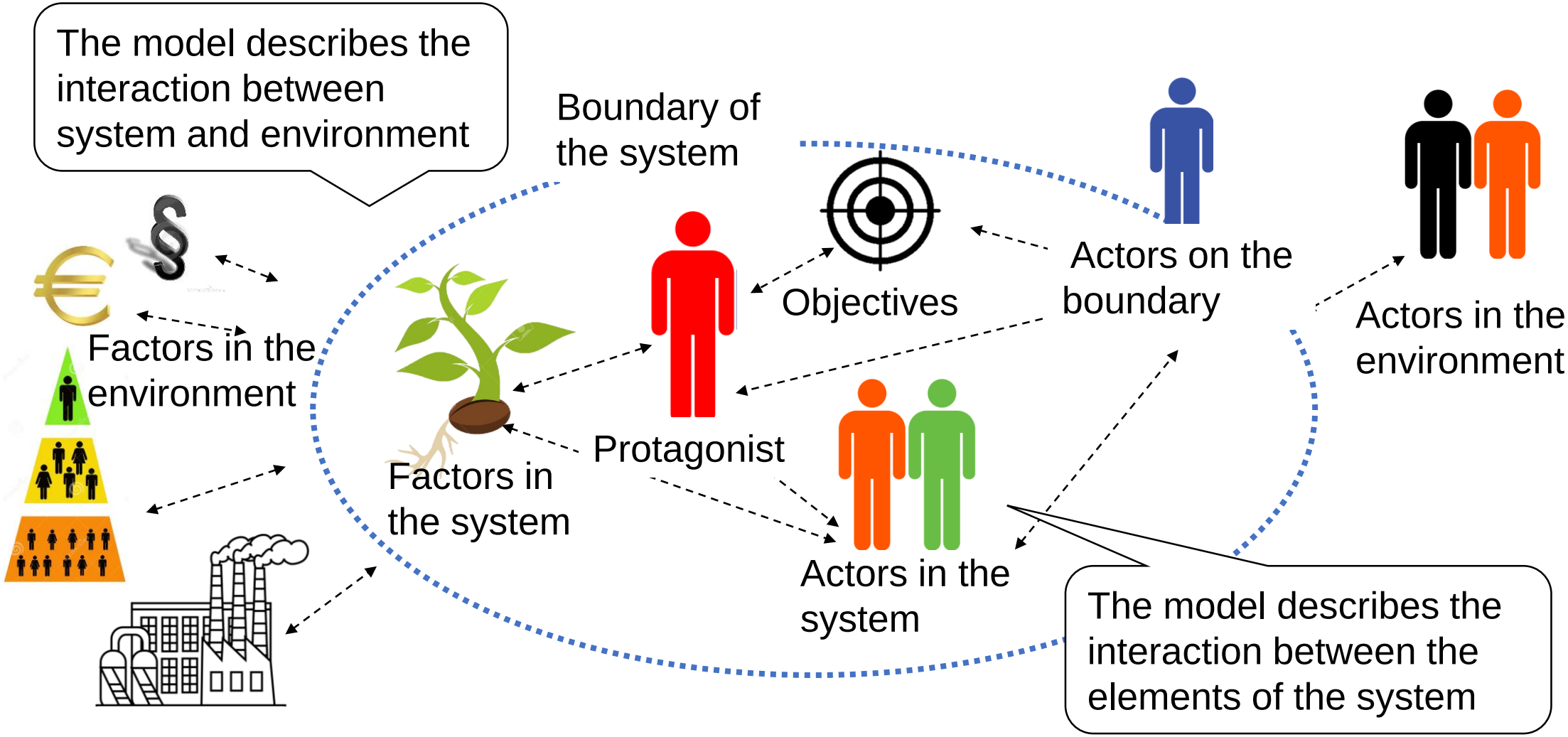


Develop a strategy



Make use of resources

4.3 The basic structure of a systemic model

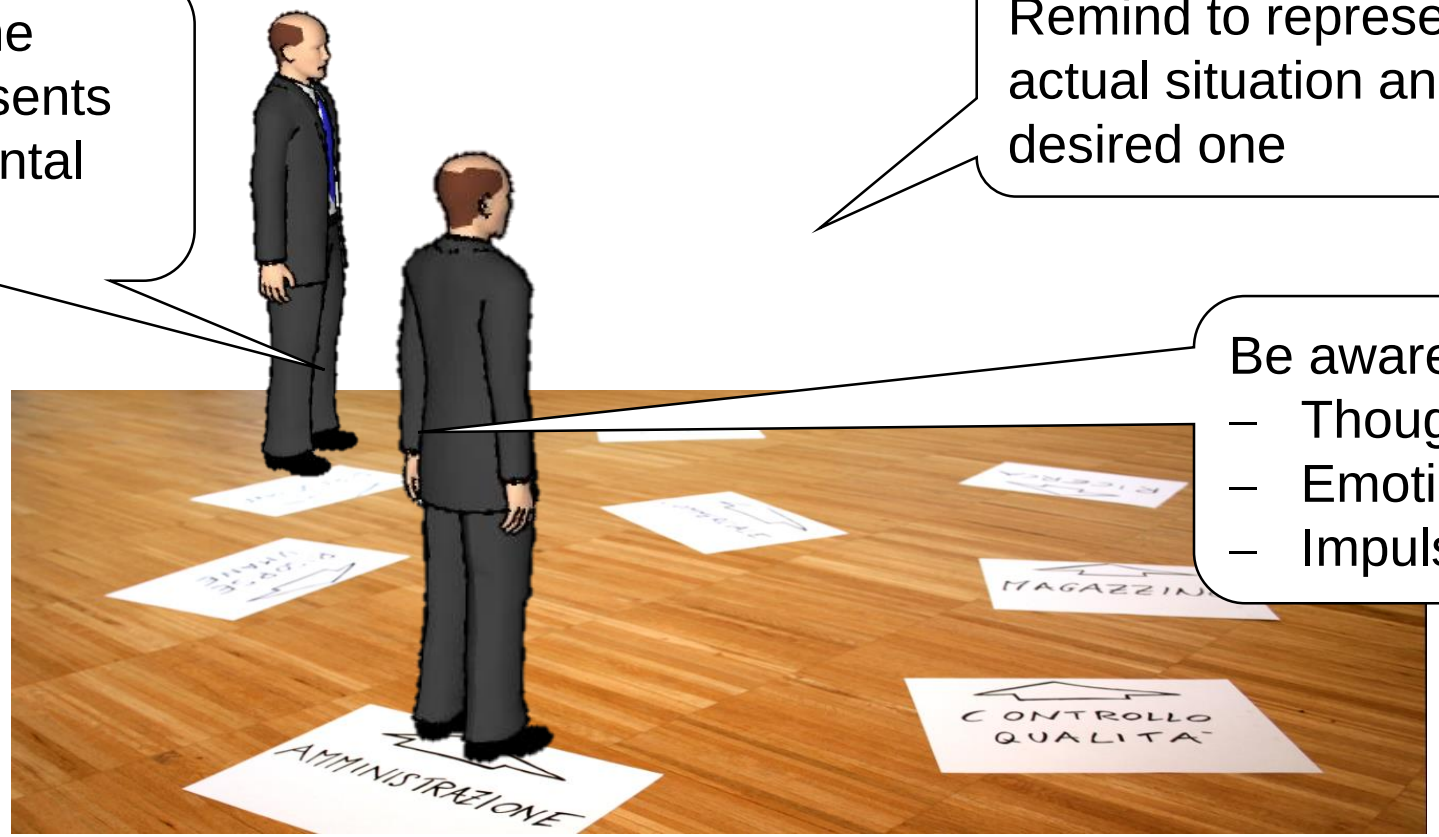


5.1 The constellation of the actual situation

Inevitably the client represents from his mental map

Remind to represent the actual situation and not the desired one

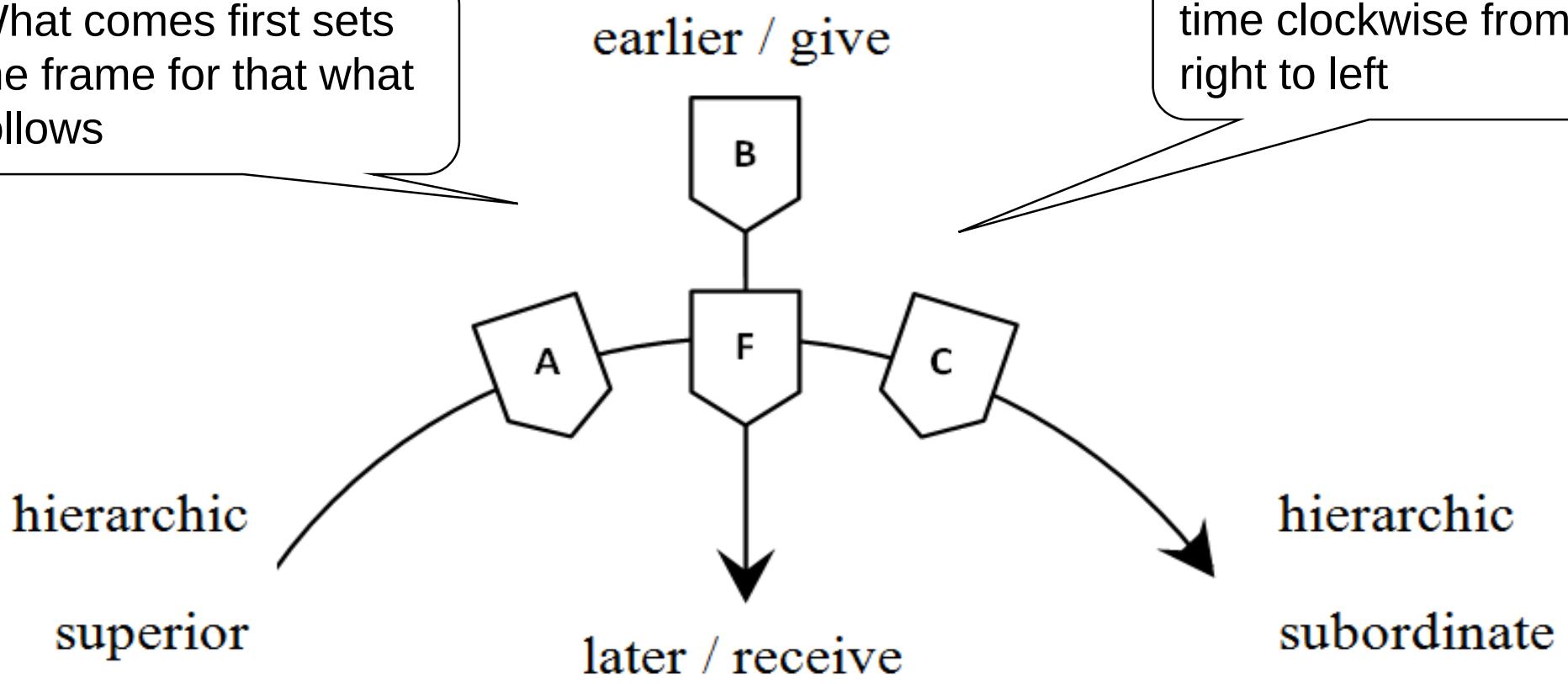
Be aware of:
- Thoughts
- Emotions
- Impulses of the body



5.2 reading the constellation

What comes first sets the frame for that what follows

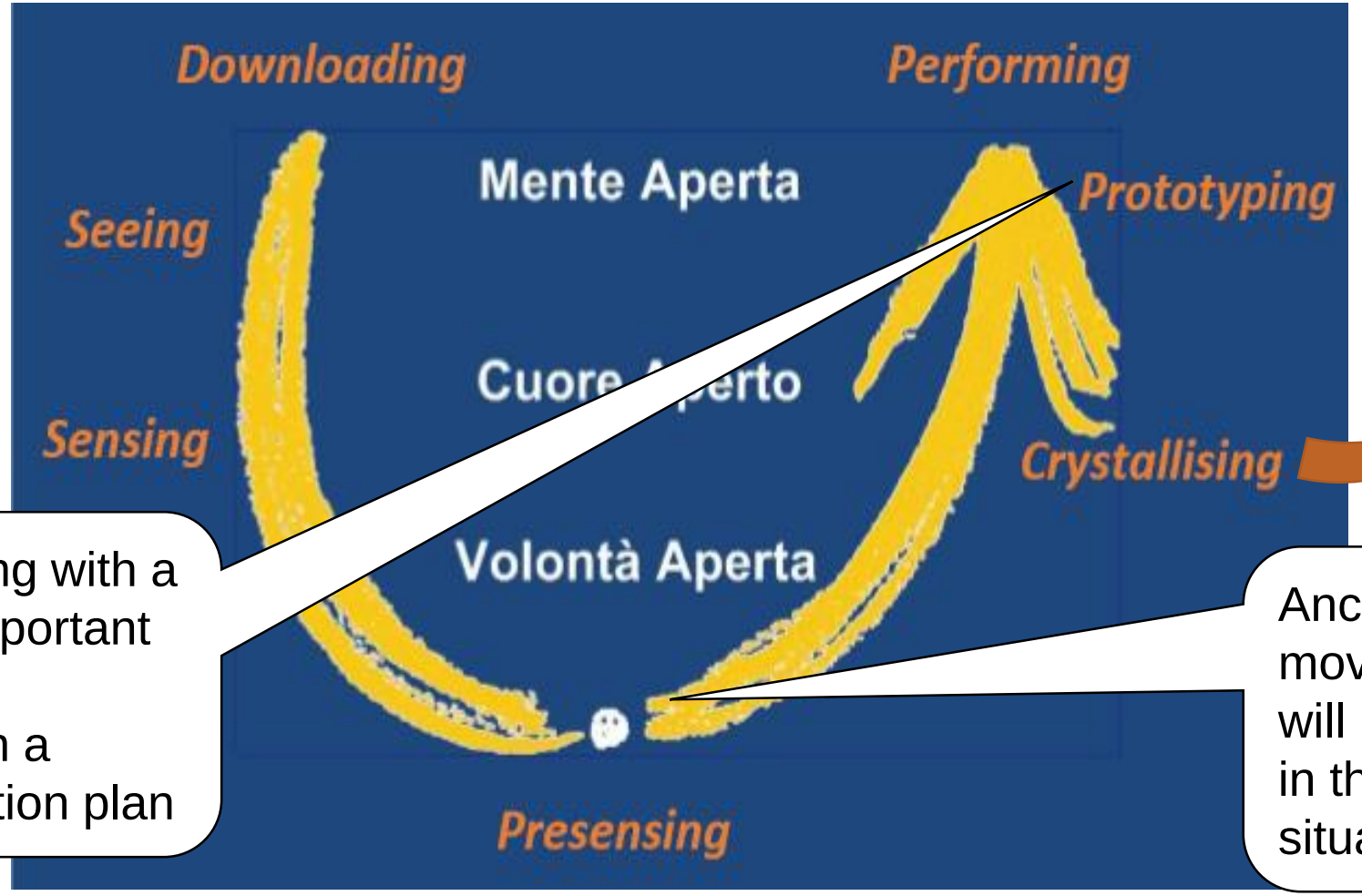
We perceive the flow of time clockwise from right to left



5.3 Reading the constellation

Perspective	Line of sight - focusing	Intensity of the relationship
	Same orientation but no or only poor common focusing	No or poor relation between the elements
	Common focusing, large common interests	Relation with relatively large autonomy
	Common focusing and concentration on a restricted field of interests	Intensive relation between the elements and poor autonomy
	Exclusive focusing on the element in front	Strong interaction between the elements, i.e. confrontation or dependence
	No common focus	Ambivalent or no interaction
	Fixation of B by A	Controlling relationship of A with respect to B

6.1 The translation of the constellation to verbal language

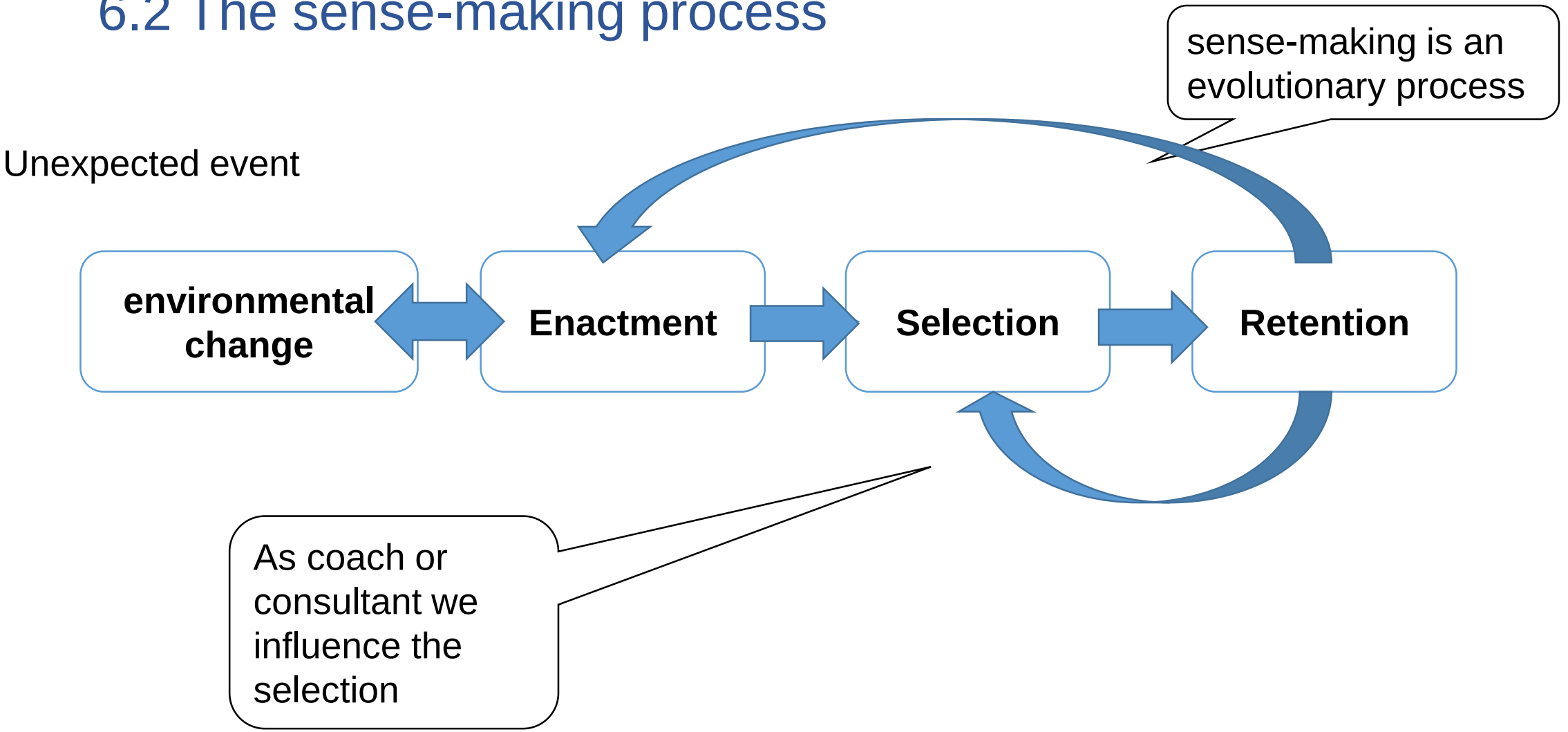


From insights to concrete steps

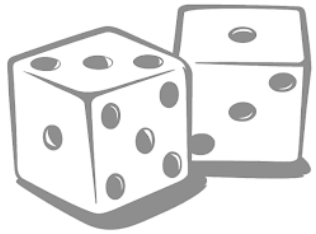
when working with a team it is important to align the members on a common action plan

Anchor the new movement so that it will be remembered in the everyday situation

6.2 The sense-making process

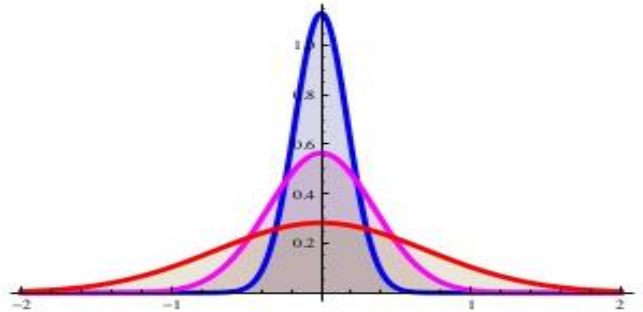


6.3 The sense-making process Karl Weick



Builds on casually extracted cues

Is retrospective



Is a matter of plausibility and not accuracy

Depends on social confirmation

Is a matter of identity

Builds on enacted cues

Is an ongoing process