

CROSS-ORGANIZATIONAL INNOVATION - THE MISSING DIMENSION: LETTING THE INNOVATIVE POTENTIAL OF A CONSTELLATION EMERGE

CLAUDE ROSSELET AND CHRISTOPH MANDL

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DESCRIPTION

To detect or sense new possibilities embedded in the environment of an organization is one of the more challenging issues of today. While Otto Scharmer speaks of sensing and presencing, Richard Lester and Michael Piore speak of interpretation and of finding meaning. It is by now common knowledge that listening to the customer and to customers -to-be and to make sense out of the wishes and desires of the people on a global scale is a prerequisite for finding the future meaning of an organization manifest in profoundly new products or services. While Otto Scharmer suggests dialogue interviews, and Richard Lester and Michael Piore suggest meaningful conversations, we will invite participants of this workshop to experience and explore another possibility: Systemic Constellations.

Systemic Constellations have been invented and refined in the last 20 years primarily in Austria, Germany and Switzerland. Its roots can be traced back to Jacob Moreno's psychodrama, to Michael Polanyi's concept of tacit knowledge, and to Niklas Luhmann's social systems theory. Its basic premise is that people know more than they can tell. Systemic Constellations is a method to externalize the subtle and thus hidden systemic structure of a situation. It begins by setting up people as representatives of the core elements of the situation under consideration. Within a confined space and time people are guided to sense their own feelings and thoughts regarding their place within the system and to explore different places and the effects of these movements on the perception of the other representatives. Collectively and gradually these representatives - guided by their own intuition - begin to make sense out of their situation and explore possibilities for structural changes out of which new patterns might emerge.

Using Systemic Constellations the participants in this workshop will explore new ways to listen to their customers and to find meaning in what they "hear" by making use of the collective intelligence of all the participants.

KEYWORDS

Action research
Team Learning
Systems Thinking/Systems Dynamics
Product Development
Inclusiveness & Diversity
Knowledge Management
Organizational Learning