NEW SPIRIT

Improved understanding and interaction between company managers and young adult employees via new work styles

Handbook

For effective NEW SPIRIT cooperation in companies without generation gaps

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CONTENT

1. Introduction - New Spirit in Organisations 3
Mismatch between young professionals and organisational culture 3
From generation gap to paradigm shift 4
2. A closer look at the paradigm shift 5
Evolution of Mankind: The Spiral Dynamics Model 5
Evolution of Organisations: Reinventing Organisations 6
The impulsive worldview (red) 6
Conformist worldview (amber) 7
Performance-oriented worldview (orange) 7
Pluralistic worldview (green) 7
Evolutionary paradigm (teal) 8
New Spirit 9
3. A closer look at the problems in organizations 10
Symptoms of the arriving of a New Spirit paradigm 10
Creating new practices which lead to new results 11
Reflective questions for recognizing these symptoms 12
4. The Multi-Layered Approach 14
The surface current 14
The conscious undercurrent 15
The subconscious undercurrent 15
The source 15
5. Multi-layered approaches 17
The Systemic Approach & constellations 17
The narrative approach 18
Working with archetypes 18
Conscious Company Model Approach(CCM) 19
Structure of the Conscious Company Model 20
A healthy organisation 21
Description of the individual circles 22
6. Transfer Theory into Practice 23
7. Inspiration for further reading 24

1. INTRODUCTION - NEW SPIRIT IN ORGANISATIONS

Quality manager (28 y)*: "With the leadership team of our company we had a teambuilding of two days. I am 28 years old and for 6 months I am the company's Quality manager. I am really proud that I got this job, and I am proud of the results we as a Q-team have achieved already in these 6 months.*

There was one moment during this team building that I will always remember. Overall, it was a great gathering where we really got to know each other. But I will always remember what happened on the second day. We did an exercise called "functionally gossiping". We had an inner circle and an outer circle. When the inner circle started 'gossiping' about me, they showed appreciation all over and my self-confidence grew every minute. But at a certain point, one colleague ruined it all. He said: "All this progress and results despite her young age and lack of experience because of that."

The other colleagues agreed and I in the outer circle (we weren't allowed to talk) felt so angry. Why is my age an issue here? Maybe it is because of my so-called lack of experience that I am not as stuck in the system as they are. I see it as a benefit and not as a problem. My head knows he meant to be kind, but for me, it was a sword right through my heart. I felt not taken seriously. I felt like a little child who had drawn a beautiful drawing with a 'stick puppet'."

A Mismatch Between Young Adult Employees And Organisational Culture

As consultants and trainers, we get an insight into many kinds of organisations. We notice that especially the younger employees have difficulties dealing with the structure and culture that the companies

offer. For the young adult employees with a distance to the labour market, we see that this gap between their worldview and that of the organisations is often too big to cross.

While working with these young adults, we also found out that they really would like to be part of an organisation, but they come across issues that make it hard to fit in. This leads to a lack of energy, trying hard, and eventually to burn out or young talent leaving the company. In a milder form, this shows in the motivational problems of younger employees.

Managers on the other hand complain about the lack of discipline and commitment of these younger generations. They are not amused, to say the least, by new employees asking for more spare time, or a shorter work week. In the organisations we worked with, we talked to many managers and often heard these complaints.

At the same time, we sensed the frustration and inability to understand this younger workforce and make them fit in. Again, the managers really want to help the young adult employees and make them part of the organisation but get frustrated by the completely different approach to work. Especially with a decreasing labour force, organisations want to attract young employees but find it hard to do so.

In our work, we see how much added value younger employees can offer to organisations. They bring a new spirit, and a new vibe to organisations that help organisations deal with today's challenges. These younger employees can ignite fresh approaches and insights that will lead to a more adaptable and agile organisation that can adjust to the fast-changing environment.

At the same time, young adult employees can learn a lot from the vast experience of older managers and employees. Their stability and

practical know-how will help to anchor the changes in the roots of the organisation.

And still, too often it seems too difficult to join these two groups and their qualities. That's when we thought about providing trainers with tools to help managers and young adult employees bridge this generational gap.

From Generation Gap To Paradigm Shift

So, we started this project assuming that there is a gap between younger and older generations in organisations. After our research, though, we found out that there is indeed a gap in organisations, but it is not necessarily related to the generations. We were surprised to find older managers who have a very non-traditional view of how organisations work and young adult employees who really like the traditional ways in which some organisations operate.

We had to zoom out and slow down. We had to reconsider our assumptions and tune in to the essence of what we had encountered.

After some reflections and conversations, we concluded that there is a gap between two (or maybe more) paradigms of organising. Let's call it the traditional way and the New Spirit way of organising, which we will define and elaborate on later. We also found that younger generations tend to be more connected with the New Spirit paradigm and older generations resonate more with the traditional paradigm, or at least are better able to cope with the traditional paradigm because they are more used to it. Although the older generations have less difficulty dealing with the old paradigm, the boundary between the two paradigms can't just simply be drawn between the generations. This is an important

conclusion and should be considered when working in organisations with different generations and paradigms.

In this handbook, you'll get a new frame to deal with this paradigm shift. New glasses to look at the symptoms in your organisation and to deal with the generation gap or rather the paradigm gap.

In the toolbox, you'll find tools that help you to become more conscious of what is really going on. Those tools support you in taking it a step further and finding new solutions that will really serve you and your organisation.

The training programme is a suggestion on how to combine the different tools when you work together in a group at work. Of course, feel free to create your own programme out of the theory and tools suggested.

The handbook is written for the so-called New Spirit key users. These are company managers, young adult employees, and adult educators and trainers. All these groups can contribute to connecting people and connecting paradigms.

Let's make this world a better place to work and live together. Let's grow this New Spirit!

2. A CLOSER LOOK AT THE PARADIGM SHIFT

Employee (26y): *"I just graduated from university, and this is my first 'real' job. As I am not really sure about what I can do or not in an organisation I applied for this more administrative one, although I know I can do 'more', but I don't mind. For now, it is okay. I earn money and I learn more about what I want to do for a living.*

But what I don't understand is that my mentor and colleagues really want to check everything I do. She wants to check all the emails I send to the teachers first before I click on the send button. Everything goes so slowly. She is busy and I have to wait all the time for her confirmation on every simple email text. Come on. I have got a university degree, who does she think I am? This organisation is so disorganised. They have really strange working processes. It seems like everything they do or need to do is put into 'boxes'. This way you don't have any overview. Teachers don't know what students want or need because that goes in a different box.

Probably it's because this is my first job, that I don't understand this. But for me, it is chaos here and I am just sitting behind my desk waiting for confirmation on the simplest text ever: "Yes, the exams are next week on June 14th. Good luck". What can be wrong about that? If I was in charge, I would have organised things so differently out here."

Evolution Of Mankind: The Spiral Dynamics Model

To understand the tension between the traditional paradigm of organising and the New Spirit paradigm, we need to look beyond the boundaries of the organisations. As is often the case, the larger whole is reflected in the smaller parts. In this case, the development of mankind

is reflected in the way we organise and work together. So, looking at the development of mankind will help us understand the different views on collaborating and work-life balance to name just a few.

Many historians, philosophers, and psychologists studying human evolution, agree that humankind develops in sudden leaps and not in a continuous process. They also roughly agree on the most important leaps. Scientists like Don Beck and Chris Cowan studied the development of human consciousness. They created the Spiral Dynamics Model in which they distinguish different phases of the consciousness of mankind (see the image below).

These different phases or tiers help us to get a good overview of the leaps mankind has taken up until now. The different leaps have resulted in different world views or paradigms and different ways of collaboration. They have thus allowed mankind to deal with more and more complexity. It's good to realise that all worldviews or paradigms, including the previous ones, are still present in today's world and within organisations. The new paradigm doesn't replace the old one. It is just an additional way to look at the world.

The beige, red, orange, and yellow stages are individually driven. The others are collectively driven.

If you would like to read more about Spiral Dynamics, we refer to the Inspiration List For Further Reading at the end of this handbook.



The different tiers in the Spiral Dynamic Framework
Source: Tmetric.com

Evolution Of Organisations: Reinventing Organisations

Frederic Laloux built upon the different phases that were described in spiral dynamics in his book "Reinventing Organizations". He describes how each phase has also introduced new ways of collaborating and that each phase has created a much more powerful organisational model.

He focuses on the last leap into what he calls an evolutionary paradigm. He argues that many of the problems we face in society and organisations might come from the fact that our current ways of acting and organising feel outdated and not suited anymore for the current

circumstances. We are currently in a transition phase where the new paradigm is flowing into organisations like a river merging with another river.

Laloux has researched ways organisations can adapt to this new worldview.

We will give a short overview of the different worldviews he distinguishes in organisations. The colours are a bit different from the ones used by Spiral Dynamics. If you are interested in more details about these worldviews, you can find those in his book "Reinventing Organizations".

The impulsive worldview (red)

Ten thousand years ago, people started organising themselves in groups of thousands. To do so, they needed a chief. People needed to be told what to do and power determined who was in charge. You either had more or less power than someone else. The group was kept together by loyalty and fear.

Red organisations introduced the division of tasks and vertical authority chains. These power structures created the possibility to deal with increased complexity.

Archetypal red organisations are the mafia and street gangs.

Conformist worldview (amber)

Around 4,000 BC, a more complex worldview arose in Mesopotamia. It was the start of the era of agriculture, states, and empires. It was also the rise of bureaucracies and religions. People don't follow the red impulses but live up to the rules that they have internalised. They follow a story of a god or something else that has created unchangeable rules that one should follow. Guilt and shame keep the community together.

Research shows that most of today's adults operate from this consciousness. The stories they live by differ, but they follow a set of rules to which they conform.

This worldview has caused some important breakthroughs for organisations. The first is repeatable processes. Knowledge is embedded in the organisation instead of in one person. The second breakthrough is the stable organogram.

Amber organisations have formal titles, function descriptions, and reporting lines. This has enabled amber organisations to grow to an enormous scale.

Archetypical amber organisations include the church and the army, but also governmental institutions, and universities.

Performance-oriented worldview (orange)

This is the worldview of science and the industrial revolutions. The world is not seen as something fixed that has unchangeable rules, but as a complex piece of machinery that can be investigated and understood. You can become everything you want if you are smarter, faster, and more innovative than others. In the past two centuries, this worldview has brought us almost unlimited prosperity and a high life expectancy. By asking 'what if …' people could get out of the hierarchy they were stuck in. The main metaphor for looking at organisations is the machine metaphor.

The orange worldview is the foundation for many of today's management philosophies and has a huge impact on how organisations are run.

The three breakthroughs of this worldview are innovation, responsibility, and meritocracy. Because organisations believe that you can change the

world, they create departments to look for new possibilities and technologies. By focusing on innovation, organisations benefit from using the intelligence and creativity of individuals. This creates a new style of management that focuses on management by objectives while giving the people in the lower ranks more freedom and responsibility. Finally, this worldview changes the way we look at how we can climb the ladder in society or an organisation. Everyone can become the leader. This no longer depends on where you were born but, on your skills, and intelligence.

Archetypical orange organisations are banks and most global companies.

Pluralistic worldview (green)

The orange worldview had some strong disadvantages like a materialistic obsession, social inequality, loss of community feeling, and how nature is harmed. At the end of the 18th century, we see the first people standing up against these issues. They demanded equal rights for women, the abolition of slavery, and freedom of religion.

The new metaphor of organisations in this phase is the organisation as a family. People look after each other and the well-being of everyone is important for the success of the organisation.

There are three main breakthroughs. Instead of focusing on the hierarchy, they empower employees to make decisions. A value-driven culture is guiding organisations. No longer do they only focus on profit and market share. The focus is on corporate culture. Finally, they shift from shareholders' value to stakeholders' value.

Archetypical green organisations include not-for-profit organisations and aid workers

There are some contradictions within green organisations. They want to be egalitarian but still use the traditional hierarchy of the pyramid. Often, the values that are defined to be important are not the ones that are practised in day-to-day operations.

The focus on consensus in green organisations also creates paralysis, which induces all kinds of nasty power plays.

Evolutionary paradigm (teal)

Between the green paradigm and the teal paradigm was, according to Beck and Cowan, the transition to the Second Tier. Because of this new leap of consciousness, we see in organisations the shift to what Laloux calls the teal paradigm. He describes it as the evolutionary paradigm. The teal colour was connected to this stream.

In this new paradigm, the world is seen as a place for individual and collective development. Humankind doesn't strive for success but for fulfilment.

We have learned to tame the ego. We can look at our inner archetypes and understand that we can decide which archetypes we follow and which we don't put in the driver's seat. Hereby we also learn to trust others and life itself. We can live life from the perspective of scarcity or abundance. We see all setbacks and problems as an opportunity to learn and grow.

Instead of following the guidance of others, in the teal worldview, we follow our inner compass. We connect with our inner values and follow those.

Finally, in this evolutionary paradigm, people can feel the pain of not being connected to their true nature and each other. We can hear the

more silent voice of our soul again and realise that we have focused too much on masculine energy, neglected our bodies, and have lost our connection with nature. In the teal phase, we long to be whole again: whole as a person, as a collective of people, and as all (living) systems on earth.

Not many organisations operate based on this paradigm, but Laloux has found quite some that do. In these organisations, they use the metaphor of a living system to look at organisations. Instead of a machine, or a family, living systems have an innate knowledge and wisdom about how to grow and flourish. Every part of a system 'knows' what to do to support the development of the whole. There is no need for a central leader. These teal organisations are nourished by life itself.

Three important breakthroughs make teal organisations different.

The first is self-management. Teal organisations have found a way to upgrade their structures from hierarchical pyramids to powerful and fluid systems with decentralised authority and collective intelligence.

Secondly, teal organisations have installed a coherent set of practices that allow people to drop their masks, and embrace their inner wholeness again. They allow their staff to be fully themselves at the workplace.

Finally, teal organisations are seen as systems with their own life and sense of direction. Instead of planning and forecasting, all individuals are invited to listen to what Laloux calls the evolutionary purpose. They tap into the natural direction and development of the organisational living system and follow that.

This teal paradigm is what we call the New Spirit paradigm, or the New Spirit way of working.

New Spirit

All the worldviews described by Laloux are active at the same time in organisations (and in society). He argues that we are currently adding the evolutionary paradigm (teal) to society and organisations. Because this New Spirit paradigm has a totally different view on how we work together we need ways for people in organisations to adopt these new aspects of the New Spirit paradigm. We also need ways of connecting people who seem to live in different worlds.

To create more space for and understanding of the influences of this New Spirit worldview, people in organisations need to be more aware of the shift that is going on. If people in organisations of all generations are more aware of what the old paradigms are and what the characteristics are of the New Spirit paradigm, they will better understand the symptoms this paradigm shift causes. It will also enable them to connect with people having different worldviews and be open to their opinions and ways of working.

New Spirit is all about people in organisations understanding each other better and making further steps forward into this New Spirit way of working together.

3. A CLOSER LOOK AT THE PROBLEMS IN ORGANISATIONS

Team leader: *"In the factory, I see a big difference between the older operators and the young ones. The young ones just aren't interested in this plant. They are here for the money and the moment they think their working life is better elsewhere or they hear they can earn more somewhere else, they leave...*

For me, that is really a problem. Let's take this guy. A clever one. I was really happy with him. He had more possibilities than just being an operator. So, I discussed with him that I wanted to make him an allround operator. This takes six months or so of education on the shop floor. Which was a challenge to organise, but I felt he was worth it. And he seemed to be happy and proud of what he was doing. He didn't have any school papers or so, but I didn't mind. Some kids just need to work with their hands in order to grow. So, I really invested in this kid. But for nothing.

Last week he announced that he would leave next month. Summertime was coming and he didn't want to have to work all the time. Just shoot me. I don't understand this attitude. And to be honest I really feel cheated on. These kids nowadays just don't have a working attitude anymore."

During the narrative interviews we conducted with the New Spirit key users (managers, young adult employees, and trainers), we found that organisations face different issues related to what we thought were caused by the generation gap.

The arrival of a new paradigm is not an organisational-specific phenomenon as we have seen in the previous chapter. It is a societal

development which reflects in the interaction of people in an organisation. There is a rubbing tension between the 'old' paradigm and the New Spirit paradigm, most of the time on an individual level, but it can also be seen between departments or even between organisations.

Symptoms Of The Arrival Of A New Spirit Paradigm

As the world is moving forward, some people in the organisation move at the same speed and direction, whereas other people and/or parts of organisations move at a slower speed. This rubbing tension creates symptoms we see in organisations, for example:

- Employees losing energy in their work, often leading to burnout
- Employees having different work ethos. It seems to be a lack of commitment, but underneath is often the idea or feeling that personal development and personal experience are more important than commitment to the organisation.
- Employees having the feeling that their full being and full potential are not seen.
- Employees indicating missing cohesion and a sense of togetherness in the organisation.
- Employees complaining about miscommunication and lack of communication in the organisation when most of the time the real issues stay under the surface and are not being talked about.
- Organisations seem a constant battlefield. Employees or teams having conflicts, because of opposite interests. The 'us vs them' or 'island'-cultures are the results of this symptom.
- Employees having the sense of not being able to find fulfilment or a meaningful contribution.

The results of these symptoms are stubborn and hard to tackle:

- An increasing number of burnouts and a high sick rate
- Talents leaving the organisation as quickly as they have entered
- Motivational problems
- Having a hard time finding employees

Creating New Practices Which Lead To New Results

If as a manager, HR employee, or trainer, you approach these symptoms as problems you have with individuals, or with a specific group of employees, like Generation Z, you'll keep on looking for solutions that will solve these problems, but you won't find them. These aren't problems people bring into the organisation from the outside. These are symptoms of problems within the system of the organisation. So, symptom control won't change anything, as you see happening in organisations today.

All the symptoms, mentioned above, are the results of problems from within the system of the organisation. If you approach them like that and if you are aware that the systemic movement inside the organisation is part of a bigger movement that takes place all over the world, you'll become aware that you have to move differently. You'll have to dance together with all the different employees in your organisation.

Through that new movement new practices will arise within the organisation. These practices will lead to new results. Results we all want more of. In the Toolbox, we have collected many interventions that you can use to get more of the following results.

1. Getting energy from your work. Making work fun again

   With the interventions in this category, you can help managers and employees to be more aware of their energy management and how they can get more energy from their work. It also helps them to focus on fun and playfulness in the workspace and how this can help to increase the energy level of everyone.

2. Creating possibilities for growth and personal development within the organisation

   These interventions help you to create awareness about the personal development goals of employees and how to create an environment that supports those.

3. Acknowledging differences between people and nourishing them

   The interventions in this category will help you to let the employees and managers nourish the differences and even use them to reach the goals of the team or organisation.

4. Being aware of your full being and seeing others in their full being

   This category of interventions allows you to help the participants to become aware of all aspects of themselves and others. They help to look at yourself and others from a perspective of wholeness.

5. Creating cohesion

   These interventions help you to create a sense of togetherness. They help to build a team and to connect to the bigger picture and goal.

6. Effortless collaboration

   The interventions in this category help people to work together more smoothly and with less trouble and issues.

7. Meaningful and transparent conversations

   These interventions are created to deepen the conversations. Using these interventions enables managers and employees to talk about what is really needed and to open up to each other.

8. Aligning different interests

   This category of interventions focuses on becoming aware of the different interests of different people, teams, projects, or departments and finding ways of aligning them. Thus, creating new possibilities and opportunities for reaching shared goals.

9. Creating meaningful and fulfilling work

   This category consists of interventions that help employees and managers to create meaningful work that also gives fulfilment.

Reflective questions for recognising these symptoms

How can one recognize these symptoms from within the organisation? This seems like an easy question at first sight. Most organisations have all kinds of factual information in the surface current, like numbers on sick leave, employee turnover, and the number of vacancies. But a lot of managers and HR employees feel paralyzed just looking at those numbers.

If you combine these facts and figures with the answers to (some of) the questions below, you'll become more aware of what is really going on in your organisation:

- Why are you doing what you do in your organisation?
- What is your vision and what does this vision look like in practice?

- If you step 10 years forward in time and look back to this time, what will the future generation say about how you do your job today?
- Where do you make a difference in your organisation?
- Which inspiring examples of the younger generation do you know within your organisation or outside and what can you learn about yourself from it?
- Which generation is dominant within your organisation? What is the effect on how you do things?
- What does someone have to do to be part of the organisation?
- What is the reaction within your organisation to new employees or new approaches to situations at work?
- How do you react if someone suggests a completely different approach from what you normally do?
- What do you have to give up (or what did you give up) to fit in your team or organisation?
- How do you cope with resistance?
- What aspects of yourself have you been 'pushed down' during your life, which are now being mirrored by someone of the new generation?
- What or whom is being left out?
- What or whom is overlooked?
- What are the leading principles of this organisation? What should they be?
- Why was this organisation founded? And what would the founders say about today's organisation?

- Where in the organisation is too much given? Where is too much taken?
- Whom or which part of the organisation can’t receive?
- How is our working time divided between running the business and changing the business and how much time is left over for dreaming? (70-20-10 rule)

4. THE MULTI-LAYERED APPROACH

The multi-layered approach has been developed by the International School of Entrepreneurship and provides the fundament on which we have built the exercises in the toolbox. It's a way of looking at reality in general and in this case at the reality of different generations and the mixing of paradigms within organisations.

Trainers, coaches, and managers can use the layers from this approach to refer to when having a dialogue on the outcomes of the exercises with the groups they work with.

The multi-layered approach looks at the world in different layers. This way, it allows for a deeper understanding of symptoms in the (business) world. It also reveals the normally hidden connections and dynamics. This way, it allows you to find solutions where there seem to be none and to create connections where on the surface the differences seem too great.

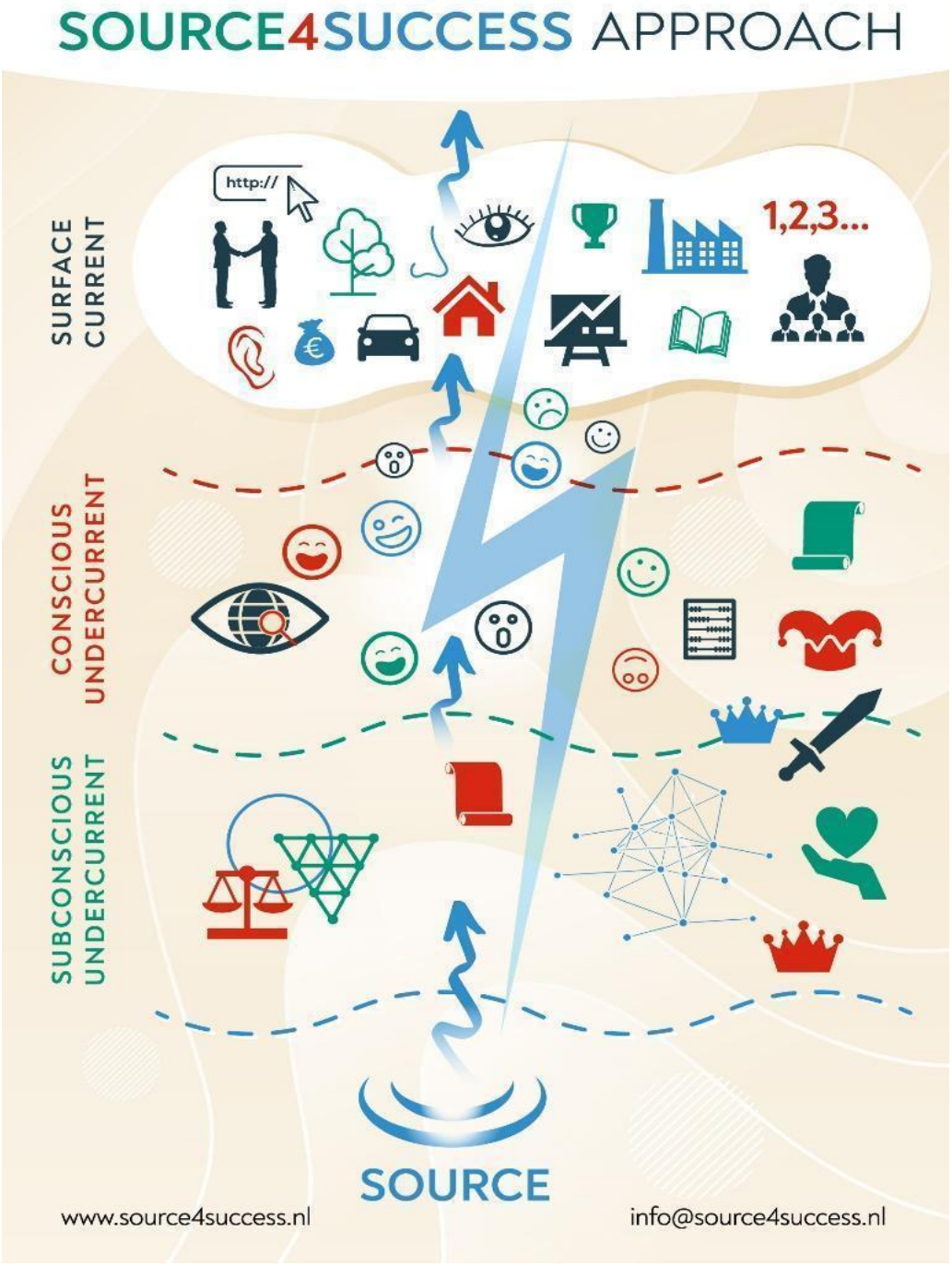
This approach distinguishes four layers (see image below):

1. The Surface Current

This layer contains the facts, figures, behaviour and everything we can sense with our five senses. This is the layer where an employee and his boss have a discussion, where the procedures are defined, and where two colleagues discuss their need for more time with their spouses. Facts are neutral, however, based on our interpretation and perception, we attach a certain meaning to them.

It is the layer that presents us with the facts that are visible on the surface, such as someone's physical and behavioural aspects. In case of

a gap between two paradigms, it is the layer where we see the behaviour and results that we label as a gap.



Most solutions to bridging the gap between generations or between the old and new paradigms are done on this level. By acknowledging that this is 'just one of the layers' in organisations, New Spirit key users can

better understand what is needed to bridge the gap. They realise that there are also deeper issues that influence the situation on the surface. They will draw on appropriate intervention methods and avoid taking ineffective actions.

2. The Conscious Undercurrent

This layer consists of a person's emotions, beliefs, assumptions, values, and worldview. This is the layer where we connect with the old or new paradigm on a deeper level. This is the layer in which we have a belief that an organisation should be run in a certain way, in which we value certain behaviours differently, and in which we have a different set of values about work-life balance.

Because this layer is hidden underneath the surface, it is not always clear why two people have a conflict or can't understand each other. The behaviour in the surface layer that we label as a conflict or stubbornness can be caused by someone not feeling well that day, a different view on what is needed in this situation, or a clash of two different values about work.

As a New Spirit key user, you need to be able to ask questions that invite others to explore this conscious undercurrent. By asking questions about the worldview, emotions, or values, you can help to shine a light on this conscious undercurrent. Exploring this layer together will raise everyone's awareness of what causes them to show certain behavioural patterns, driven by individual values and beliefs. Discovering the conscious undercurrent by finding out more about what is below the surface, is valuable for New Spirit key users like young adult employees, managers, and trainers.

This is also the layer in which we become aware of some of the more collective, cultural-based values we carry in us and propagate, without realising it.

3. The Subconscious Undercurrent

Below this conscious undercurrent, we distinguish a deeper undercurrent that is mostly subconscious, because we are unaware of its presence. It contains many hidden connections, dynamics, and energetic information. Because we are not aware of these connections and dynamics, we tend to ignore them and focus on the surface layer or conscious undercurrent. But by doing this, we will miss the real cause of issues or the problem will show up somewhere else again.

By connecting to the information in this layer, we can get a clearer understanding of the interactions and conflicts in the surface current. In the next chapter, we will describe some of the information that is available in this layer. Many tools in the toolbox will help you to access this layer.

4. The Source

This is the layer that is beyond all polarities, gaps, conflicts, or paradigms. It is the layer in which we are all one and everything is connected. There is no you and no me. There is no time or place. It is the layer in which all polarities dissolve.

Although it is more a spiritual layer than a practical one, New Spirit key users must be aware of the existence of this layer. It allows them to see a situation from a holistic perspective and gives them a certain distance which helps to stop judging others.

By practising connecting to this source layer time and again, you can create new mental and behavioural patterns which help to quickly reconnect with this layer. This way you can access this level during your daily work, which is especially helpful when conflicts or difficult situations arise.

Connecting with this layer helps New Spirit key players to find inner peace and act from there instead of activating all kinds of defence mechanisms. By acknowledging this layer, you will be able to approach others in your work (and also outside) with an open mind, interacting in an accepting and understanding way. This layer helps you to establish a culture of communication based on respecting others and being open to alternative opinions, attitudes and ideas.

5. MULTI-LAYERED APPROACHES



In the toolbox, we use a few approaches that work with the different layers of the multi-layered approach. More specifically, they give you the possibility to tap into the subconscious undercurrent and the source layer.

The Systemic Approach & Constellations

In the 1980s, the German therapist Bert Hellinger developed a method called family constellations. Later Jan Jacob Stam and others applied this method to organisations. In a constellation, the client creates a 3D map of his question by placing people as stand-ins or resonators, representing different stakeholders and aspects of the question. For example, someone can represent the mother, the father, a grandfather, or in a business constellation a team, the manager, a product, or the market.

The stand-ins tap into the subconscious undercurrent and will move accordingly. They also share their feelings and sensations. Thus, the client will get an embodied experience and insights into the dynamics and connections in the subconscious undercurrent. Through the movements of the stand-ins and the systemic interventions by the facilitator, a solution path opens up.

By having done thousands of constellations, Bert Hellinger, Jan Jacob Stam and others have discovered systemic principles that appear to be true for all systems. The term systemic was developed in German by Gunthard Weber, one of the other founders of organisational constellations. Systemic is by no means the same as systematic! Systemic means something like "related to the whole system".

First, they found that there are three survival mechanisms active in systems:

- Unit survival mechanism: every part of a system knows what is needed to belong to the system. It knows how to behave and what ideas and beliefs are valued by the system. This way, employees, being a part of the organisation system, know how to belong to an organisation. At the same time, they also belong to a family, a group of friends, and to an age group which also has specific ways of belonging. Conflicts might arise because of these different ways of belonging that an individual will experience as doubt, loyalty issues, and inner struggle

- System survival mechanism: to survive as a whole, a system will 'sacrifice' individuals for the continued existence of the system. It's like a history book that wants the complete history. Whenever something or someone is excluded, the system survival mechanism will make sure this part of the history is included again. One way this could happen is that present or future generations of employees start showing (subconscious) behaviour that 'looks' like the behaviour of the people who were excluded.

- Evolutionary force: This force can disrupt and destroy systems. It makes sure that societies as a whole develop. It creates and destroys, both without judgment. The evolutionary force creates good and bad, light and dark, peace and war, crisis and prosperity.

Secondly, they found three life-giving forces that apply to each system and are universal and timeless. The three life-giving forces are:

- Inclusion: every system wants to be complete. Therefore, it makes sure that everything and everyone that belongs to the system will have its 'rightful' place. This counts for people, events, and parts of the system in the past.

- Order: every system has a natural order. In family systems that is the order of generation and age. In other systems there are orders like seniority, hierarchy and experience, but also age. All functions in an organisation also have an order. It is important to acknowledge this order when working in teams or organisations.

- Exchange: to survive, every system exchanges with its surroundings. If this giving and taking is balanced, systems tend to thrive.

Symptoms in the surface current can find their roots in disbalances in these three life-giving forces. If not everyone and everything is included and given a place, if the order is disturbed, or if there is an imbalance in giving and taking, the system survival mechanism kicks in and finds a way to include, re-order, and balance giving and taking again. Often this occurs in a way that we call a problem or problematic behaviour. Especially if problems reoccur in different parts of the organisation, or when they repeat in time, it is often due to a systemic problem in the subconscious undercurrent.

Family, business, and organisational constellations are a way of making the underlying dynamics clear. By placing people in a room as representatives of the different parts of a system, the underlying

patterns and dynamics are shown. It is a very powerful way of finding the root cause of a problem in the surface current.

The narrative approach

The basic idea behind the narrative approach is that life is a journey full of stories. Humans create stories out of everything. The moment something is happening, we create a story of it. By telling stories we give sense and meaning to what we experience in life.

All these stories together make us who we are. They form our identity, both as individuals and as teams and organisations. These stories influence how we think about ourselves and what we think we are capable of or not. All these inner stories influence our behaviour and therefore the results we achieve in life.



In the narrative approach, we approach life and situations as if it were a story. On one hand, this approach broadens the possibilities to solve problems because within stories everything is possible. On the other hand, it helps people to take a helicopter view of the situation instead of standing in the middle of it. Very often people identify themselves with the problem, a situation, or more often somebody else is the problem. But when you approach a situation as if it were a story, people realise immediately that the problem is part of the story about the situation and that they are part of that same story too. But they are not the problem itself.

All these stories within us and organisations aren't standing alone. They interact, they are intertwined and often totally entangled. So in the

narrative approach, we unravel them one by one. At the same time, we make people realise that their individual story is by definition part of various larger stories, like the story of the organisation, the story of the country they are living in, or the story of the family they grew up in.

Working with archetypes

One of the most important parts of the narrative approach is working with archetypes. The stories we tell ourselves connect us to our deep inner self. By telling stories we unknowingly bring the information in the subconscious undercurrent to the surface, because by definition, every story contains archetypes and archetypal information.

The concept of archetypes is part of the depth psychology and was put forward by Carl Gustav Jung. Archetypes are (hidden) narratives or primal behavioural patterns and energetic movements that are active in each of us individually, as well as in groups and organisations (Pearson, 2021). The archetypes form the basis of your character, your tendencies, feelings, beliefs, motivations and actions. You can see them as 'inner selves', that can support you in difficult times. They can also hold you back and take control over you and your life in a way that isn’t helpful at all.

Most archetypes are named after historical roles in life such as Mother, Imposter, Master, Child, Rebel, King, or Queen. They can also be universal events or situations such as Death or Rebirth, or things or places like Door, Threshold, Key, Cave, Sea, or Mountain. These 'primal patterns' carry symbols, images and themes, which are beyond the educational systems, cultures or the zeitgeist in which one was raised.

There is an extensive number of archetypes. We have "all" archetypes within ourselves, but express these in our unique way. For example, we

recognize the archetype Mother or Leader anywhere in the world, and yet the mothers and leaders all over the world are different and unique. All these inner archetypes aren't active at the same time, because then our behaviours would be very chaotic and unpredictable. Most of us have a group of eight to twelve dominant archetypes that are active within ourselves. These specific active archetypes differ from person to person. We can look at the archetypes as an inner network or support team, helping us through difficult times in our unique way. Since every archetype has a shadow and a light side, any archetype can also become overwhelming (for example when we get angry, our inner Warrior is likely to be active) and thus impede our actions instead of helping us. The archetypes are therefore visible in the way we express ourselves and interact with our environment.

Conscious Company Model Approach (CCM)

The Conscious Company Model (CCM) approach is a specific way of working (and playing) with the elements of the multi-layered approach. It is a tool that also has its roots in organisational constellations. This approach has been developed by Jaap Vermuë.

Compared with 'normal' constellations, the CCM approach offers a relatively easy entrance, especially in working with teams. It clarifies the main differences between the old and the new paradigm and it shows how both are necessary for a healthy organisation. In the toolbox, we give examples of how to work with the CCM.

The CCM approach helps you to get insights into the connection between what is going on in the organisation on a physical level and the level of consciousness of its entrepreneur, director or manager. The further the

different levels of consciousness are developed, the more naturally an organisation can transform.

Structure of the Conscious Company Model

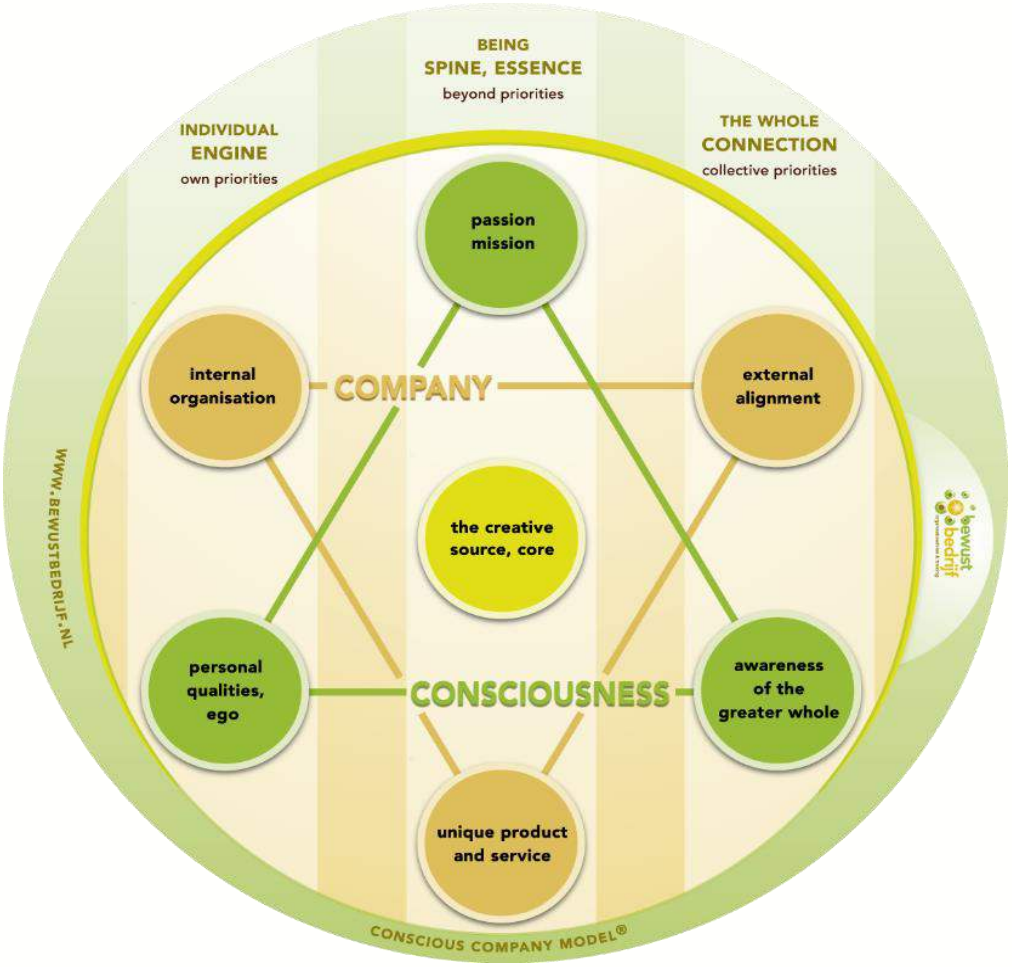
There are 4 aspects to which the consciousness of people in an organisation can relate:

1. Personal Qualities, ego
   Awareness of your personality and your reaction to the environment. How do you act, how do you react to circumstances, how do you develop yoruself, what qualities do you have ('individual')?

2. Passion/mission
   Awareness of what you have come to earth for. What animates you, what is your destiny in life, what are your dreams and ideals ('inspiration')?

3. Awareness of the greater whole
   Realisation that you are part of a greater whole, that everything is connected to everything, and that everything you do or thinks directly affects the whole and vice versa ('whole').

4. The creative source, core
   Awareness of a source from which everything comes ('the source'). Consciousness underlies all manifestations in the material world. The inner world of consciousness mirrors itself in the outer world of corporations and our private lives.



Linked to these aspects of consciousness, 3 facets can be distinguished related to the physical level of a company:

1. Internal organisation

   How the production or service is organised.

2. Unique product and service

   The unique product or service or the most proprietary form in which a product or service is offered. A product or craftsmanship that fits perfectly with the company or person who delivers it.

3. External alignment

The effect of this activity or work on the rest of the world; the interaction between the company and the larger whole.

These 7 aspects are placed in the model as shown in the image above.

In the model, you can see three columns:

1. The Engine

   The left column contains the circles Internal Organisation and 'Personal Qualities'. They form the *engine* of the organisation. They provide dynamics and development. If the engine is in good shape, the company runs smoothly.

2. The Connection

   The right column contains the circles External Alignment and Awareness Of The Whole. They provide the *connection*.
   When a company balances the development of the left column with that of the right column, it will be more effective and more balanced. Not only are the company and people internally focused and organised but they are also connected to the outside world and the larger whole.

3. The Spine

   The 3 circles in the central column form *the spine* of the system. Here, questions are asked connected to the essence of the company:

   - What inspires people in a company?
   - What is the mission of the company?
   - Why was it ever founded?
   - What universal values are important for a company?

- What is its unique product?

A healthy organisation

In practice, a company appears to be healthy and vital if:

- there is attention for all circles,
- all circles are healthy and well-developed,
- there is a horizontal balance between the left and the right columns,
- there is a vertical balance between the circles above and below,
- there is a connection with the origin and universal values (the Creative Source circle),
- as many people as possible are involved in as many circles as possible.

Description of the individual circles

Passion, mission: The basis of all human creation lies in a clear inspiration and mission. From here, people shape the company. A company with a soul has its own appeal. The sense of purpose gives a special quality to a product and company.

Unique product or service: this is the circle in which the mission is transformed into a unique product. Inspiration is always unique and therefore leads to unique products and services. The individuality of a company with which it distinguishes itself can be felt in this circle. This can be the nature of the product, but also the way it is made or offered. A product that is created to just fill a gap in the market never has the same inspiring effect. However, our consumer society is flooded with such products.

- Internal Organisation: this circle is about how the production of a company or organisation is organised internally, the logistics, finances, and the structure of the company. Internally, a company must stand firm and be in good order. There must be enough inward-looking attention, to serving one's interests in the short and longer term. The way a company is internally organised must be in line with the unique product and the mission and vision of the company.

- Personal Qualities: this circle is about the people who shape a company. The development of individual awareness and the full potential of people is essential for the development and productivity of companies. A healthy person is connected with his inner strengths, takes responsibility and copes well with emotions and stress. People as a collective get along well with each other and communicate clearly.

- External Alignment: just like a living organism, the adaptability of a company is due to an open connection with the environment. This circle is about how a company deals with resources (people, raw materials, energy, products of other companies) in practice and how the company impacts the environment. It also concerns alignment with the market and legislation. Good coordination with the outside world strengthens the self-organising capacity and contributes positively to a socially and ecologically sustainable world.

- Awareness of the greater whole: this circle describes the awareness that everything, every person, and every company is connected to the greater whole. Even a large company is just a small cog in a larger machine with complete interdependence. Abuse, negative actions or negative thoughts towards others harm the whole and therefore ultimately also on yourself. This applies to current and future generations. The previous circle is about what happens on a practical

level in alignment with the outer world. This circle is about the consciousness that underlies this. The awareness that the company, its people, and the outside world are all part of the same organism makes the organisation automatically look and work on a higher level of consciousness.

The Creative Source or Origin: everything ultimately comes from a source. For a company, it is the impulse that led to its creation. On a deeper level, it is the source of universal wisdom. It touches on the essence of creation and the divine. It connects us to universal values such as integrity, truthfulness, trust, respect and love.

6. TRANSFER THEORY INTO PRACTICE



All approaches described above are suitable for working in organisations. All New Spirit key users can benefit from these new approaches.

The approaches can be used for multiple purposes:

- Quick Scan: The approaches described above provide quick insights into the current state of affairs in an organisation. When you approach the issues in your company by using the tools in the toolbox, which are based on these approaches, all people involved are experiencing where the greatest strength lies, which factors limit the organisation, and how the current situation has been created. In such a quick scan, the information becomes immediately available in interaction with those involved, making expensive reports unnecessary.

- Change dynamics: By working with the approaches, the inner wisdom of the management or the team is addressed. This provides insight into the actual situation and the necessary steps to resolve stagnation or imbalance. The cultural mindset becomes clearer and people start to address the topics that really matter in dialogues.

- Transformation: Through adequate coaching, the board or management team gains insight into their, often subconscious, way of looking at their company and patterns in the way they cooperate and lead the company. These new insights are a strong basis for behavioural changes within the management, which has a powerful effect throughout the company.

In the toolbox and training programme which accompanies this handbook, you'll find practical suggestions of tools and exercises you can use when you work together with individuals or teams.

7. INSPIRATION FOR FURTHER READING

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