

Transformation Summit

Montpellier June 27, 28, 29 2019



Judi Neal, Richard J. Major

Handbook of Personal and Organizational Transformation

- 40 chapters and growing
- 54 authors: Scholars, practitioners, business leaders
- US, France, UK, Germany, Japan, South Africa...
- Different disciplines:
 - Social sciences: psychology, sociology, OD, theology
 - Religions: Christianity, Sufi, Confucianism, Buddhism, Hinduism, Indigenous...
 - Hard sciences: Neurobiology, quantum physics,



Change and Transformation

- Change metaphor: Water changes states
- Transformation metaphor: Caterpillar & butterfly
- Definition (Paul Kwiecinski):

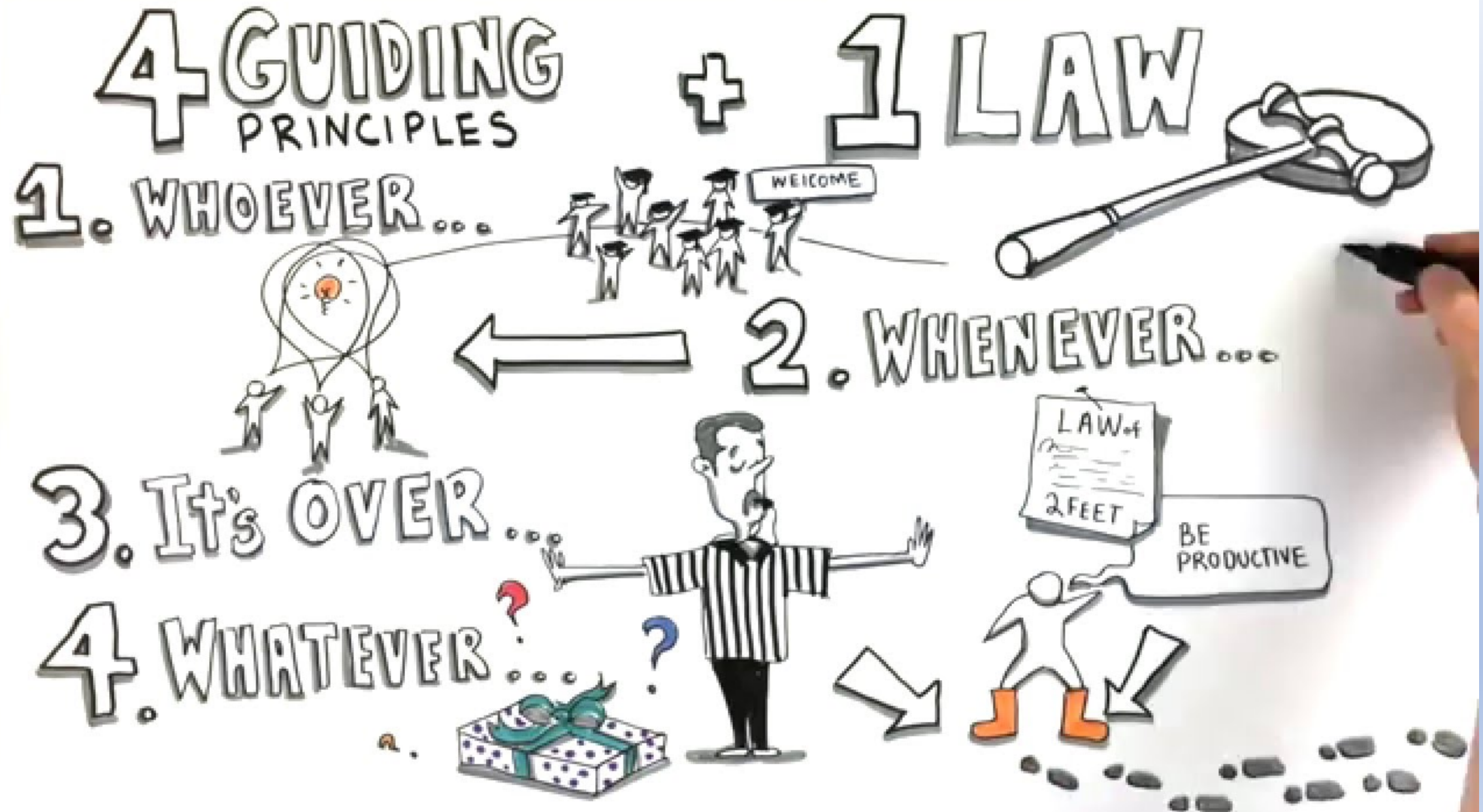
Transformation is the evolution or revolution of an operating paradigm to one that is more encompassing of realities not allowed, considered, accounted for, or contained in the previous frame of reference. It generally occurs when we bump up against the limitations of our current frame of reference. Things are happening that we can't explain, or we see that we are consistently re-creating events and situations that we don't like because of the decisions we make. (p. 603)

...More concisely

“profound fundamental changes in thought and action which create an irreversible discontinuity in the experience of a system. Generally, the result of the emergence of radically new belief systems (paradigms)” (Adams 1984)



Open Space methodology



- Necessity to create a Vision
- Integrate polarities
- Setbacks/negatives can trigger positive transformation
- Transform as raising to the next level, not only irreversible.
- Diversity of postures: seeking, inhibiting, blocking transformation
⇒ critical mass necessary, how to gain crit. mass?
- Types of social change
 - Militancy / Activism
 - Education - Consciousness + meditation
 - Peace making...
- What effective process can generate optimal results? What critical mass is needed?
- **Critical mass per physics**
- Small acts of Great Love as effective (Gods of Small Things)
Arundhati Roy

How to do it?

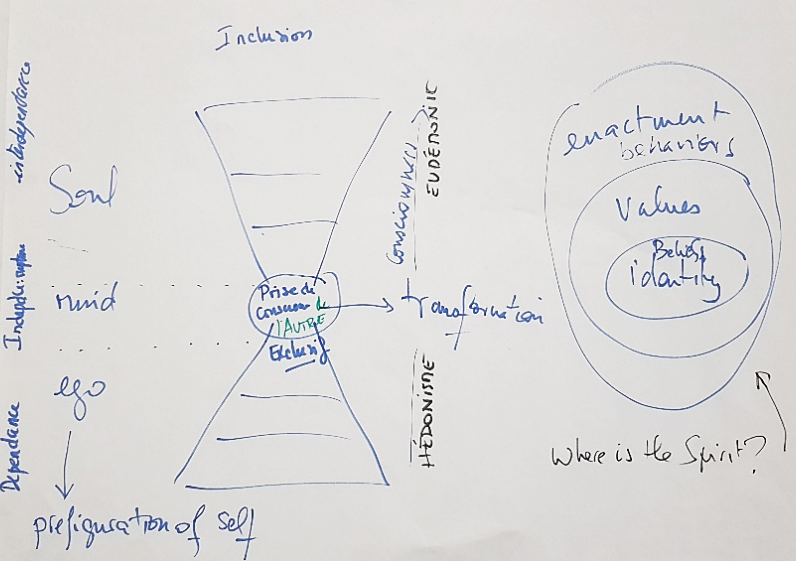
Change Management

eg. Compassionate cities
Case studies in business school

||

Make a systemic change
Starting by the language / training

Argument
against: Totalitarianism
exploitation



ROLE played by S. in org. T. ?

OBS: Ind. transfo easier than org. transfo

EXPL:

HUMAN	Orga	Descrip.
1. Spirit	Orga. Spirit	Transcendental Dimension
2. Soul	Orga. Soul	Exposure container/Values
3. Mind	Orga. Mind	Structure/processes
4. Body	Orga. Body	Building people

Sol: Ind & Orga Consciousness / Awareness



Inclusion

independence

Soul

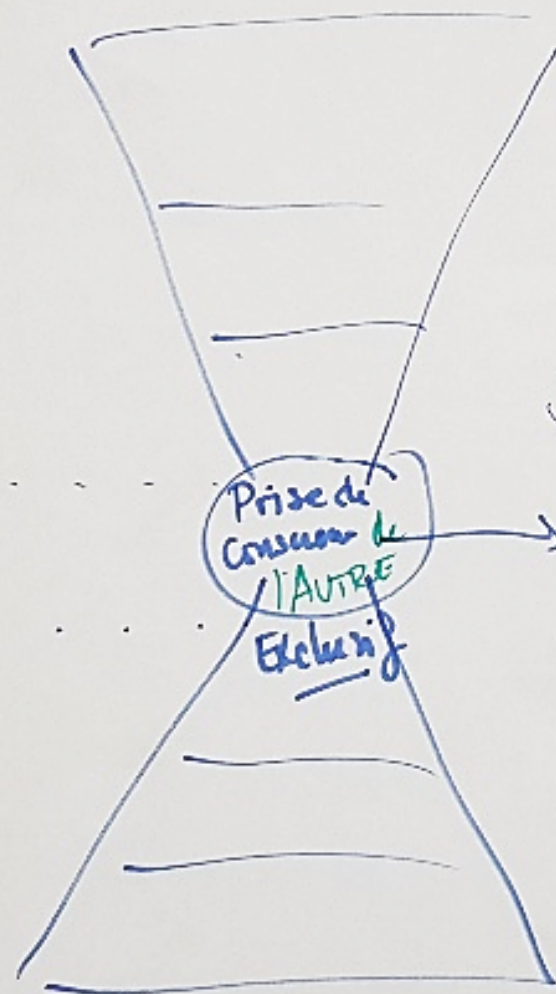
Interdependence

mind

Dependence

ego

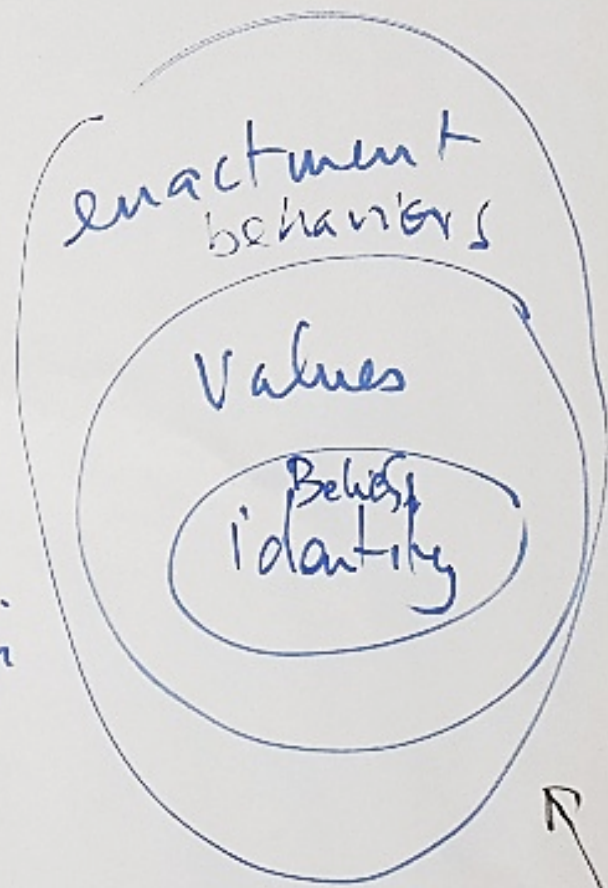
prefiguration of self



Conscience
EUDÉMONIC

HÉDONISME

Transformation



Where is the Spirit?

ROLE played by S. in Orga. T. ?

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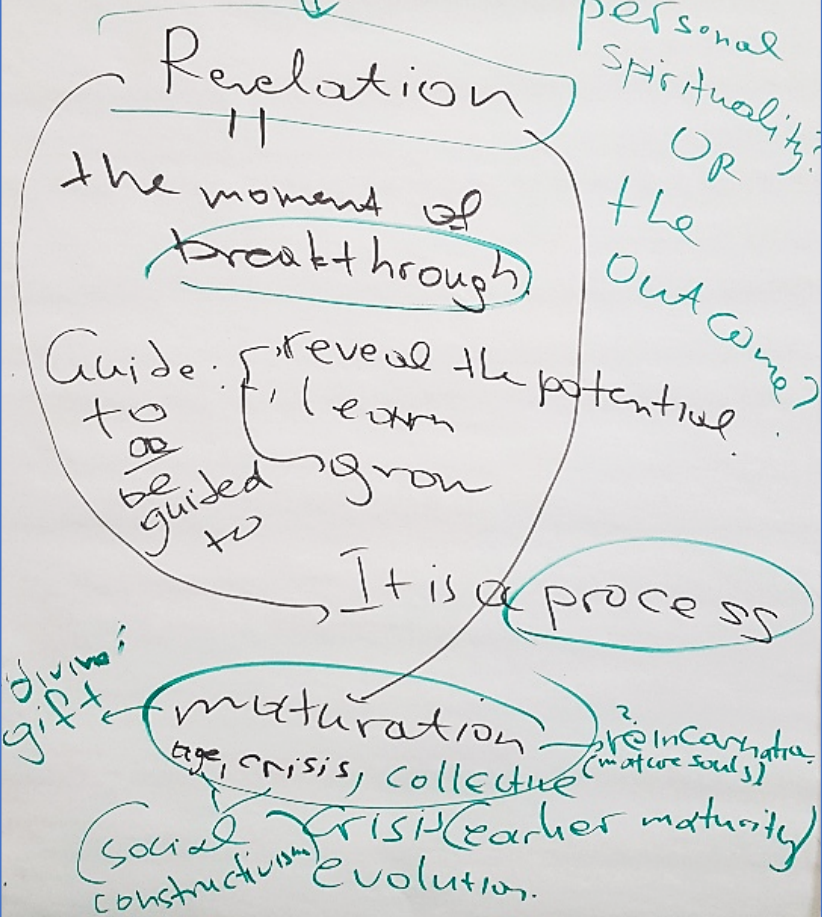


Spiritual ego

Personality

1. Are certain personality types more apt for "spiritual being"?
↓
faith - beliefs - experience - learning calling
2. Is everyone called?
↓
Is the desire in everyone?
3. Personality history - culture important determinants
4. Spiritual ego { Normative belief, personal experience

Spiritual Experience - Is it the beginning to personal spirituality?



Outcome: alignment
Consistency, presence
between personality (psycho)
behavior (socio)

If / Once this revelation has occurred.

What is the place of
Compassion,
vulnerability, authenticity
etc in the behavior?

compassion = feeling of others.
= basis of spiritual intelligence

Q: How can we stimulate compassion at work?
What is the place of religion in it? (e.g. evangelism)
How do people in org. understand it?
access to spiritual awareness

Religion as a useful framework to recover the spiritual essence of the religious system



As a Researcher or a Practitioner

How do you get started
on the path to transformation
of the organizations ?

- STEP 1 : PERSONAL TRANSFORMATION
- STEP 2 : SPIRITUALITY OF LEADERSHIP
- STEP 3 : ALIGNMENT with
 - The values
 - The Vision
 - The strategy
- STEP 4 : GET ALL THE STAKEHOLDERS ON BOARD
- STEP 5 : IMPLEMENTING
 - Action
 - Assessment
- STEP 6 : MAINTAINING (commitment)
 - CONTINUING EDUCATION

PRE-REQUISITE FOR TRANSF.

- READY
 - WILLING
 - ABLE
- Willing to loose / to risk
- Faith / Courage
 - Support from the Researcher / Practitioner

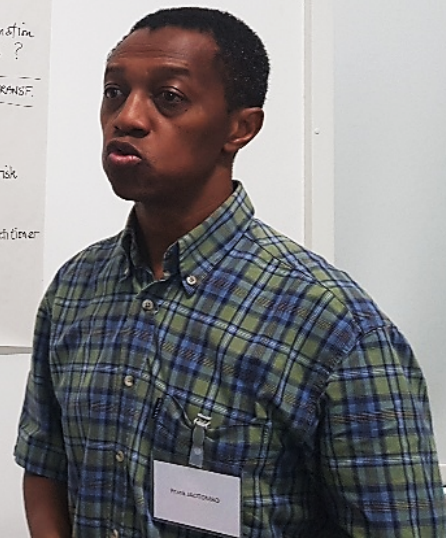
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- THE ENERGY FROM WHICH... MATTER IS FORMED
- DENSITY - (WILBER) - WE SERVE THE DENSITY TO BE FORMED & BECOME MATTER
- BRIDGING - COMMUNITY - UNITY
- A DANCE & A PLAYING
- THANKFUL TO THE DIVINE WITHIN
- WE ARE RESPONSIBLE
- ORGANISATIONS, LIKE US, ARE DENSE
- BRING ~~KNOWLEDGE~~ THROUGH THE LIGHT
- WHAT 'FOCUS' ON GROWS
- AWARD 'SPIRIT IN ORGANISATION'
- DOES/COULD PRAYER WORK?
- THAI AND JOY/BUDHISM = FORM "SPIRIT" INFLUENCE?
- COURAGE TO ACT
- EMBODY ^{your} FREEDOM
- THE FREEDOM IS WITHIN YOU
- DOES FEAR HAVE ITS PLACE
- DO WHAT IS RIGHT
- THE RIGHT RIGHT IS KNOWN...
- ARE ROLES... GOOD, WORKING
- SPIRIT OF THE ORGANISATION
- SPIRIT HOLDERS = BOARD + SHAREHOLDERS



→ FOCUS ON ORGANIZATIONS
USING THE CONCEPT OF WELL-BEING.
(easier)

improving the
organization -

→ The world is changing
↳ NEW CONSCIENTIZATION.
(good).

↳ LET IT KNOWN That people
are not alone but many
persons walk in the same way.
We have to DARE TO SAY That we
work for this transformation
LIFE IS SACRED, people as
well we have to take care of it.

→ Being CONCRETE.
↳ & we can talk about SPIRITUALITY
(Taking the risk)

→ MAKES YOU FREE (at individual level.)
→ MORE INSPIRING FOR YOUR OWN PRACTICE.

GROUP : EMERGING FUTURE FROM ANCIENT WISDOM

1) The meaning of the Spirit.

- Connection Between men and the Cos
- Symbol of Wisdom.
- * To understand Spirit we use experience of India or Africa. because in this two places are still alive
- * In Europe and the West Country, more and more people are still using "innovational" tools

2) Good and Bad Spirit, Both are energy and can help the spiritual journey.

- * Define the Spirit
- * How you can impact organization and people

PERSPECTIVES RESEARCH

- To work anthropological approach of identity of and Spirituality. (*article | review)
- To explore the topic of "The World of spirit to know, to transform people of and self."
- To develop and work the spirituality of management in Africa (Gabon)
- To be (individually and collectively) support to leaders and company as a researcher or a practitioner.
- Management Control of and Spirituality

Coming together is inspiring
inspire = bringing in Spirit

Being in a 'Cafe' with the right people

- Giving some vision of the future
- Encourage people to dream
- Ex: picture frames.com
- Produce ^{sh} from the summit:
 - A book
 - Articles
 - Collaborative projects



IDEAS

- Journal article on history of Transformation, including metaphors, borrowed notions from other fields of research

Scale
 Personal - Team - Group - Organization - Global - Societal
Approaches
 Cognitive - Contemplative - Artistic - Behavioral - Spiritual
Triggers
 Crisis - Passion - Love - Dream - Vision - Desire - Opportunity - Hope -
Outcomes
 Behaviors - Beliefs - Being - Becoming - Living / Learning ^{personal}
 Shadow side / Danger zone of transformation. Destruction is also transformation. ^{collective}

Outcomes: Leave conflict, Peace, Peace of mind \Rightarrow spread

Have a project, awareness of resources including identity, capabilities, dynamic identity (what can be changed/trans- or not?)
 Change of behaviors, but ID? Awareness of transformation? Transformation vs Stability?
 How to bring consciousness of transformation to an organization
 Instrumentalizing spirituality to serve the collective consciousness? If meets systems' state...?
 Analogies between physics and social sciences can be inappropriate
 How to generate the shared vision of interconnectedness
 Necessity to base transformation on values + intention

MISTAKES
 as triggers but
 also can appear in
 the process of trans.
 The right to make mistakes
 Breakthrough +
 Breakdown

Unified Field Theory of Transformation

<u>Input</u>	<u>Transformation</u>	<u>Output</u>
Crisis	Letting Go	Transcend and Include
Opportunity	Seizing the Chance	Transcend and Include
Love/Dream		
Vision	Answering the Call	Greater contribution, meaningfulness

Common Themes

- Transformation is an expansion beyond one's current worldview
- Transformation requires a shift in consciousness that is provoked by some event that cannot be understood or acted upon by the current level of consciousness.
- Irreversible discontinuity. Can't keep them on the farm when they've seen Paree.
- Individual transformation precedes group or organizational transformation
- Shift from ego-centric to other-centric to global-centric / eco-centric
- Importance of exemplars

Key Principles of Transformation – all settings

- Awareness and mindfulness practices create openness to change
- Fear and mistrust mindsets are obstacles to transformation.
Vision and passion can overcome fear.
- A system cannot reach a higher level of consciousness than that of its leader.
- A shift in consciousness results in changes -and shifts- in values, beliefs, and behavior, as well as sense of meaning and purpose.

Key Principles

- Stage models help us to understand some of the more predictable steps of individual, group and organizational transformation. However, not all transformation occurs in stages. Transformation can also be sudden and discontinuous.
- Transformation is an essential human process
- A shift in consciousness results in changes in values, beliefs, and behavior, as well as sense of meaning and purpose.
- Exemplars increase our belief in what is possible

Exemplarity and our ideal world

*We are all in quest of a
reconciliation between our ideal
-what we believe should be -
and reality - what actually is -.*

*Examples and Exemplars
bridge the gap between
our ideal and reality.*



Ferrara, 2010

Virtue is action, Action is to become

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Jean Paul Sartre

« L'homme est ce qu'il fait »

John Dewey

"What person do you want to become?"

"What world do you want to create?"

"Growth is the only moral end"



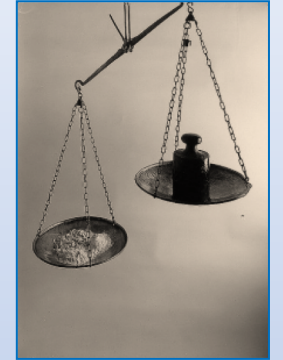
Philosophical Ethics, oversimplified

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Deontology Ethics

Action's worth based on duty/the respect of moral rules

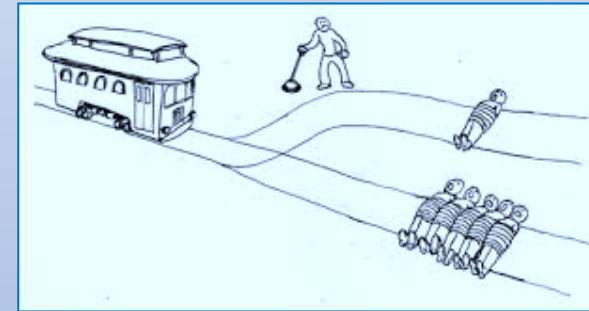
Can we reduce ethics to compliance without developing individual consciousness?



Consequentialist Ethics

Action's worth depends upon its consequences

Can a better overall result totally summarize a moral problem?



Virtue Ethics

Action's worth based on intention, attitude and the virtue of character

How to develop awareness of our motives and intentions, through what practices?



Resources

- Handbook of Personal and Organizational Change
- Newsletter
- LinkedIn Group

Patanjali

*When you are inspired by some great purpose,
some extraordinary project,
all your thoughts break their bonds;
your mind transcends limitations,
your consciousness expands in every direction,
and you find yourself in a new,
great and wonderful world.
Dormant forces, faculties and talents become alive,
and you discover yourself to be a greater person by far
than you ever dreamed yourself to be.*



Fear of Transformation

From The Essene Book of Days by Danaan Parry

<http://www.earthstewards.org>

Sometimes I feel that my life is a series of trapeze swings. I'm either hanging on to a trapeze bar swinging along or, for a few moments in my life, I'm hurtling across space in between trapeze bars.

Most of the time, I spend my life hanging on for dear life to my trapeze-bar-of-the-moment. It carries me along a certain steady rate of swing and I have the feeling that I'm in control of my life. I know most of the right questions and even some of the right answers. But once in a while, as I'm merrily (or not so merrily) swinging along, I look ahead of me into the distance, and what do I see? I see another trapeze bar swinging toward me. It's empty, and I know, in that place that knows, that this new trapeze bar has my name on it. It is my next step, my growth, my aliveness going to get me. In my heart-of-hearts I know that for me to grow, I must release my grip on the present, well known bar to move to the new one.

Each time it happens to me, I hope (no, I pray) that I won't have to grab the new one. But in my knowing place I know that I must totally release my grasp on my old bar, and for some moment in time hurtle across space before I can grab onto the new bar. Each time I am filled with terror. It doesn't matter that in all my previous hurtles across the void of unknowing, I have always made it. Each time I am afraid I will miss, that I will be crushed on the unseen rocks in the bottomless chasm between the bars. But I do it anyway. Perhaps this is the essence of what the mystics call the faith experience. No guarantees, no net, no insurance policy, but you do it anyway because somehow, to keep hanging onto that old bar is no longer on the list of alternatives. And so for an eternity that can last a microsecond or a thousand lifetimes, I soar across the dark void of "the past is gone, the future is not yet here." It's called transition. I have come to believe that it is the only place that real change occurs. I mean real change, not the pseudo-change that only lasts until the next time my old buttons get punched.

I have noticed that, in our culture, this transition zone is looked upon as a "no-thing", a no-place between places. Sure the old trapeze-bar was real, and that new one coming towards me, I hope that's real too. But the void in between? That's just a scary, confusing, disorienting "nowhere" that must be gotten through as fast and unconsciously as possible. What a waste! I have a sneaking suspicion that the transition zone is the only real thing, and the bars are illusions we dream up to avoid, where the real change, the real growth occurs for us. Whether or not my hunch is true, it remains that the transition zones in our lives are incredibly rich places. They should be honored, even savored. Yes, with all the pain and fear and feelings of being out-of-control that can (but not necessarily) accompany transitions, they are still the most alive, most growth-filled, passionate, expansive moments in our lives.

And so, transformation of fear may have nothing to do with making fear go away, but rather with giving ourselves permission to "hang- out" in the transition between trapeze bars. Transforming our need to grab that new bar, any bar, is allowing ourselves to dwell in the only place where change really happens. It can be terrifying. It can also be enlightening, in the true sense of the word. Hurtling through the void, we just may learn how to fly.

The Transformation Community is emerging !
Looking forward to the next workshops and projects,

