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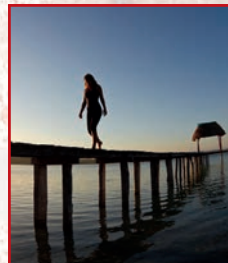


Change – Spielräume für den Wandel



**Beziehung
als Ort**

Lucas Derks
über Partnerschaft



**Baustelle
Gehirn**

Gerald Hüther
über Potenziale



**Bin ich noch
der Gleiche?**

Thies Stahl
über Identität

Verlag

Junfermann



"This comes from the top!"

by Cora Besser-Siegmund

Emotional coaching with wingwave uses organigrams as a metaphor - especially in change processes.

People who find themselves in a demanding corporate context, need a stable emotional balance to enable them to call on their own cognitive and professional skills "on the spot". Achieving this balance allows resourceful networking in the organisation's organigram. The shape of organigrams is well-known from the world of business, and they present details about the company such as managerial functions, responsibilities, and chain of command in visual form to name but a few.

Nearly everyone by now is familiar with this box-building as it is supposed first and foremost to serve as orientation for company staff. However, in times of change, people in companies are continually confronted, surprised and often confused by

new organigrams which can lead to emotional stress. "Boxes" are swapped, merged, renamed,



Organigram mazes can trigger irritation and stress.

redesigned or deleted. Sometimes whole layers disappear.

wingwave can help the person receiving coaching to meet these changes in structures resourcefully and self-confidently and to keep a clear head in the process. As a point of entry, we make our coaching customers sensitive to the psychological effect of the box formations which are much less matter-of-fact in their effect than in their appearance. Business organigrams offer many metaphors for the subject of "emotional balance" and "emotional stress". A person can be "alone at the top", "sandwiched in the middle" or they can be "climbing the career ladder". Instructions come from the "very top", and it is interesting that in talking about it, those involved automatically point upwards to an imaginary place way up high - showing that they have built the organigram into their internal experience. Even a top manager points to a place above his head when he talks about the parent company in a different company. "That's the way Sweden wants it ..."

Sweden is on the Earth

Here we first of all point out the difference between organigram and reality to our customers. If a person has a position "high up" in the company, he still doesn't float over other people's heads in the corridor, and he walks like all the rest. Sweden is on earth and not in the sky. The emotional dynamic in organisations often leads to completely different results in reality than implied by the organigram. For example, ward XYZ is managed by senior doctor, Professor Heilemann, according to the hospital organigram. But at an emotional level it is in fact nurse Ingeborg who rules the roost and decides what has to be done.

Architects, too, construct business metaphors and create a corresponding organigram psychology. The "higher" the position, the further the lift has to travel to take the employee, managing director or chairman of the board to the right "level". The lift industry worldwide is one of the few sectors never to be rocked by crises - and that does not just have to do with a shortage of building land.

It is interesting to note that a hundred years ago and earlier, most top managers worked on the ground floor or at the most on the first floor of their offices without lifts, and formed the metaphorical basis for the success of their business as with a family tree. The business world was architecturally upside down by today's organigram mentality, and it still worked. Incidentally, there are a lot of "high potentials" who don't enjoy taking the lift at all.

Imaginative organigram structures

With organigram coaching, the wingwave coach works with imaginative organisational structures. In the process, the coach uses the myostatic test to check the individual stress responses of his subject which they have developed with their subjective organigram experience with regard to different elements of the company.

First of all, coach and subject create a meta-perspective in their chairs. The area for this defined audience world comprises coach and subject and reaches to the area in front of the subject's knees - any "action" to build a structure only starts behind this line. The organigram is not viewed for real by the subject during the build-up work but exclusively developed in the "imagination room". There is no flip-chart, no pinboard and no figurines - just pure air. The reason is that objective representations might unnecessarily restrict the imaginative experience. For example, one subject once placed the owner of a company on top of a church spire which can be seen from our coaching rooms. A pin-board card stuck up in the room would never be able to keep up with the emotional experience in these dimensions. The coach alone draws the structural elements on a piece of paper.

The NLP classic, "Using your Brain for a Change" by Richard Bandler inspired us to take this imaginative approach to constructing an organigram many years ago. There he describes the different emotional effect of images from different positions in the imagination room. Some readers may compare the procedure to Lucas Derks' Social Panorama. The difference between this procedure and the Social Panorama is that the



"Siting items in the imagination room with tests to find the right emotional position"



Organigram with the "emotional add-on modules", Exchange, EU, Products, Parent Company, etc.

Design: Lola Ananda Siegmund

myostatic test decides which system elements the subject places and where exactly they are positioned in the imagination room.

With imaginative positioning, the subject uses his outstretched arm and finger to indicate the direction of the imagined organigram of his company, and he points to the individual elements of the organigram - including his own position in the company. In the process, the statement: "XYZ is in the right place here", is continually tested. The strong test then determines the correct position in the imagination room. This often reveals that single elements in the organigram are imagined in different places in the imagination room to what would be logically assumed. The transition from the objective organigram to the emotional organigram is thus created.

We also test completeness statements such as:

- ⊕ "I have put everything in position."
- ⊕ "There is still one element to be added."

If the last statement tests strongly, we go through various options. We look for system elements that don't feature in the classic organigram but which

play a decisive role in shaping the subject's overall emotional experience in his company. Extra items are often found which are then confirmed by the statement: "XYZ belongs there too." Additional system factors could include:

- ⊕ the parent company
- ⊕ external "determinants" such as the stock exchange, the EU, the government, etc.
- ⊕ customers, shareholders, public opinion
- ⊕ the competition
- ⊕ products

If the statement: "I have included everything", tests strongly, the emotional organigram has been completed and we move on to the intervention section.

The intervention

Throughout the entire process, the subject should remain emotionally stable. For that reason the coaching session always starts with the emotional balance of the observer ego - the subject in the meta-position. First we test how stable the subject feels when confronted mentally with the entire imaginative organigram. If he reacts weakly to the test, we probe the stressful emotion: fear, anger, helplessness, etc. The subject is then accurately de-stressed with "waking REM phases", the typical wingwave intervention. During the whole subsequent process, the coach continually tests whether the emotional balance is still present or whether there is a need to "re-wave".



"Waking REM phases"

After this initial stabilisation, the subject points to the various elements in the system, and the statement: "XYZ is ok" is continually tested. This doesn't mean "nice" or "healthy", but the question whether

the subject feels that the element supports the system - or not. If the test here turns out to be weak, we test statements in the third person: "There is stress there", "The stress is emotional" or "The stress is physical". For example, we once tested the following statement with an engineer from the car industry: "The cars feel weak". This subject was indeed concerned about the future viability of these car models, and his mirror neurons felt "sympathetic stress" at the thought that these models might be obsolete in the future.

Then this stress too is "waved", e.g. by including the statement: "The managing director is insecure" or "The parent company treats people despicably". It is not a question of the subject being unable to locate this organigram stress emotionally any more. The point is his ability in future to respond to those system elements which have an unfavourable energetic effect on him with a steady nerve in his subjective experience.

As we have said, these organigram imaginings represent the purely subjective experience of the subject. We can see by the myostatic test that this subjective experience creates objective (neurobiologically measurable) stress which we overcome by means of the intervention. Only from this moment onwards can the subject react to the organigram situation with a clear head and resourceful ideas.

Concluding position check

If everything tests strongly, we repeat the position check carried out at the beginning of the process with the arm outstretched and the following statements: "All the elements are still in the right place."

After the intervention, the test often turns out weak. This means that the emotional stabilisation affects the subjective positions which the subject assigns to the elements in the organigram in his emotional experience. He now continues to move the elements around with his outstretched arm until all of them have found their right place. "XYZ is now in the right place." The stock exchange may no longer be at a dizzying height, it may have landed on the carpet. The subject's own position may no longer be on the margin, it may have moved towards the centre. At this point we return to conversation mode, and with the support of the coach, the subject develops new ideas about the change process, his career and resolving conflicts. After the emotional "de-stressing" process, many innovative ideas and decisions burgeon in the subject's head as his cortex - the cognitive brain - is now free to help.

At the end of the process, the subject "constructs" his own individual emotional organigram. Every person is of course entitled to develop metaphors in their personal space which resourcefully support their quality of life when working in a company. In this way, the "official organigram" is reduced to its factual information without affecting one's own mental well-being.

Together we create an organigram metaphor in which the subject himself occupies a special position or even takes centre stage following the philosophy: "For myself I am the main person in my life and the same goes for my place of work." The subject can select his own metaphor for his emotional organigram: a solar system, a farmyard, a garden, etc. Or he can choose a horizontal system instead of a vertical one - for example, a "company town map" - if the company is usually represented from a vertical perspective. A circus would also be conceivable. The "manager" - circus director - doesn't stand above everyone else but down in the ring while the artists give their performances under the big top.

Now the roles of the other corporate links in the system are "set up". Maybe the managing director will be given a special colour to reflect his importance for the subject's experience of performance. Groups, e.g. customers, can be clustered. Products or external system elements such as politicians can also be included and are assigned appropriate places in the metaphor. All the elements set up are tested to see if the subject "feels" they are in the right position and correctly depicted, e.g. "The products are correctly shown as fruit." If all the tests are stable, the subject feels the resource experience of this emotional organigram in a "body scan" which is then slowly woven in by the coach on all neurological levels by means of "pleasure waving".

For many coaching clients, this stabilising wingwave work with the emotional organigram has awakened resources on a lasting basis - particularly in demanding change processes. They think about their daily work objectively or confidently and constructively again, tackle problems head on instead of standing there helplessly, and they find the courage to make new career plans or to embrace change.



Cora Besser-Siegmund, qualified psychotherapist, trainer, coach and book author. She developed the wingwave method together with her husband, Harry Siegmund.
www.wingwave.com