Fantastic voyage (travel old ways to new solutions) workshop at MindCamp, YMCA Geneva Park, Orillia, Canada, saturday august 20, 13.30 hrs., Court 5.

start (5')
Self-introduction and a question.
This workshop is about 'twisted organisations': where regulations dominate the intention that founded it.
There are people who are or act like that. Can you recognize them? How? Please discuss in groups of 2 and describe on a postit.
Distribute Postits en Sharpies.

Introduction (7')
The book 'Verdraaide Organisaties' ('Twisted Organizations') has brought me great enthousiasm because of its sharp analysis and lack of jargon. The core thesis of the analysis is that in twisted organizations rules are dominating the original reason of its coming into existence.

Work has shifted a lot from production to services: organisation and enterprises now have employees who know what to do when the service they are supposed to deliver is asked for. Employees perform this task more independently than is the case in most production work, for they have to adapt to each question of each unique client: which service does the client ask for? Is his question clear to me? And to him/her? Is this something I can deliver or can I help by telling him where to go?
There is a different relation now between manager and employee than there was between the factory boss and the production worker and people know that.

3 concentric circles make 3 fields; let's consider the problem from this drawing:
~ in the center we write the **intent** of an organisation or enterprise
~ the middle ring is the home of the men and women who do the work: the **professionals**
~ the outside ring is where the **system** is

Professionals are proud enough to do their work well and serve their clients. They want to bring the intent of the organisation to life. If not, the personnel department / HRM should take action.
The system provides the protocols, regulations etc. that are needed to let the organisation work smoothly in order to bring its intent to life (and with that confirm its legitimacy).
This leaves us with the question where in this diagram the management should be. I would say they belong in the middle ring with the workers who are in the first line, but of course management has a different task and responsibility.
Workers in the first line treat the needs of their clients; in doing so they bring the intent of the organisation to life. To make the organisation work smoothly they work according to the regulations. Managers guard the intent of the organisation by stimulating the workers in the first line to deliver the best possible service; and they are responsible for the regulations that make the organisation work well.

Tension and problems in organisations arise often from the conviction that regulations exist to make the organisation work smoothly, and nothing more. Managers who think like that forget something:

the organisation should work *well*, that is should bring the intent of the organisation to life. In other words*, the system is subordinate to the intent* of the organisation: the arrow is directed outwards.

The tension may arise when something goes wrong: a client was injured and presents a claim, negative media attention after a fall in the ranking etc.
We all know what happens next: the management declares that this should never happen again and designs a new set of rules to be added to the existing body. If this is done hastily and without carefully looking into the consequences the system will develop into an incoherent body with pimples and growths and the focus of the management will shift from the intent to the system: the arrow points inward, the system dominates the intent.

What happens next?
Workers in the first line are informed about the new regulations. If they make really sense, people will accept them. But if they are made in haste, urged by the fright of the incident, workers may not: after all, they are proud of the way they perform their work and don't like to be told what to do when they think that they can handle that themselves. Therefore this may lead to loss of the feeling of ownership that professionals have. This directly affects the motivation of people and the confidence in the management. It may lead to frustration, forms of sabotage, both innocent and serious and eventually results in loss of attention for the client which is equal to loss of quality of the organisation. We see this not everywhere, but in too many organisations.

Let there be no misunderstanding: an organisation/enterprise needs the system badly. Exactly because of this need it is so important that the system should be appropriate, should do what it is supposed to do.

creative question (7')
Think of a useful following to "In what way might we…" in groups of 3.
Write down on postit and stick to the wall.
Choose the wording that you like most; we should end up with no more than 5 questions.

introducing the work (3')
The *divergence* is triggered by statements from a wisdom tradition. There are 5 sets of statements from 5 different wisdom traditions *, each group chooses a set, preferably all different to get as divers results as possible.
Of course there will be a lot of converstation and discussion. One person in each group should bother about the ideas that fly along being written down on postits. Texts should contain at least a noun and a verb. Write readable please…

exercise in groups of 3 (5')
In what way could **X** help us to **Y**?

divergence (20')
In 5 groups in 5 places.

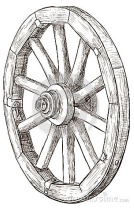
convergence (15')

(same groups, same places) The convergence comes about by picking the most promising idea and inventing a recepy around it: the best idea might be made stronger by adding (parts of) other ideas and possibly developing an application of the ideas in the form of a strategy.

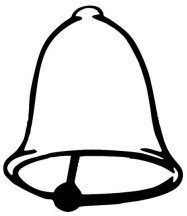
presentation & evaluation (20')
We will have 5 presentation and a discussion at the end, if there is still time.
And of course I like to know what I should do to improve the workshop .

* the statements are 98% exact quotes from a book 'Wijsheid in bedrijf' (Wisdom at work), of which commercial use is not allowed (the well-known copyright remark on page 1). I wrote a letter to the editor asking for permission and conditions, and as I am waiting for an answer I'm not sending the quotes now. If you are interested, send an e-mail to cdoesburg@gmail.com and I'll let you know the outcome.

In what way could **X** help us to **Y**? Change combinations!

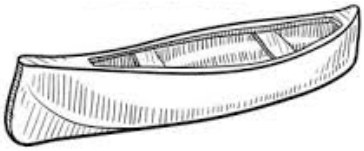


…slay a dragon?



…fly to Mars?

…write a novel?



…climb the Trump tower?

…stay healthy?

…learn to dance the tango?

…start an enterprise in Asuncion (Paraguay)?