



Bert Hellinger
Instituut Nederland

International Training Systemic Intelligence at Transformation

"It's the -sometimes- unconscious
underlying principles of the facilitator that
do the work, not the method or the
constellation itself"

Jan Jacob Stam



Introduction


On a regular basis we are being asked not only to do constellations in organizations, but also to guide entire change and/or transformation processes from a systemic perspective. Sometimes it is about a team, sometimes a department or about an organization as a whole. And very often, it is 'in' systemic work that organizations find the language and instrument to help them further in their development.

Supervising transformation processes from a systemic perspective requires something other than being a good facilitator. It requires skills and a state of being in which you use yourself as an instrument in order to magnify systemic awareness and transformation.

There is a lot of knowledge and methodology about change processes from A to B. But for transformation processes where B is 'not visible', there are hardly any methodologies known. Actively deploying transformation "We want to/must transform" requires incredibly much from an organization.

That is why we suggest: 'Don't do it if it's not entirely necessary'. Yet, it is useful to learn together how to facilitate transformation processes, to know what it comprises and what kinds of conditions are there in order to achieve a meaningful process.

The last couple of years we, at the Dutch Bert Hellinger Institute, have been working very hard to develop tools, skills and a state of being that is helpful in processes of transformation.



"Systems lead us, instead of us
leading systems"

Barbara Hoogenboom

New training

We have developed a new 16-day training program for people who want to guide or are already guiding transformation or development processes in organizations from a systemic perspective.

This course leads to the ability to guide transformations primarily from a systemic perspective. You learn to contract from a systemic attitude, to design processes and to implement and guide them as a leader, (interim manager, consultant or team coach. That also means that you get to know yourself very well and use it as an instrument for transformation.

Structure

The training consists of four modules of four days each;

- The "cocoon" of the entire training period offers you the holding space to try out new interventions and to master new concepts.
- Learning by doing: continuous design and testing of interventions; frequent and rapid failure in a safe environment.
- Learning from each other: in smaller intervention groups and sharing best and worst experiences.

What is this training not?

This is not a training to become a highly experienced organizational constellator. If you're looking for this, the Master Organizational Constellations is more suitable for you. We do use forms of constellations and also teach you a number of new types of constellations that you can use. We assume that you have completed a course in organizational constellation or the course in Organizational Constellations for Family Constellators.

Intervision and learning in practice

Intervision groups are encouraged to be formed. There is compulsory homework and there are optional progress interviews. The training is spread over a period of ten months. This also gives participants the opportunity to regularly put what they have learned into practice.

We prefer to ask participants to contract a team or organization in development or transformation, and to cooperate regularly. This gives this course, in addition to the nature of training, a training-on-the-job content. Take into account a day or two of investment time between two modules. We also bring the changing world into the training by inviting guest clients from module 2 onwards.

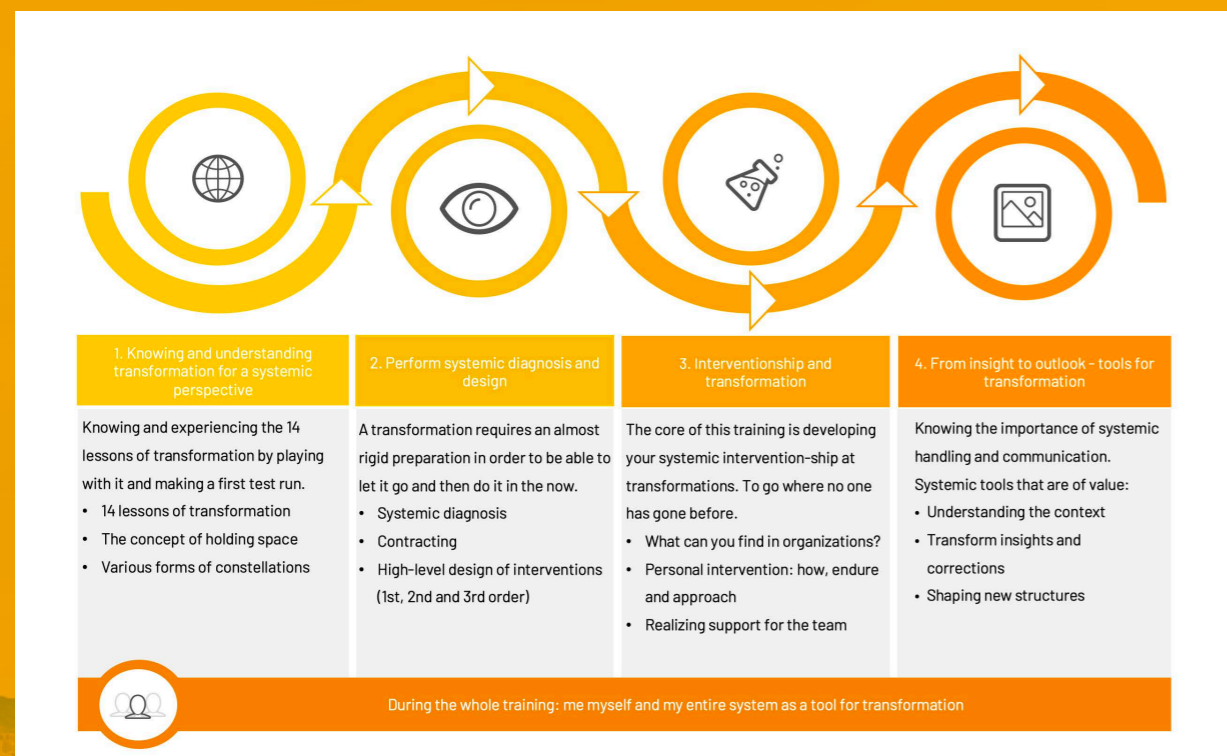
After this training you can

- Guide teams and organizations from a systemic perspective.
- Provide organizations and teams with a (systemic) language and conceptual framework that they can use to improve their development process.
- Use yourself as an instrument for systemic awareness and transformation, based on loving ruthlessness.

What you're going to learn

In the following pages, you will see an overview of the ingredients in each module. Naturally, more and different aspects will be discussed, depending on the needs of individual participants or the whole of the training group.

A summary of the structure of the training Systemic Intelligence in Transformation is shown in the diagram below:



"Working with transformations forces you to civil disobedience"

Mark Reijnders

MODULE 1

Knowing and understanding transformation from a systemic perspective

'Transformation is about what life wants from us, not about what we want from life'

Jan Jacob Stam

Systemic principles revised. With transformation it could very well be that everything turns around. The reason for this is that, recently, with transformations, we have also reversed the order of systemic survival mechanisms: evolutionary conscience is the default for what life wants from us; the system conscience tempers unbridled life energy and the unity conscience helps to face the consequences and make choices.

- 14 lessons of transformation
- Holding space;
- Various forms of constellations, to be used in teams:
 1. Team-constellation
 2. Swarm-constellation
 3. Landscape-constellation
 4. Mini-constellation
- Bring out underlying principles from which you work.
- Being able to work with a "systemic function"; from individual team members, teams and organizations as a whole, as well as the systemic function of yourself as a supervisor.

MODULE 2

Systemic Diagnosis and Design

‘Innovation starts with a deep appreciation of what is...’

A session with a team requires careful preparation. It is important to make a systemic diagnosis in advance and to live through different scenarios. This broadening supports you as a facilitator in making a translation to a design of systemic awareness and interventions. And making the best possible design for the next step: from insight to outlook. This apparent rigidity also gives you the opportunity to respond on the spot to what happens and to be able to devise and implement systemic interventions on the spot.

- **From Systemic Diagnosis**
 1. How do you make a systemic diagnosis?
 2. Together with the team? Only as a guide?
 3. Systemic observation and awareness
- **Via Contract:**
 1. Relationship with client system
 2. Being able to work on different energy layers
 3. Meta & parallel processes
- **Towards Systemic Interventions and Design:**
 1. 1st, 2nd and 3rd order interventions (to be practiced with every common pattern and with multiple systemic diagnoses).
 2. Often, customers naturally want 1st-order interventions. How do you put them in a state that makes them open for 2nd or 3rd order interventions?
 3. Working with and maintaining liminal space is an essential concept in transformations: the word liminal is derived from the latin word limen, which means boundary or threshold. It marks the point where something starts and / or ends.

MODULE 3

Interventionship and Transformation

‘Systems lead us, instead of us leading systems’

Barbara Hoogenboom

Systemic intervention is the heart of this course. You cannot escape it during transformation processes. It is killing illusions, it is swimming up against the waterfall, it is releasing trapped life energy. In short, it is doing something that you have not done before. Just like with transformation, you never know in advance what the effect of your intervention will be. To go where no one has gone before.

Customers come up with an issue: there is or has been a merger; there is a lack of innovative power; there must be self-managing teams; the responsibilities must be lower in the organization; we want to transform; we have to make a move towards the market that is difficult, etc.

In this module you learn not only to view these types of issues from a systemic perspective, but also to take the customer and yourself with them. We will work partly on the basis of cases brought in by guest clients.

- **Transformation-ship within organizations**
 1. Transformation into different types of organizations and common organization themes.
 2. Dealing with trauma and reactivation.
 3. Awakening to look at organizational issues in a systemic way based on cases that participants regularly encounter.
 4. Ensure that the method is not worse than the ailment: systemic pitfalls.
- **Via personal intervention**
 1. How do you put yourself in a state of transformative leadership.
 2. How does it feel to be sucked through the black hole to a world that you do not know and that there is no way back.
 3. Consciously dealing with personal systemic challenges and creating the design.
 4. Systemic coaching in one to one situations; asking the art of asking the right questions with the right rhythm, when impulses and the living silences between them do their work.
- **Towards realizing support for the team**
 1. How do you create the right conditions in which the dialogue can be held?
 2. Holding space for bravery. How do you do that and how do you keep it?
 3. How do you put the whole team in a state of leadership.
 4. How do you build blue elephants together?

MODULE 4

From insights to outlook – tools for transformation

‘Working with transformations, forces you to
civil disobedience’

Mark Reijnders

The importance of acting and systemic communication. In this module we present a number of systemic tools that have proven their value in transformation. Participants try it out and are invited to develop tools themselves.

From understanding the transformative context

- Timeline of a team and so bring teams into the origins, development and gaps into the future.
- The shift to shape the planable future from the upcoming future instead of shaping the upcoming future through the planned future.
- Emerging past to make the potential that might have been cut, available again
- Mapping out any traumas and how they are triggered.

Via transforming insights and connections

- Retrieve & recalibrate guiding principles and from there raise a new identity for the organization
- Introduce "Nasty Self" as preparation for the system that goes into survival.
- Bringing a team or organization into a transformative state.
- Being able to guide Ba-Ya processes.
- Giving feedforward.

Towards shaping flexible structures and new realities

- Transformation is irreversible. That means that something reaches his/her destination several times during the process. How do you communicate that systemically? And who does that?
- Testing out new organization concepts with the help of scenario constellations.
- De-constructing and reconstructing business processes (facilitating)
- Working from the field, more than from structure:
 1. The concept of group body
 2. Co-creating from the field
 3. Group body as a decision-making body

DURING THE WHOLE TRAINING

Me, myself and my entire system as a tool for transformation

‘It's the -sometimes- unconscious underlying principles of the facilitator that do
the work, not the method or the constellation itself’

Jan Jacob Stam

The central question in this module is: Who am I as a facilitator of transformation. How do I use myself as an instrument for transformation. Facing what I am or what I am not, what I want and what I can do. Which existing and new patterns do I have to take into account? What should I, in particular, not or no longer want? We would like to challenge you in taking one step beyond.

‘Genuine love for what was,
unleashes energy for what comes.’

Barbara Hoogenboom

Practical information

For whom?

For anyone who wants to guide highly professional organizational transformation.

The completion of the training System Dynamics in Organizations, is a good entry to participate in this training.

By whom?

This training is given by Jan Jacob Stam, Mark Reijnders and Barbara Hoogenboom. Marion Latour will guide the horse coaching session. Siebke Kaat is a guest trainer in module 2.

Jan Jacob Stam works for eighteen years with organizational set-ups in organizations and supervising organizational development.

Mark Reijnders asks the right question at exactly the right moment, with which the transformative process speeds up endlessly in timeless delay.

Barbara Hoogenboom understands better than anyone how that, what a system needs, can be converted into practical interventions.

Dates, location, price, number of participants

Dates : View our website for the dates of the next edition.

Location : De Zeven Linden, training center of the Bert Hellinger Institute Netherlands in Groningen

Price : View our website for the prices of the next edition. Prices are including coffee, tea, lunches and training material.

Participants : Max 18 participants.

Subscription

Via the website. After registration we ask you to write a short motivation.

A month before the first module you will receive an invitation to describe your learning wishes in more detail. We recommend that you look out in time for a team or organization that you can practice with during this training. That could be one organization during the entire course, but also a few different organizations.

