

# Stepping into the World, Stepping into Ourselves:

Examining the Relationship between Organisational  
Development, Process Work Theory and Inner Work

# Dedication:

- To my study committee: Julie, Dawn and Gary, for their enduring love, support and wisdom over the last 3 years.
- To the Mary Webb's in my life; who when everything inside of me wants to crumble and give up, stand at the door and tell me to fight!

Can we apply PW to organisational settings, and if so, how is the PW model different or similar to traditional OD models?

Can we use inner work to grow a  
business, and to develop an  
individual within that business?

Does inner work have an effect on  
the level of success we achieve in a  
consensus reality sense?

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I investigated 3 main areas:

- Organisational Vision
- Motivation and Paralysis
- Organisational and Identity Change

Pick  
the  
Paradigm

- Organisations intent on building shared visions continually encourage members to develop their personal visions. If people don't have their own vision all they can do is “sign up” for someone else's.
- Peter Senge- *The Fifth Discipline*

- “It (listening) requires extraordinary openness and willingness to entertain a diversity of ideas.”
- Peter Senge- *The Fifth Discipline*

- “The philosophy of deep democracy claims that *all* people, parts and feelings are needed. Deep democracy appreciates present democratic forms but adds to them the need for awareness of feelings and atmosphere in moment-to-moment interactions and institutional practices.”
- Arnold Mindell- *The Deep Democracy of Open Forums*

- Another way to know that you are encountering resistance is to use your own body as a thermometer. When you start feeling uneasy in a discussion with a client, it may be an early sign that resistance is on its way
- Peter Block- *Flawless Consulting*

- If a facilitator finds herself losing track of the conversation, getting lost, not knowing what to do next, or feeling nervous, uncomfortable, or embarrassed- this may reflect an edge in the client's process.”
- Julie Diamond and Lee Spark Jones- *A Path Made by Walking*

- Two people interacting must always be dreaming one another up. No one is really free of edges, no one totally aware of everything that is trying to express itself through him.
- Joe Goodbread- *Radical Intercourse*

- “Every decision to observe something, to ask a question, or to meet with someone constitutes an intervention into the ongoing organisational process” and “...the process of being studied influences the parties being studied.”
- Edgar Schein -*Process Consultation Volume 1: Its Role in Organisation Development*

- Disturbers are not enemies to exclude, but allies for change and development
- Gary Reiss- *Vital Loving*

- Indeed, one of the most frequent problems that I observe is the unwillingness of top executives to confront the “tyranny of competence” and remove those who are clearly unwilling to grow into the change process.
- Robert Quinn- *Building the Bridge as you Walk on It*

- The client of the city often appears to be the identified patient of the community; he channels its repressed and unrealized psychology
- Arnold Mindell- *City Shadows*

- What happens is rights and should be encouraged. It only looks wrong when we do not understand its context sufficiently
- Joe Goodbread- *The Dreambody Toolkit*

- Discovering the organization's core values through long discussions about organisational history, key events, founder's beliefs, the work people actually do, and the “glue” that holds the organisation together.
- Stewart, T. (1996) Company Values That Add Value. *Fortune*, 8 July 1996, 145-47

- Purpose should not be confused with specific goals or business strategies. Whereas you might achieve a goal or complete a strategy, you can never fulfill a purpose; it is like a guiding star on the horizon-forever pursued, but never reached
- Jim Collins and Jerry Porras- *Built to Last*

- Tendencies or information from a mythic level tend to be more sustainable and stable over time than those from mostly a consensus reality level.
- Max Schupbach (Myth, Vision and Strategy Seminar. Yachats, Oregon, February 2006)

- Organisations usually do not identify with their dreamland or essence structure, yet all organisations have them.
- Arnold Mindell- *Earth-Based Psychology*

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# Inner work:

- I walk 4 vectors:
- 1 vector is myself in the present...
- 1 is an individual that works within a potential business I am working for...
- 1 is the business/company that I am working for as a consultant...
- 1 is the biggest challenge that I feel in my new project...
- What is the bigU or myth of my business??



The Earth Mother

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