



THE HIDDEN DYNAMICS OF TEAMS AND ORGANISATIONS

**Estonian Supervision and Coaching
Association**

ANSE

RIGA 2022

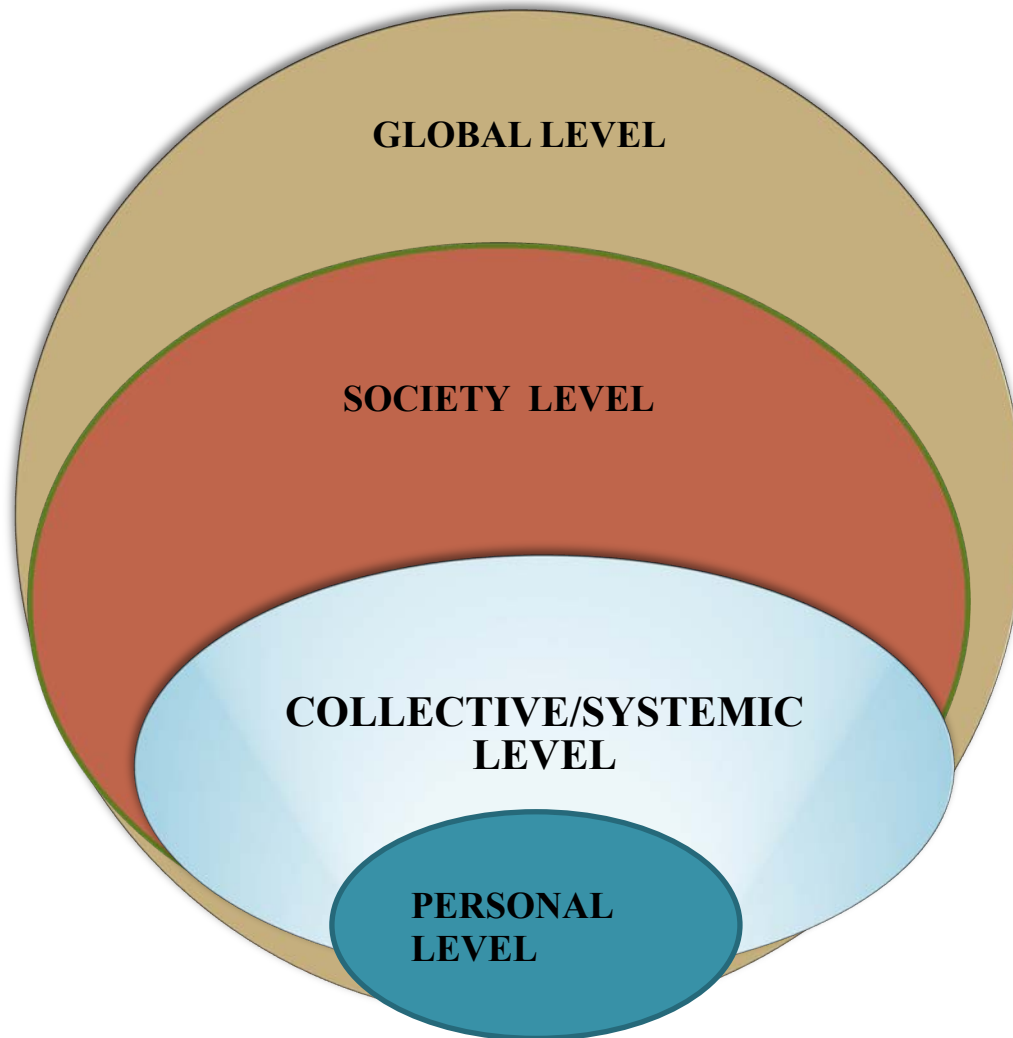
WHAT ARE WE TALKING ABOUT TODAY?

- Mini diagnostics for your organisation or team
- What is conscience and how does it create behavior?
- What the system is and how does it work?
- What the system is and how does it work?
- Where hidden dynamics come from?
- Which are the most typical patterns or dynamics?

DIAGNOSTIC QUESTIONS

- What is the main purpose of the organisation and has it changed over time?
- What are the interdepartmental relationships in the organisation? Are departmental managers involved in the management of the organisation?
- Who played and plays a key role in the organisation? Have they left and how?
- Who has worked in the organisation and for how long? Who has been the manager and for how long?
- How have leaders been accepted in a leadership role? Are they achieving their goals/intensions?
- Does each employee clearly know their role and function? And keeps within those boundaries?
- What kind of relationships do people have? Do they have conflicts and how often?
- Are there any departments or people in the organisation who are not seen or who feel that way?

CONSCIENCE

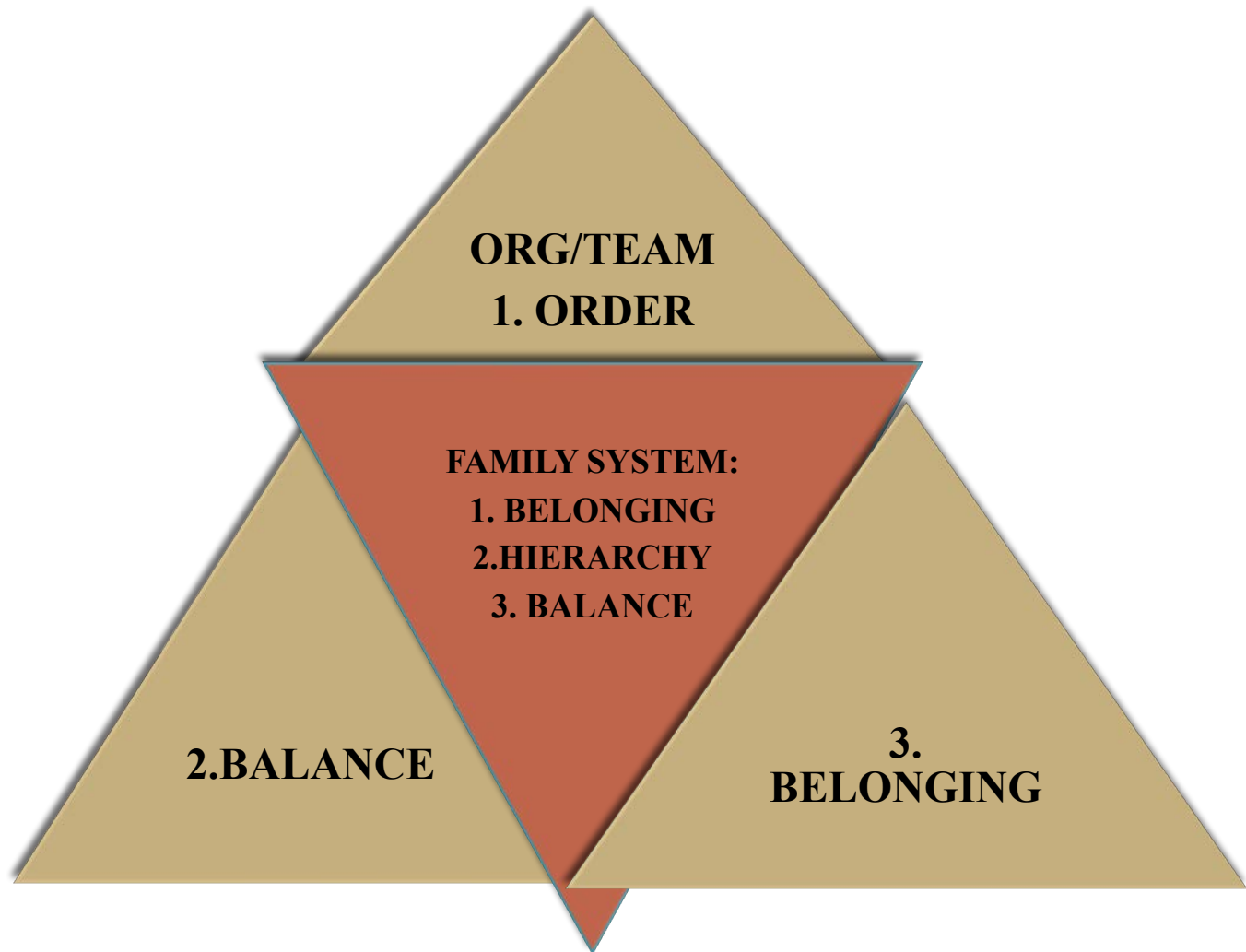


WHAT IS A SYSTEM?

- A system is the elements and the relationships between the elements.
- According to the system, there are no right and wrong people.
- The systemic laws are the so-called rules which powerfully, invisibly and unconsciously, regulate all systems.

The basic questions are:

- What in the system connects someone with another?
- How to get rid of dysfunctional ties?



I. LAW : ORDER AND HIERARCHY

- Law of order is the organisations clear structure, functions, roles, responsibilities, etc;
- All the elements that have emerged or come first are hierarchially on a higher level. This means that when the one that came later/last respects the previous ones - the energy flows. The one who came first has priority;
- The one who creates the structure and space for others - the leader - always comes first,
- Those professionals whose activities have the greatest impact on the organisation come first. Those who bring more benefits are above.

NOTE:

System hierarchy does not measure importance - all elements of the system are equally important.



2. LAW :THE BALANCE BETWEEN GIVING AND TAKING

Anyone who comes into an organisation and uses their strength, skills and creativity will get a salary. Taking is not only in terms of money - other indicators such as recognition, job meaning, etc. are also important.

3. LAW : BELONGING

All elements that are part of the system and have left their mark have equal rights. All elements (people, events) that are for some reason excluded from the system (not remembered) will influence the future.

REFLECTION

- What are your thoughts so far?
- Where arose recognition?
- Bring some parallels or examples from your work

SIGNS OF HIDDEN DYNAMICS

- conflicts between people;
- discussions and conflicts about boundaries and responsibilities; agreements do not work.
- forming triangles and cliques;
- staff are overstretched - two possibilities here: either they are doing too much or they don't really know the limits of their role/function;
- power struggles between hierarchies at different levels, which are transferred to third parties;
- Employees don't see their own resistance and transfer it to customers;
- a 'strange feeling' in teamwork and collaboration processes - silent resistance and sabotage;
- moral superiority;
- sense of injustice and unfairness;
- sabotage of work or working time;
- hidden competition (I am bigger than the other);
- conflict of loyalty and feelings of exclusion, lack of contribution

WHAT DOES THE MANAGER MANAGE?

Functions of work	Individual's mind
Structural dynamics Dynamics between people	Personal context Personal dynamics

PATTERNS

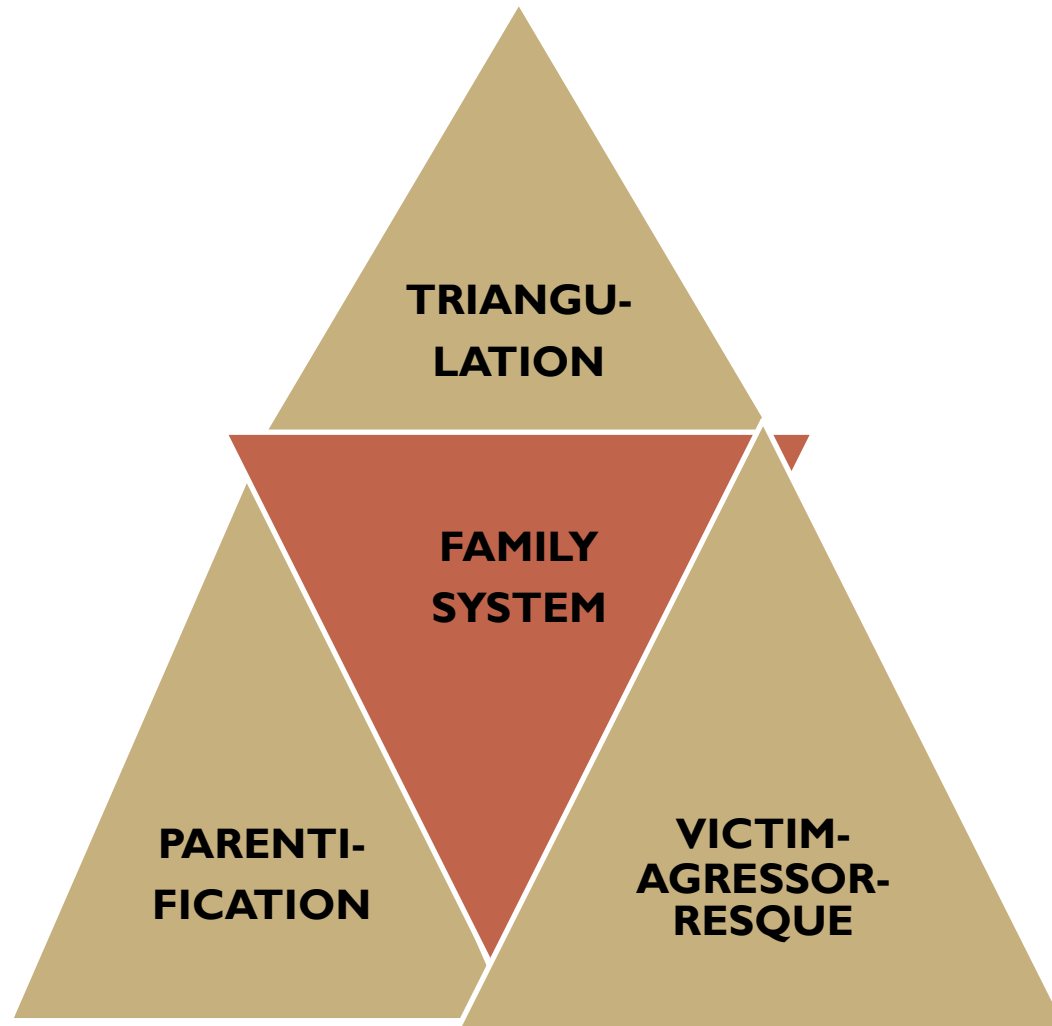
PATTERN=DYNAMICS=CONFLUENCE

A pattern is formed unconsciously for the systems survival. The meaning of that is that the problem has actually created to solve the situation.

Functions of a pattern:

1. Ensures continuity
2. Ensures stability
3. Ensures predictability

PATTERNS



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5 BASIC NEEDS OF THE SOUL

- Respect and recognition - a level of appreciation;
- Competence - level of proficiency;
- Meaning and meaning - level of meaningfulness;
- loyalty - level of belonging;
- Values - level of service.

USED LITERATURE:

- Knjazeva, O. 2022
- Stamm , J. 2021
- Kauppila, R. 2014
- London, K. 2013
- London, K. 2020
- <http://www.talentmanager.pt/download/SystemiConsultingGB.PDF>
Organizational constitutions, Cecilio Fernández Regojo
- Shabayeva, G. - Lecture notes for training in organisational constellations (Sept. 2014).

RECENT RESEARCH

- https://books.google.ee/books?hl=en&lr=&id=HVDvDwAAQBAJ&oi=fnd&pg=PT5&dq=business%20constellations&ots=pT_0c6evlE&sig=-GAY9UCPsQmzVsNqsxK9iUKccz4&redir_esc=y&fbclid=IwAR2zdvtzKCi-ATqeOmlLpWiGlnqzqwGpDY_FlzobMlnORAzRG4BiVzVqyMFI#v=onepage&q=business%20constellations&f=false
- <https://link.springer.com/article/10.1007/s11612-021-00592-8?fbclid=IwARlXzkGZXrHkT9PC7CpL59M6OPBOlgAlj17M3j35zQDVxgjWr5CufPNgNQI>



THANK YOU!

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