



Appreciate What Is – Create the Future

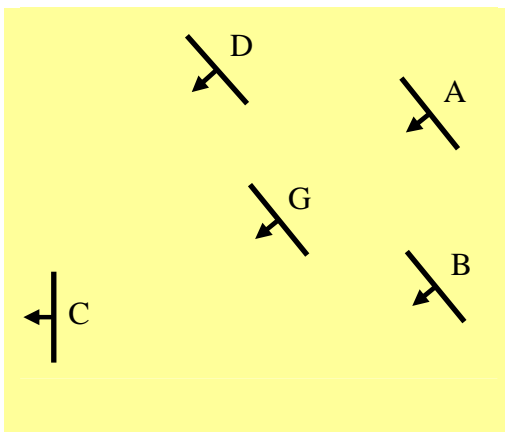
Systemic Structural Constellations in Organisations

Henriette Katharina Lingg

On a broad psychological and philosophical basis, Insa Sparrer and Matthias Varga von Kibéd have developed a range of constellation formats, each with a fundamental structure independent of the environment. They can be used to display a range of problems and questions, even those beyond the family system in a solution-oriented form. Situations in which these constellation forms can be deployed include decision making problems, questions of improved cooperation in teams, vision searching. In addition to persons, values, goals, tasks, hierarchical levels, departments, products, etc. can also be displayed.

A further unique aspect of systemic structural constellations is the ability to work under cover. Only the client knows his question, his problem. The elements in the constellation are given neutral descriptions (e.g. A,B,C).

This possibility is often chosen in organisations to enable work with questions and problems at the personal level, without exposing the details.



Initial picture of a team internal constellation: conflict between A and C, G = Managing Director, new in the company.

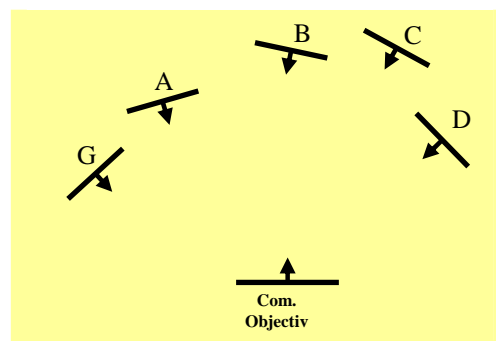
What Can Constellations do?

For a Team, a Group, an Organisation:

- Conflict resolution
- Improve cooperation
- Mobilise resources
- Support in decision making processes
- Review and develop strategies
- Development of new ideas and support in innovation processes
- Additional benefits accrue to the organisation due to the effect at the personal level of the participants

For an Individual:

- Overview – over one's own position in complex relationships
- Recognise behaviour patterns
- Insight into possible creation variations
- Testing of new behaviour patterns and perspectives
- New helpful inner pictures of situations
- Expansion of consciousness and thereby one's own choices
- Improved access to one's own

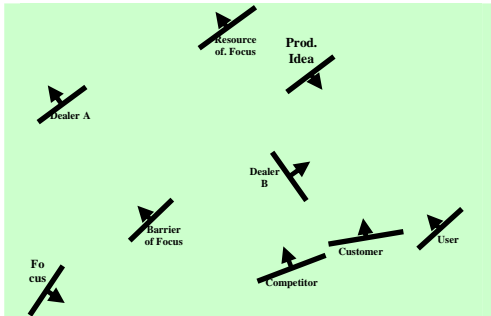


Solution picture following conflict resolution and addition of the common objective.



resources

Types of Structural Constellation Often Deployed in Organisations



Initial picture: checking the extent to which a product idea can be implemented..

Problem Constellation

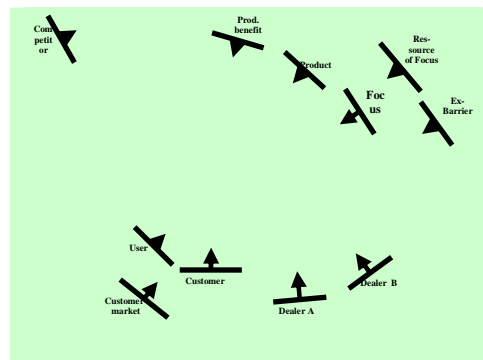
A problem arises when a goal is not achieved. Either the hurdles are too great or the resources are not accessible enough, or there is a benefit of not achieving the goal. Maybe the overriding task that will follow the achievement of the goal is not clear. The problem constellation possesses a fundamental structure deployable in a variety of situations. It frequently converts apparent barriers to useful resources.

Innovation Constellation

In this simulation, possible variations of innovations are developed, checked and the results flow into the innovation process.

Conflict Constellation

The parties in conflict, replaced by chosen representatives, stand opposite each other. They often realise that they are in fact seeing somebody completely different in their counterpart. These different contexts (projections) are separated and a new open perspective is now possible. With this clarity, communication can again take place and tasks can be efficiently carried out.



This solution was achieved by confronting the focus with the barrier and the conversion the latter to a resource. In addition, the product idea was made more tangible with the aid of information from the customer, user and dealer positions.



Prof. Dr. Matthias Varga von Kibéd:
A headache is not a sign for a lack of Aspirin - constellations show what works, not why it works.

Tetralemma Constellation / Multiple Decision Constellation

Situations requiring a decision can be physically experienced through the perception of the perspective of "the one possibility" and "the other possibility". Congruencies which had been overlooked appear as "both" and new choices open up in the 4th position "neither of the two". The 5th position, "none of all these and not even that" makes the constellation really exciting – solutions frequently appear on another level that may not even have been considered possible. This approach is appropriate when a choice has to be made between two alternatives (more than 2 is also possible).



Constellation of Belief Polarities

This form is based on the value triangle of cognition, love, order, which in the context of organisations, can be found in the meanings of the word fields of knowledge, trust and structure. An organisation that wishes to act in a balanced manner needs to consider all three elements equally. Vision, strategy and mission statements can be reviewed with the constellation of belief polarities (CBP) and where necessary balanced out.



Dipl.Psych. Insa Sparrer: The solutions are part of the system - as constellation leader/facilitator we are hosts for the search and discovery of solutions.

Representational Perception

As a representative, we physically perceive how it feels to be in a specific place in the system. Hot, cold, pain, laughter, indifference, etc. No value is placed on these perceptions. Instead, the focus is on the differences that occur through changes in the environment. A check is made on whether these changes result in an improvement, a deterioration, or if there is simply a difference. The comments contain valuable clues to the development of the constellation process.

Anyone can be a representative. No specific characteristics or qualifications are required. The ability to perceive as a representative is available to everyone. Numerous attempts have been made to explain this phenomena, however, to date it is not scientifically proven. Each constellation displays that participants, via representational perception, are capable of reflecting a situation which they previously knew nothing whatsoever about, with amazing accuracy.



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Using constellations, we can expand our perception and thereby our potential actions.