

## Systemic Organisational Constellations

stability-control for dynamic development-processes  
with high complexity



## The Method

Organisational constellations are system constellations applied to organisational, business or team issues - a tool for fast and immediate insights into the hidden dynamics of business.

The systemic organisational constellation method is a spatial representation of a system. The elements of the system displayed in space can be people, functions, products or ideas. The representatives for these elements can be people, floor markers or figures. These representatives are placed in a spatial relationship to each other. The system is now portrayed symbolically, reflecting the client's inner image of a situation.

Systemic organisational constellations are applied to find a possible resolution when a systemic imbalance in an organisation or a business is suspected. This imbalance is often shown as:

- > Missing clarity in tasks, functions or assignment of responsibilities
- > Relationship difficulties between staff
- > Hierarchical conflicts

When the order in a system is disturbed, people often act out hidden or excluded themes of the company. But - systemic organisational constellations can also be applied to abstract issues, such as decisions, proposition testing, the implementation of new IT systems and career development.

Systemic organisational constellations are an intervention that helps you look behind the appearance of a problem, to come closer to the root cause. The techniques and processes for systemic organisational constellations work on the invisible part of the iceberg, the part that is underwater. Therefore, a skilled, experienced and systemically aware facilitator is needed, to guide you through the process almost invisibly and with utmost care.



## The Benefits

Because systemic organisational constellations include the subconscious level of our mind, they bring together contrasts that were previously considered incompatible. They are both, fast and complete, specific and symbolic, and above all they are solution and process oriented.

They are an intervention that:

- > Helps you find new perspectives
- > Ensures communication about communication
- > Improves decision making
- > Demands precise thinking
- > Supports differentiation of feelings
- > Invites consistent, appropriate action

Systemic organisational constellations can bring important and useful information to light and set an issue into a new context, offering alternative possibilities and a different way to look at a particular question. In addition, through participation in systemic organisational constellation you can feel yourself enter into a role of a total stranger in a depth that is rare in everyday life.

The solutions that emerge from systemic organisational constellations are not a scatter gun approach, with shots in various directions with the hope that some would find the target.

Systemic organisational constellations initiate focussed and long-term development, and as a diagnostic instrument they can be used to answer questions such as:

- > What is going on in this situation, this organisation or system
- > How do I manage my business best
- > What can I add
- > What needs my attention
- > When do business and staff function well
- > How should I set up an organisation
- > What is my own position in this organisation
- > How can we prevent burnout
- > In which position could someone's health be jeopardised



## The Process

Six steps.

<p><b>Step 1</b> Definition of a good outcome for the systemic constellation</p>	<p>In an initial interview we discuss your request for the constellation to define a good outcome for the constellation. The conversation is very focused to find the intention close to your core and heart and ensures a powerful constellation process.</p>
<p><b>Step 2</b> Decision about who and what is important for the constellation</p>	<p>After gathering information about who belongs to the social system relevant to your request, we decide about who or what is important for the constellation as a representative. Groups of people can be summed up into one representative.</p>
<p><b>Step 3</b> Constellation setup</p>	<p>Now you choose representatives for each person or element defined in the initial discussion and set up the constellation. In a collected state, you place the representatives in the space available. These representatives will now be in immediate contact with the larger field of your social system. Once the constellation is set up, you can sit down and watch.</p>
<p><b>Step 4</b> Study of the presented picture</p>	<p>A picture is presented by the representatives standing in the room in a characteristic relationship to each other. This picture represents your inner image of the situation and can show unconscious elements or reveal hidden dynamics. One can feel where there is strength in the system and where not. For example it can be seen:</p> <ul style="list-style-type: none"> <li>Who is respected in the system?</li> <li>Who might be excluded?</li> <li>Where there are points of disturbance?</li> </ul>



<p><b>Step 5</b> Development of a movement towards a solution</p>	<p>We then follow steps to bring the constellation to a place where movement towards a solution starts to happen. Representatives are rearranged and we suggest structured sentences to be repeated by the representatives, to either create more clarity of the current situation or as a resolution for a new inner image for you. In this process, we are in constant contact with you and the representatives to receive feedback about the interventions and find information for the next step.</p>
<p><b>Step 6</b> Completion of the constellation.</p>	<p>To complete the constellation, you might be placed directly into the constellation, replacing your representative to 'feel' the position in the resolved constellation. Then the constellation is dissolved. In the final conversation, some ideas and suggestions might come up as to how the solution just seen can be transferred into reality. However, it is very important to let the constellation do "its work" unconsciously. Analyses of what has happened might diminish its strength, as language used may not exactly match the experience – emotions are after all, extremely difficult to articulate.</p>



## The Conditions

Systemic organisational constellations have to be treated in their context and with care. They do not replace reality. Real life is out there, on the street, in the office, on the factory floor.

The following conditions are relevant to get the full benefit of a systemic constellation:

- > The client asking the question for the constellation needs to be part of the system the question is about
- > The client needs to be part of the solution; in other words, the client needs to be able to do something about the issue presented in real life
- > The question needs to be sincere, a pressing issue works best
- > A constellation does not help if an internal decision has already been made
- > A constellation cannot reduce consequences, it will not soften harsh reality
- > The task still has to be done and the responsibility still has to be assumed
- > Systemic organisational constellations are not fortune telling

The decision maker has to bear the full consequences of any decision made and in full view of those implicated by the decision.



NAVO Consulting  
Laufzorer Strasse 18a  
D 82031 Grünwald

Tel +49 (0)89 649 647 8-0

Fax +49 (0)89 649 647 8-1

Mail [change@navoconsulting.de](mailto:change@navoconsulting.de)

