

BUILDING A GLOBAL FAMILY:

AN ORGANIZATIONAL CASE STUDY FOCUSING ON
THE MYTH OF THE LEADER AND THE ORGANIZATION

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INTRODUCTION

While studying in the Process Work diploma program, I began wondering how I could integrate all of the personal therapy skills I was developing into my work as an organizational consultant. Most of my consulting work over the years has been with groups, and CEOs or team leaders are the people who usually hire me. I began to wonder how a Process-oriented study of the leader of a business could help the organization to discover its myth and inform its future strategic planning. I wanted to explore whether there were links between the CEO's personal process and what is happening in the organization. This paper provided me with an opportunity to bridge a Process-oriented study of an individual with the group dynamics involved in the larger organization. I am tremendously grateful for the opportunity to have worked with this organization and its CEO, who, in this paper, I call Tony. To protect privacy and confidentiality, I have changed the names of all employees mentioned and refer to the organization by the fictional name of ABC Engineers.

Over the last eight years, I have been on a journey of organizational discovery. It began with a meeting in my lounge room, during which three men decided to embark on a new business venture. Two of the men were in their late 20's, one was in his late 30's, and they were all from immigrant backgrounds (i.e., Italian, Greek, and Dutch). They asked my partner Ken and me to coach and mentor them as they proceeded with their new business venture. Over time, my consulting work with them has made me a part of ABC Engineers' global family, and I have been privileged to work with them in very intimate ways. They have shared with me their struggles, achievements, and personal challenges in both their workplace and in their private lives. It is a journey I will remember forever, because working with these men and this group has touched a place in my heart.

For over 30 years, I have been interested in the "human side" of organizations and the parts of organizations that are not usually talked about. These interests have been with me since my first full-time job on a local City Council in Australia. I was only 23-years-old at the time, but in this role I

was privy to a lot of confidential issues, and this marked the beginning of my fascination with the side of organizations that aren't spoken about yet have a huge influence on organizational life and the people who work in them. Love affairs, bribery, corruption, jealousy, alcoholism, plots to shoot politicians, sexual harassment by people in public office, and conflicts amongst staff members all became areas of interest to me.

By chance (or by fate), my next job took me into leadership development where my attention again gravitated to the unseen parts of the organization. I became interested in ways of viewing the culture of the organization, its vision and values, and how important these are in the strategic planning process. Then, in 1993, through another twist of fate, I met Dr. Max Schupbach in my hometown of Byron Bay, Australia, and he introduced me to Process Work and Dr. Arnold Mindell's view of organizations and field theory. Through Max's teaching, I discovered innovative ways of viewing organizations and leadership, which left me with a sense of excitement and magic.

A PROCESS-ORIENTED VIEW OF THE CEO AND ORGANIZATION

Throughout this paper, I will be looking at the CEO and the organization he leads through the eyes of a Process Worker. This case study is my first attempt at taking an in-depth, Process-oriented view of the leader of an organization, of the organization itself, and of the cultural context (i.e., Australia) from which the leader and organization originate. The main focus of this paper is on the mythical aspects of leadership and the organization. This means that I will be looking at the organization as a dreaming body, a physical entity moved by dreams as well as by organizational structure, by emotions as well as by spirits and money. I will be exploring the organization's dreamland undercurrents and pay particular attention to its field. To understand the field of the organization, I will investigate its physical structures, human feelings, background atmospheres, and specific jobs and roles. In doing so, I will look to see how congruent the group's actions and beliefs are with the field, in the belief that the more aligned these things are, the more the organization will truly know and be able to transform itself (Mindell, 1992).

In order to know itself and resolve issues, a group needs awareness of all its systemic parts, both the known mainstream parts and the less known marginalized parts. It needs to identify and work with the conflicts and polarizations in the organization as well as the roles, ghost roles (i.e., roles that are not directly represented but talked about), global time spirits, and issues of rank. These aspects of the organization often appear as disturbances, but working with such disturbances can lead to new ways forward, which are often surprising, creative, and transformative. In addition, I will consider the influence of many of the so-called "invisible" forces such as emotions, feelings, moods, illusions, dreams of group members, and even paranormal activities. "These invisible influences have been described as shadow energies in physics, as the collective unconscious in Jungian psychology, and as a morphogenetic field in Rupert Sheldrake's concept of the universe" (Mindell, 1992, p. 23).

Not a lot has been written about the application of this type of view to organizations, and this paper is an exploration of how some of the theories and ideas espoused by Dr. Arnold Mindell and Dr. Max Schupbach can be applied to CEOs and organizations. So please understand that I am on new territory here, and forgive me if I sometimes make wild assumptions or hyperboles as I try to make sense of threads and weave together a story that uncovers the background myth. This project is a journey of discovery. I am not trying to prove anything but am simply exploring a system, its parts, its connections, and its oneness. This is a preliminary exploration focusing on one case study example, but applying the same investigation to more leaders and their organizations over time could expand upon it.

Dr. Max Schupbach differentiates between two types of leadership: evolutionary leadership and classical leadership. Classical leadership looks at achieving results through rational business strategies in which clients, competitors, and team problems within an organization are considered opponents to be overcome. Evolutionary leadership, on the other hand, sees all of these as part of a larger system and builds relationships between them (Schupbach, 2010). So with the evolutionary leadership concept in mind, the following chapters explore the links between the CEO's childhood dream, body symptoms, relationship issues, and the development of the organization that he leads. They look at the connections between the individual and the organization and how working with a childhood dream can provide important insights into organizational difficulties. Childhood dreams, in particular, are examined because they can reveal an archetypal or mythic pattern behind a person's life (Diamond & Jones, 2004). The mythical patterning in a person's life can also be seen in recurrent and long-term experiences such as chronic body symptoms, illness, addictions, and relationship patterns.

Tony, the CEO who graciously agreed to be a part of my study, has no background in psychology or Process Work. Many Process Work students are interested in how to work with non-Process Work clients, so I hope this paper will offer some insights into how this can be

accomplished.

Before beginning my studies in the Diploma program, I thought that my days as an organizational consultant were limited, because I was growing bored with the more mainstream approaches to my work. However, the Process-oriented view of organizations has kept me engaged and learning, and it has brought a new level of mystery and excitement into my work and life. I hope this paper will also be of interest to organizational consultants who are looking for new ways of viewing organizations and developing strategic directions.

THEORETICAL BACKGROUND

The following section outlines some of the key theoretical concepts used in my study and explains the rationale for their application. All theories explored in this section belong to the Process Work paradigm and draw on the latest discoveries in quantum physics and systems thinking.

Three Levels of Reality

The Process-oriented view of life defines three levels of reality: consensus reality, dreamland, and the sentient or essence level. While studying Tony and his organization, I took all three of these levels of reality into account. My goal in accounting for these various levels is to bring greater awareness to the personal and organizational patterns at work and to use this information for the benefit of the organization.

Consensus Reality

This level of reality is based on the generally agreed upon ideas of what is “real.” These days, this mostly means things that can be observed objectively in time, space, matter, and energy. Consensus reality “corresponds to majority views and statistical norms. It is a collective understanding about the nature of reality” (Diamond & Jones, 2004, p. 21). In organizations, this level relates to the facts, the identified issues and problems, and the people involved. It is also relates to structures such as history, identified purpose, networking methods, rules, rankings, and management policies.

Dreamland

This is a non-consensus level of reality consisting of subjective dreamlike experiences that are not generally agreed upon as “real” such as dreams, feelings, fantasies, projections, and other

experiences from our inner world. Non-consensus reality experiences are those that people do not normally permit themselves to notice, feel, or talk about. At this level of reality, energies that have been ignored or unclaimed amplify themselves and enter our dreams, synchronicities, symptoms, relationships, and strong emotions. These experiences are often marginalised and may be disavowed, avoided, ignored, or not noticed. They may be threatening or rejected as “not me.”

In contrast to the consensus reality aspects of organizations, dream-like structures and their associated feelings and process can create and disturb the organization in both subtle and direct ways. At this level, the organization has a social or feeling environment that creates its own unique field or atmosphere. Because the relationships between roles and ghost roles contribute to the creation of this field, identifying, representing, and expressing these views can be doorways into important processes. It is also important to acknowledge that everyone shares in these ghost roles.

Sentient or Essence Level

Sentient energy creates our world as it moves through the different levels of reality. Unlike consensus reality and dreamland where there is duality of awareness, at this level there is no separation and we are at one. This is the realm of the “Tao that cannot be said,” and it belongs to experiences that “are implicit or not yet explicit to our everyday minds. This is the basic level of processmind, a non-cognitive ‘knowing’ that is difficult to explicate” (Mindell, 2010, p. 273).

According to Mindell (2010), processmind is “an organizing factor – perhaps *the* organizing factor – that operates both in our personal lives and in the universe” (p. 4). Processmind is the wisdom under the organization that gives rise to that organization. It organizes the overall direction but also allows the organization to zig-zag and make choices. Knowledge and experience of an organization’s processmind allows it to function more easily and successfully. With attention to the processmind, organizations can be more cohesive and their members can be more conscious of the inspiration that they all potentially share. Without this awareness, people freeze into their

consensus reality roles. Processmind is the subtlest and yet the most powerful energy we possess. Because of its ineffable qualities and nature, it has proved to be a very challenging area for me to study and describe.

Facilitating Between The Levels

As a facilitator of the strategic planning workshops in this organization, I have learned the importance of identifying and framing at which level of reality people are speaking from. For example, one person may speak about issues and outer actions (consensus reality), while someone else talks about feelings (dreamland), and someone draws attention to the common ground (essence) that unites the group. Conflict can only be resolved when the level it is occurring on is identified, and the process can be worked with at that particular level. It is when people aren't aware that they are speaking from different levels that conflicts can escalate and recycle, and people feel misunderstood.

Quantum Viewpoints

This study draws on some of the key quantum theories used in Process Work to view individuals and organizations, including systems thinking, non-locality, entanglement, the Big U, processmind, and superposition. These concepts are briefly outlined below.

Systems Thinking, Non-Locality, and Entanglement

Throughout this paper, I have attempted to take a quantum-oriented view of the organization by looking at it as inter-related units within a self-organizing system. The self-organizing aspect of systems was first observed in ecology and has been further developed in quantum physics. Physicist, David Bohm, suggested the concept of *unbroken wholeness* to explain non-locality and the mysterious connections between entangled quantum objects. Previous to this theory, the field

of physics “had been based on the idea of the separability of individual particles. His unifying theory was a way of putting the world, which had been broken apart, back together again (Mindell, 200, p. 546).

Entanglement is a metaphor borrowed from physics and used by Arnold Mindell. It refers to the idea that parts of emotional systems are connected not only through known casual connections but also through non-local means, as if there is no separation between the parts. This connectedness means that instead of fiddling with only one aspect of a system, we try to figure out what the whole system wants. So, in this particular study, I focus on many aspects of the system – the leader and his life myth, the organization and its myth (including its conflicts and its plans for the future), and even my own role as the consultant – as if they are all one.

Developing a quantum-oriented mindset is more sustainable, more fun, and more successful, because it deals with *non-local effects*. Non-local effects in organizational development refers to the notion that if an organization deals with a problem on one level, that problem must also be present, to some degree, throughout the entire organization. Therefore, attempting to solve the problem by fighting a particular person will never really deal with the issue. It may cover it up momentarily, but over time the pattern will appear again somewhere else in the organization until the underlying problem is unfolded and processed.

Big U

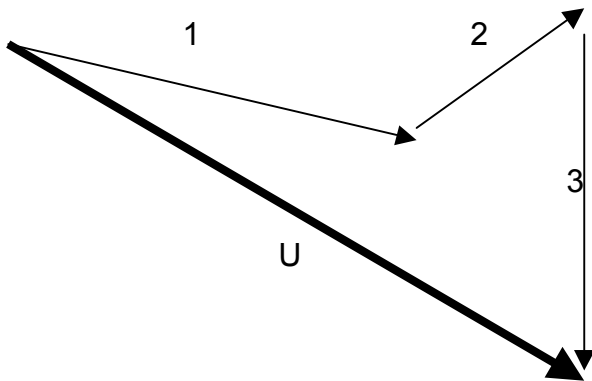
The term *big U* is used by Mindell to describe the overall direction, tendency, or vector of a group or individual. It assumes that each individual and group has a pilot guide or story line that moves along a particular path with many diverse directions. The big U is a psychological experience that cannot be seen directly in its essence. It “is the group’s mythic direction, corresponding to the group’s essence” (Mindell, 2010, p. 151), and it represents the sum of all the vectors or the wholeness of the organization.

Processmind is the spark that gives rise not only to the direction of the U, but also to the U itself. It is the wisdom beneath the wholeness. The big U is like a childhood dream in that it reflects mythic themes, but processmind is the dream-maker in the background; it is the wisdom that sends the dream and creates myth. It is the invisible field of the processmind, which gives rise to and moves the big U.

In an organization, the big U is a kind of hidden vision. It is a story line containing the organization's deepest beliefs, a "pilot wave" between the overt roles (e.g., the CEO) and the ghost roles (e.g., the trouble makers) (Mindell, 2007). To support sustainable businesses as an organizational consultant, I attempt to look at the organization's consensus reality structures as well as its dreamland and big U experiences. The big U is difficult to define or describe, however, it is nevertheless an immense power. It is the force or character that attracts us to some communities and makes us hopeful that our highest dreams will be fulfilled. "That direction, or the processmind power creating that direction, is one of the main reasons we follow or believe in that organization" (Mindell, 2010, p. 151).

Superposition

Superposition is a mathematical term, which means adding one layer of something onto another layer. In psychology, it is used to refer to the various layers within us, and it is a characteristic of the processmind. Superposition says that when various states in the quantum realm are layered upon one another, then they create the system's overall pattern or quantum wave. For example, if "you have several dreams during the night, the 'superposition' of these states, or dreams, is their overall sum. If each state or dream is represented by an arrow going in a particular direction, superposition means 'adding' those arrows together. In more technical language superposition adds vectors" (Mindell, 2010, p. 30). Mindell uses the following diagram to illustrate:



U as a superposition of Arrows 1, 2, and 3

“The processmind tends to pull you in a specific overall direction in life (the U), though at any given moment, it allows you to go in as many directions as possible or as you would like (1,2, and 3) – as long as they add up to your overall direction” (Mindell, 2010, pp. 30-31). So, while certain directions in our lives are “free to be,” the overall U course of our lives is predictable, creating a paradox. Throughout this paper, I will be exploring the sentient essence superposition of the Company Founder (who is also the CEO) and its relationship to the superposition of the sentient essence of the organization.

According to Mindell (2010), “the processmind maintains our *mythic* nature” (p. 138), and the closer we can remain to our mythic selves (i.e. the closer we are to our Big U direction arising from our processmind), the better we are able to deal with stress by being variable, zig-zagging between polarities, and following positive and negative feedback from the environment. This ability to remain variable and zig-zag between polarities is know as mythostasis. The mythostasis of a group or organization keeps it close to its earth-based nature and processmind, which allows it to function more easily and successfully.

In addition, Mindell suggests that the big U corresponds to your deepest self and may appear in your first memorable childhood dream or experience, where it represents your personal myth. “That our childhood dreams tend to point out the overall direction of our lives is a remarkable fact and, I believe, also a mystery” (Mindell, 2010, p. 31). Mindell also discovered the connection between chronic body symptoms and childhood dreams, realizing that the person’s symptoms were mirrored in their childhood dream. “Both early or first childhood memories and childhood dreams tell the same story. You can use both as descriptions of the patterns of your life” (Mindell, 1992, p. 120). Mindell asserts that childhood dreams or memories try to manifest in a person’s everyday experiences, and one of the ways they do this is by organizing your body symptoms. Some symptoms are so close to your identity that you might forget about them, while others are connected with secondary identities that are less known and much further away from your everyday consciousness.

When our everyday mind identifies body problems, we usually experience them as attacking us, knocking us out, or injuring our health. However, our body problems can be non-local, which means they may belong to the larger field or situation in which we are living or working. “But whether the symptoms are yours or connected nonlocally to the environment, your processmind’s nature can facilitate the relief of symptoms as it does outer world conflict situations” (Mindell, 2010, p. 129).

RESEARCH METHODOLOGY

This study includes the application of insights gained in personal therapeutic sessions with the CEO of the company as part of an organizational development strategy. It is a qualitative research study in which I observe, analyse, and interpret the data from this particular case study using a Process-oriented theoretical framework or “way of looking” at the case. The data has been collected from four personal therapy sessions with the CEO and from my personal observations over eight years of working as a consultant/coach to the company, which has included coaching sessions, relationship work, conflict resolution, attendance at board meetings, and facilitation of planning workshops.

This study is limited and subjective in that I am the only researcher who collected, analysed, and interpreted the data. We know from quantum physics that the observer affects what is observed, so this is very much an individual perspective. In my research, I looked for meaningful patterns, themes, and interrelationships as they apply to the Process Work concepts and theories mentioned above. In exploring the myth of ABC Engineers, I took a heuristic approach and studied aspects of the organization that helped me to discover patterns in the field and systemic views of the organization. In my personal therapy work with the CEO, I chose to work with a chronic body symptom, a personal relationship issue, a work related conflict, and his childhood dreams.

As I previously mentioned, Mindell draws connections between chronic body symptoms and childhood dreams, so in this case study I explore the energies or vectors in the CEO’s childhood dreams and body symptoms in order to see what patterning may be discovered. Mindell also suggests that body symptoms can be local or non-local, “that is, belonging to the entire field or situation in which you are living and working” (Mindell, 2010, p. 129). This theory leads to the question of whether the symptom belongs only to the CEO, or if it might also be linked to the CEO’s work environment. It also suggests that working on his individual symptom may have an affect on the entire organization. The idea of drawing parallels between working with an individual

and an organization has been explored by Dr. Schubach. In an interview with Heike Hamann (2007) that explores Process-oriented views of organization development, Schubach states, “I think that whole idea of personal development and organizational development, as symmetric aspects, or isomorphic aspects is really helpful. It’s contained in our Process Work understanding of non-locality in psychology” (p. 52).

Process Work’s *worldwork* theory was developed for working with groups and draws on a holographic viewpoint. The hologram concept is borrowed from physics and suggests that each part of the whole carries the same patterns as the original whole. The holographic principle has a number of applications, including the idea that working on any level of the group will impact the group as a whole. This suggests that working with an individual on their personal development will also help with the development of the organization. Goodbread (as cited in Hamann, 2007) similarly states, “any group will mirror the same kinds of processes that any little bit of the group will have”, whether this ‘little bit’ be a sub-group, a relationship or an individual (p. 64).

In applying this theory to the ABC organization, I explore if and where the organization might carry the patterns of the CEO. For example, if the CEO is developing his more feeling side, I look into how this might also impact the feeling culture of the organization. The idea is that if the CEO gets insights into his own process and makes changes in himself, then this will have an impact on the organization. Similarly, the process structure at the individual level of the CEO could also be used to gain insights into the process structure of the organization. For example, the CEO’s edges may point to the organization’s edges, or a conflict between individuals might reflect a dynamic present in the larger organization. So, by studying the patterns in the CEO, I hope to gain insight into the patterns of the organization and into how to use this knowledge to help facilitate a successful strategic plan for the organization, which takes all three levels of reality into account.

LIFE MYTH

According to Diamond & Jones (2004),

Jung originally coined the term “life myth” to describe a patterning for life-long personal development. He found that childhood dreams, which often stayed in a person’s memory into adulthood, revealed an archetypal or mythic pattern of a person’s life. Like an astrological chart, the childhood dream was not a predetermined path, but a picture of tendencies, represented symbolically. Mindell extended Jung’s work on life myth and childhood dreams by proposing that patterning for a person’s life can also be seen in recurrent and long-term experiences, such as chronic body symptoms, illness, addictions, and relationship patterns. Mindell sees a life myth as a form of “psychological inheritance,” which includes tendencies related to parents, ancestors, cultural context, and historical background. A person can work with a life myth consciously and creatively, instead of being unconsciously propelled by it. p. 148

In his book, *Quantum Mind* (2000), Dr. Mindell writes about how our body symptoms, relationship issues, and childhood dreams are all aspects of the Tao pushing us towards the path that we are meant to be on. Myths can bring insights into life’s meaning and purpose and the potential for change and growth. Mindell also asserts that, “all paths originated in the Big Bang” (p. 402), which he equates with peak experiences, near death experiences, and mind-blowing experiences that affect our psychology by propelling us onto our life paths. A childhood dream or memory is one such peak experience that has an organizing effect on our lives. Childhood dreams can even predict the professions that people will have, which is another way in which personal myths manifest in the world.

In a Process Work seminar that I once attended, I learned that every person has a life myth, and that some cultures believe children have a major dream around the age of 6-9 years old, which contains the pattern of the person’s life myth. Mindell (2010) also makes reference to Australian Aboriginal mythology that believes the totem spirit of the child jumps into the mother’s womb when she is five months pregnant. When I was 5-6 months pregnant with my son, I was camped on Cape York in northern Queensland with 70 Aboriginal people researching and negotiating a Native Title claim. Our camp was of interest to many crocodiles living in the river nearby, and at night they would come close to our camp. In addition, the first time that I met my son’s father, he was painted

up like a crocodile and did a crocodile dance. Then, when my son had his childhood dream at 7 or 8 years old, he dreamt that he swam into the mouth of a crocodile, swam right through the crocodile's body, and came out the other end, so somewhere in our family there is crocodile dreaming

My son has always been interested in extreme sports that carry quite a lot of risk: rock climbing, freestyle motocross, and skydiving. Many people asked me why I allowed my son to ride a motorbike up ramps and then remove his hands from the handlebars as he flew through the air. "Wasn't I scared?" they asked. Yes, I was, but I always thought about the crocodile dream he had, and it somehow gave me comfort because I could see how my son's myth was connected to the land, family, and community. Experiences like this influence my belief that the CEO's life myth might also be connected to the earth and to the myth of the whole organization.

In his research, Mindell (2010) notes that many people associate their life work with a "big bang" or peak childhood experience, such as callings, out of body experiences, near death experiences, god experiences, love, psychotic experiences, and childbirth to name a few. He concludes,

Peak experiences are blasts awakening us to the core things in life. . . . [They] are psychological analogies to big bangs in the sense that when the experiences cool off a bit, they unfold for years afterwards in terms of our everyday lives. Their meaning does not appear right away, but only in time. . . . Your peak experiences can be understood similarly as a method for orienting you to the Tao, a way to feel "in line" instead of being pushed and pulled by life. pp. 408-409

SESSIONS WITH THE CEO

Over a 9-month period, I conducted four personal therapy sessions with Tony, the CEO of ABC Engineers. During these sessions, I looked for recurring energies, themes, and patterns that would help me to discover Tony's story, big U, and mythic path. Because of my Process Work viewpoint, I also looked for ways in which those energies might be found in organizational dynamics, in myself as the facilitator, and even in the larger Australian culture.

Family Conflict

In our first therapy session, we worked on a relationship conflict within Tony's family and on his role in the family. Tony's eldest son is very intelligent, does not freely show his emotions, and gets angry quite quickly. Tony used to also get angry quickly, but over the last few years he seems more relaxed. Tony's wife and son are frequently in conflict, and, when Tony comes home from work, his wife wants him to deal with the conflict. Tony tries to mediate between the two of them, and his wife complains that Tony is either not hard enough or too hard on their son. He can't find the balance, so Tony mostly tries to stay out of the conflict if he can. During the times when he is drawn in, he tries to balance being fair with being tough, but it is difficult.

Tony describes his son as unemotional and direct, and Tony also has an edge to expressing his own emotionality in the organization. His primary process is about being unemotional, and there is something important about this aspect of him. He talked about being in the CEO position and how he must keep up beat for "the troops." Even when Tony is concerned or worried about keeping aspects of the company going, he feels that he cannot express it to anyone because of the effect it will have on others. He describes the CEO path as lonely. Emotions are more secondary and difficult to access for Tony, but anger sometimes "happens to him" and he explodes.

Tony's eldest son is the disturber in the family. From a Process Work viewpoint, the role of the disturber carries something important for the whole family. The son is criticized for being

unemotional, for only doing enough in life to get by, and for being an underachiever. However, from the son's perspective, he is living sustainably by expending only the energy he needs to get by. So, here are two polarities in the family system: doing and not-doing. This polarity is also evident in Tony and in the conflicts of the organization.

A balanced lifestyle (i.e., doing and not-doing) came up in one of Tony's session. He travels frequently and is away from home a lot, which contributes to the conflicts between his wife and son. In the past couple of years, Tony has been consciously trying to live a more balanced lifestyle; although to date he would still say that work occupies an enormous amount of his time. He works long hours and travels nearly every week either within Australia or overseas. Even though things are slowly beginning to change, balance is still secondary for Tony, and a balanced lifestyle is also sought by most of the senior and middle management team. There is one Director in the organization who does lead a more balanced lifestyle, but he is regularly criticized by another Director (not Tony) for doing so. From the time he first joined the organization, the more "balanced" Director has always been clear about his working hours, often leaves work at 5pm, and is available for his family. In the first ever staff workshop that we ran, I noticed that nearly everyone in the group was striving for more relaxation time. They were all working very hard so that one day they could relax. As a result, I identified that part of my role in the organization was to somehow integrate this sense of relaxation energy into the organization.

Already, I can see a connection here between Tony's family and the organization. His son's "not-doing" was identified as a disturber in the family system (i.e., he was bringing forth something that was disavowed and needed in the system). Tony also has this polarity in himself, although he is not yet very identified with the not-doing role, and the same energy also appears as a secondary process of relaxation in the organization. On a personal level, I know that not-doing is a more secondary energy for me as well and something that I am integrating into my everyday life. So here

is a connection between the CEO, the organization, and the facilitator – it is a sort of oneness in the background.

Tony's addictive tendency towards work is especially apparent when he goes on holiday and turns everything off. He goes cold turkey and takes a complete break. This probably has more to do with his wife's concerns than his own. Tony loves his work; he likes travelling to other countries, meeting people, and doing business. His primary identity is as a businessman.

Workplace Conflict

In Tony's second therapy session, we looked at a conflict in the workplace between himself and the manager of an office in the United Arab Emirates (UAE). This manager is being replaced because of a lack of performance, and Tony wants to find a more suitable role for him in Australia. He accuses the manager of being disorganized and unfocussed. He explains that the manager did a great job when they were starting up in the UAE and growing the business, but that the manager needs more financial training and organizational skills.

In the session, I asked Tony to play the role of the manager and talk about the need for more financial acumen. In the manager's role, Tony says, "I need more clarity and direction and get intimidated by Tony and his bluster. I want Tony to slow down, and I find it difficult to stand up to Tony. I regret that I didn't stand up to Tony, but I see him as the boss." Then we reversed the roles, and Tony played himself, while I played the manager. After a bit more discussion from the roles, Tony had the insight that he tends to jump on this manager and be quite hard on him. He feels that he has been especially hard on this manager because there is a lot of pressure on this office to perform, and while a lot of work has been completed and the company has theoretically made a profit, collecting the money from clients has been difficult. The main client at this office is a contact of Tony's, so Tony put a lot of pressure on this particular manager to keep going with this client.

At the end of this session, I noticed that the pattern happening with this UAE manager is the same pattern that Tony described in our first session with regards to his son (i.e., the not-doing). At one point, I noticed myself occupying the role of Tony's wife – thinking at first that he was being too hard on the manager and then later that he was not being hard enough. I also noticed the ghost role of someone who cannot stand up to the boss, so I encouraged Tony to pick up his rank as the leader to take responsibility for the problems in the UAE office.

The next time we went to one of the organization's international meetings, I encouraged the UAE manager to speak about his situation. He had been bottling up so much emotion and was close to tears. The manager spoke about how difficult it has been for him, and I noticed that I wanted to come on his side and help him stand up to Tony. We talked about rank, and then Tony spoke up and said that he takes responsibility for the financial situation in the UAE. This immediately changed the atmosphere of the meeting, and there was a sense of relief. The field had been relieved, and, for a moment, I felt a sense of "oneness."

Tony also realized that he needs to slow down. He spends a lot of time travelling, and he is under a lot of stress because of the financial strain of the UAE office and Global Financial Crisis. However, he never shows this stress, always keeping an open calmness about it. He recognizes that this is not healthy, and that he needs to slow down and find ways to express his emotions, doubts, fears, and worries. Tony also realizes that his identity is based on work, and he wished that he could sometimes clear it from his head so he wouldn't have to think about it all the time. He wants his new role to be growing leaders.

Body Symptom

The chronic body symptom that we worked on was Tony's tendency to perspire a lot. He often gets flushed, beads of perspiration form, and his hair gets wet and sticks to his face. Then he gets hot and sweaty around his neck. Tony described this symptom as ticklish at first, and then it

prickles and feels uncomfortable. He has had this symptom since he was 6 or 7 years old. At that time, he was younger and smaller than the other children in his class, and this was so stressful for him that he would become anxious and perspire. When we unfolded the symptom, he talked about the heat in his body as energy that wants to get out. The symptom said, "It's too hot! I'm happy to get out of there." There is too much pressure and heat, and it needs to escape through an opening. The symptom is letting the heat out and cooling things down. Tony said that the best thing about the symptom is the coolness that follows.

When I asked Tony if he holds back anger (relating it to the heat), he reiterated how he holds his emotions inside. Tony explained that when he feels anxiety he internalizes it so people won't know what is really going on. He feels that the heat is channelled through his upper body, through the heart, and where all his organs are – the centre of energy. I asked him if there is a spot on earth where this energy exists, and Tony imagined a geyser. I encouraged him to feel what it would be like to be this geyser, and he said, "Look what I am going to do. I'm going to be unpredictable and no-one is going to know when I'm going to be a geyser." Tony liked the geyser because it doesn't destroy anything, but it says, "Look at me!" He also liked this image because of its unpredictability and because it could "think outside the box."



Tony is incredibly humble, but the geyser helped him to recognize that he hasn't sung his praises enough or celebrated the achievements of the company. If he were more geyser-like, he would display his emotions more and also promote and celebrate his personal achievements and the achievements of the company. Tony's humbleness is more primary and stems in part from his father, who was an immigrant from Holland and worked as a miner, tram driver, mechanic, and shift supervisor for a sand mining company. He admires his father, whose main focus was on the family and making sure the children had a home and food.

Tony likes the fact that the company is not well known and stays "under the radar." In this way, I am also like Tony, because I prefer to keep my organization and myself invisible and "under the radar." He also likes the fact that the company has achieved a lot, and that people say, "Why didn't we know you were doing that?" In my role as coach, I started thinking that maybe the company needs to show off more and promote itself within the organization and beyond it. This

would require a more sophisticated marketing plan, both internally and externally.

In response to this suggestion, Tony talked about the “tall poppy syndrome” in Australia, which is a cultural tendency to cut down or criticize people whose talents or strengths elevate them above others. Tony explained that part of his need to hold back is because of the risk of being cut down, and he said that it is important to get people to “look at me in the right way.” When I asked him what it is like being the CEO of an Australian company in a global marketplace, he talked about how Australian’s are more classless and informal than other nations. He went on to say that Americans are a bit affronted by our informality, the Chinese seem to like it and our sense of humour, and the Arabs and Indians seem to be intimidated by the “white” western businessman.

Tony is sometimes seen as a bit “too friendly,” and many of his clients become personal friends. Down the track, when it comes time to collect money, this can cause problems. I noticed that this “friendliness” is a trait throughout the company; personal connections are used to employ people in the company and to gain business, but then these connections become complicated and difficult when payment becomes an issue. This is another parallel with my own business life, in which all of my work generally comes through family and friends, and I also have a tendency to become friends with my clients.

Childhood Dream

Tony has two memorable childhood dreams, so I decide to explore both of them to see if there might be similar energies or patterns in them. In the first dream, he is on a bridge that is collapsing, but he is able to outrun the collapse and make it to the other side. This was a recurring dream, and in every instance Tony never fell down with the bridge. We looked at the symbols that stand out for him in the dream. First, we worked with the bridge, which represents a certain energy or vector for Tony. I wanted him to get to know that energy and see what that symbol means to him, so I asked him to become the bridge as a way of getting some insight into this vector or

direction. He imagined being the bridge and described it as a connection between two points that spans over something difficult to cross. He described the bridge as important and needed, well maintained and looked after, strategic and respected, and very solid and anchored to two sides. He said it was a wide bridge.

Then he talked about seeing himself running over the bridge as it collapsed behind him. This dependable structure was collapsing. As he ran, there was a sense of urgency, panic, fear, and worry that the bridge was going to collapse and catch up to him, but it never did. Tony became the runner in the dream, running fast with no obstacles in the way. As he became the runner, he made a pounding motion with his arms and said that there is a rhythm to it – an uneven beat. He noted that the bridges in the dreams were always different, and that they spanned over different terrains. Sometimes they were over icy cold water and there was a danger of sharks, and other times they were over dry ravines or big valleys. When I ask Tony to find an earth spot where the two energies (i.e., the bridge and the runner) might exist together, he thought of the Hoover Dam with its immense force of water and hydropower. He talked about letting the force flow, working with the flow, and not fighting it.



He also talked about the vision of the organization, and how he doesn't really have a clear picture of what the organization will look like. For him, creating the company is more like following the flow, going with opportunities as they arise, and having no geographical boundaries. When I travelled with Tony to visit the overseas offices, I noticed how he goes non-stop. He has meeting after meeting with little time for relaxation. He is always on the run, and it reminds me of his childhood dream of needing to outrun the collapsing bridge. On occasion, Tony has said that he doesn't want to stop working and travelling, because he thinks he will die if he does. I asked him what his ideal life would look like after he retires from the company, and he talked about travelling through lesser known parts of Asia and the Middle East, working at a relaxed pace as a consultant, and combining this with personal travel with his wife. I have a hunch that if Tony stopped working, then another part of him would be revealed, but this part is very secondary and unknown to him. At this point, it is important for Tony to integrate some not-doing into his life.

We identified two energies in the dream: structure (symbolized by the bridge) and flow/freedom (symbolized by the runner). I will return to these two energies in a later section on organizational analysis, but for now, I want to revisit Jung's theory about symbols in the childhood dream pointing to the profession the person chooses. Tony's dream of bridges certainly points to his career in structural engineering, and when I asked him about any unexpected or unusual events in his life, he mentioned that the day he went to enrol in university to study industrial chemistry, he by chance stumbled upon the engineering faculty display and decided in that moment to switch his studies to engineering.

Tony's second childhood dream was also recurring, and it was about having an out-of-body experience and levitating around his house. He recalled that in the dream, it took a lot of willpower to keep himself afloat and moving around the house. He could visit different rooms if the door was open, but he really had to concentrate to do this, and it took tremendous focus to move. If an object distracted his focus, he would drop to the floor. He was limited to the house and couldn't enter into

another room if the door was shut. Tony remembered that in the dream there was moonlight and a cool atmosphere. He remembered concentrating on going forward, maintaining momentum, and turning corners. He had to maintain this concentration so he wouldn't bump into walls, and he didn't want to get too high because the fans and doorframes posed an element of danger.

I noticed that this dream had some of the same energies as the bridge dream. Both had the energy of moving forward and gaining momentum, and both contained structure (i.e., the bridge and the house). The coolness in the moonlight atmosphere of the levitation dream reminded me of Tony's body symptom and how he loves the coolness that follows perspiring. Both dreams also suggest the presence of a lot of power; Tony is a powerful man who can outrun collapsing bridges, levitate himself, and move himself around within a structure. In addition, both dreams have an element of danger symbolized by the collapsing bridge and the fans and doorframes that he would bump into if he levitated too high. Trying not to go too high reminded me again of the Australian "tall poppy syndrome," and I recalled Tony's pride in showing me his desk, which was an old door from his house. He is proud of his humble beginnings.

Tony's favourite saying with regards to the organization is, "We have to keep moving forward," and I can see this in his childhood dream. From the beginning, the organization's pace of growth was very fast, and at times the company has been under stress. The organization is always stretched, there is continual growth, and the staff works long hours. This fast pace of growth combined with the Global Financial Crisis created fragility in the business. Because of Tony's childhood dream, I am concerned that the organization will collapse, and Tony will move on to his next dream. I mentioned this concern to him, and he said, "I'm not going to let the business collapse."

Summary of Key Themes, Energies, and Patterns

As Tony's consultant, I pointed out the following key energies or more secondary patterns, so they could be considered during the planning processes for his organization:

- Realizing that both energies (i.e., structure and flow/freedom) are needed, and that it is possible to be at one with both energies.
- Being more emotional and expressing feelings. I noticed that Tony's body symptoms and earth spots all contain water, which is often associated with feelings, and Tony literally has water pouring out of his head (i.e., the perspiration). Also, expressions of emotion were secondary in Tony's conflicts with others.
- Doing and not-doing, an inability to relax, and a desire to keep moving (i.e., outrunning the bridge).
- Promoting his achievements, showing off, and being more geyser-like.
- Having more awareness of his own power and the best ways to use it. Tony identifies with the role of harmonizer in the family and the organization, however, there would be more congruency if he picked up his power and used his authority.

ORGANIZATIONAL MYTH

My challenge in this project was to present a view of ABC Engineering that recognizes the different sides of reality (i.e., the quantitative and the qualitative, the physical and the psychic) as complementary aspects of the same reality, without my readers and clients thinking that I am absolutely crazy. Most people think that we are solely responsible for organizing our lives and groups, however, according to Mindell (1992), fields create and organize us as much as we organize them. Fields may not be visible, but they can nonetheless push us around. The field manifests itself quite practically in our beliefs, because we experience our values and visions as pressing us to do certain things, which in turn creates identities.

Fields . . . appear in the dreams of individuals and in the stories people tell about their groups, and even in the myths of nations. Individuals and groups are the battleground for the characters in the myths to complete their mythical conflicts. It is the dreamlike nature of fields that makes it so difficult for ecologists, economists, and politicians to deal with the world, because it is only partly organized by causal influences. The world is also organized by noncausal influences, by the dreaming field, and we need to be shamans and visionaries as politicians and scientists to solve the world problems. p. 25

Another characteristic of fields is that they have no boundaries, and they are more like “electromagnetic vibrations, or an atmosphere with no well-defined limits” (Mindell, 1992, p. 26). Physicists can’t say where people end or begin in space, and we become part of a group if the group’s pattern is in or around us. “We are as much like fields and waves as we are like bodies and particles! We consist of ideas, concepts, and feelings as much as we do of matter and substance. This is why the Taoists recommend that in order to be connected to nature, we should follow our inner feelings instead of the outer appearance of things” (p. 26).

In organizations, it is important to be sensitive to both inner feelings and outer situations. We perceive these fields through a variety of senses and experiences including our dreams, body experiences, relationship problems, synchronicities, group experiences, and the world. “When we work with fields and help them evolve, we must do so on many levels: through feelings, visions, movement, innerwork, relationship work, and large group interaction” (Mindell, 1992, p. 28). This is

why I decided to study one key person in the field and to explore his childhood dream, conflicts, and body symptoms. I am also spurred on by Mindell's view that "fields themselves are not wise; they are *potentially* wise. . . . Fields are like dreams: without our conscious appreciation and intervention, most of their wisdom may not appear" (p. 28).

This project is about exploring ways to appreciate and work with the field in an organization. The aim is to use its wisdom in planning the strategic direction of the organization. Dr. Max Schupbach views an organizational myth as the organization's "biggest potential and source of power . . . Organizational myth is a hyperspace, meaning it is an un-nameable thing that organizes a group, that will appear in as many forms as there are participant's mindsets looking into it" (as cited in Hamann, 2007, p. 65). Mythic issues in the organization are usually long term, chronic issues that the organization is grappling with. Mythic work requires symbolic thinking and looking at the organization's persistent ghost roles or allies.

Schupbach describes myth as having a storyline, movement, or flow to it, and he notes that if we can tap into the organization's myth, then everything will go better or flow more easily (as cited in Hamann, 2007). Groups that connect to their myth perform better on many levels. They often develop new relationships with their competitors and have a new view of the market. Everything and everyone feels more connected. Dr. Julie Diamond and Dr. Stephen Schuitevoerder also make a link between the vision and strategy of the organization and its mythic work, and Diamond explains that she uses mythic work when an organization is at a big crossroad and has questions about its development (as cited in Hamann, 2007).

The ABC organization is currently at a major crossroads. It is moving from a group of offices situated in various parts of the world to operating as one global entity with a shared system. As a consultant, I am exploring how connecting with their myth might help the organization transition into this new structure and system. When we look at organizational problems from a mythic point of view, we can see problems as marginalized paths in the organization. It is when dealing with

problems and conflicts that we need to remember our deepest reason for being and the group's real mission (Mindell, 2010).

An organization has a primary process, a secondary process, and edges, just as an individual has. The primary process is linked to the consensus reality level of the organization, while the secondary process occurs at the dreamland level. At the sentient level, we can only sense the myth and essence of the organization. By studying the energies, dynamics, and conflicts in the consensus reality and dreamland levels, we can get a sense of the myth of the organization or the "oneness" at its essence level.

The primary process is the characteristics with which the organization identifies. In the case of ABC Engineers, they identify as a multi-disciplinary global engineering enterprise. Their mission is to "demonstrate unique value for our customers through focused thinking and breakthrough design." Like many other organizations, the company has a number of goals, strategies, and systems for accomplishing this. The secondary processes of the company are aspects of the organization that do not get expressed and are therefore marginalized or hidden. These aspects can manifest as ghost roles, meaning roles that are not occupied fully within the organization.

Secondary processes can also appear as disturbances in the organization or things that steer the organization away from its intention and mission. As a consultant, I am interested in these processes because their emergence can help things to flow better and support the organization to become more whole. An edge forms the boundary between the primary and secondary process, and often shows up as an inability to speak about things that have been marginalized by the organization. In my role as a facilitator, I find that I am often the one who gives voice to the edges and helps facilitate the group to work on the edge and go over the edge when it is ready.

Stories that are told when an organization is forming are often important to the myth of the organization, just as a childhood dream provides important information about an individual's myth. Chronic problems and conflicts in an organization are like body symptoms in an individual, and by

studying them we can gain insight into the organization's story. Unusual events, things that "happen" to the group, the group atmosphere, and high dreams and low dreams are all pieces of information that are useful. So in this study, I included memories about the start-up of the organization as well as chronic problems and conflicts in the company. I will also look at the group atmosphere, things that happened to the group, and the group's high and low dreams in order to gain insight into the field and big U of the organization.

ORGANIZATIONAL CASE STUDY

The Beginning

It all started when Tony called my partner, Ken, to chat with him about his dream of starting his own company. Tony had asked two younger men, Pierre and Mark, who worked with him at another company, if they were interested in starting up a new company with him. Ken had previously been an advisor to the company where they were all working. Ken, who was also an engineer running his own company, had known Tony for a long time, and they were mates. In this sense, the new organization was a breakaway company, and many others from that group eventually came to work for ABC Engineers. From the very start, “mateship” was important to the organization.

Tony was at an edge to jump ship and leave his current position, but Pierre and Mark had already left the other company and were trying to get new clients for ABC Engineers. Tony had been promised a shareholding in his old company, and he hung on for six months in the hope of receiving payment for his shares, but it never came through when the company was sold. Tony was very enthusiastic about his new venture with ABC Engineers and told many of his colleagues and friends about the new business. His enthusiasm was infectious, he exuded positive energy, and the atmosphere around him was exciting. As an enticement to join the company, he made promises of shareholding to those he wanted enrol in the venture. He had a desire to share the successes of the company with many people. This desire to share with everyone and to promote a collective approach has been a key quality of the organizational culture and also the source of ongoing conflict in the organization.

Tony put a lot of time and effort into the overseas business. For the last eight years, he has virtually been running around the world. I track this back to his childhood dream in which he outruns the bridge. When we worked on the childhood dream, I asked him what would happen if he fell into the ravine below, and he said that he would hold his breath and swim to the shore. As

mentioned earlier, one of his favorite company expressions is, “We need to keep moving forward,” which is exactly what he does in his childhood dream.

Our First Meeting

The first meeting was held in the lounge room of our home, which is located on top of a mountain. In the early days, this was our regular meeting venue, and it created a family atmosphere. In fact, in addition to housing company meetings, this venue was also used in the early days for meetings with individual Directors and their partners and families to work on their relationships. The problems were varied and included needing help with a prenuptial agreement, a teenager’s behaviour, and a daughter’s unplanned pregnancy with one of the engineers.

At our first meeting, Tony was the spokesperson and obvious leader of the group. Pierre also contributed to the conversation, and Mark was the quiet introverted one, hardly saying a word. The cross-cultural nature of the business was also there from the beginning, because the three founding partners of the business were all from immigrant backgrounds (i.e., Dutch, Greek, and Italian). When we first traveled with Tony to do workshops in the overseas offices, this “family feeling” continued to accompany our work together, and I frequently noticed how family oriented everything was. For example, in Jordan, we were invited to dine with the Jordan Director’s parents in their home, and we met his brothers and their wives. In the UAE, we also went to the home of the Director and met his wife and children. In Malaysia, the staff all brought a dish that they cooked at home to share with us. I realized on this first trip that while the primary business was engineering, on another level Tony was building a global family. As the company continued to grow, I remember him saying one day, “We’ve got 40 families to feed now.”

Tall Poppy Syndrome

Tony is extremely proud of the company's humble beginnings. As I mentioned earlier, he took extreme pride in an old door that is still used as desk in the office, and he once mentioned that he would like to get it framed so that people will remember their humble beginnings. Tony greatly admired his father, who was very humble, and humbleness is a valued family trait. While the company's beginning may have been humble, the products it created were not. The company specializes in high-rise buildings.



However, to this day the company's marketing materials are very humble, and this is a weakness in its global marketing strategy. The company needs to sing its praises more and is now in the process of upgrading its offices and marketing materials. The company could be earning awards for its designs and could be more recognized in its field, but it is too much like Tony in its humble appearance. This is also part of the larger field of Australia, our convict history, and what is known as the "tall poppy syndrome." It is a part of Australian Aboriginal culture as well as White culture, and many Australian companies suffer as a result of this syndrome and end up going overseas for recognition.

The Original Vision

The original dream for the organization was to be a “boutique” engineering company that does design work and adds value to projects. In the early days, there was a lot of tension amongst the partners about how fast the company should grow. Tony’s vision was always more expansive and included the establishment of overseas offices and many shareholders. This vision won out in the end, and the company grew very fast and always exceeded its turnover targets.

At one stage, the company lost track of its “boutique” high dream and started to become more of a production house so that people could keep their jobs and make money. I noticed a definite change in the atmosphere at this point; people were confused and there was a lack of energy for the work. The company currently has a strategy to be more focused on its original dream and to recruit high-end clients and work; however, this has involved and will continue to involve some tough decisions regarding staff retrenchments. There will be more staff changes as the company attracts the people it needs to achieve its vision.

The company primarily defined its vision based on the amount of money it wanted to turnover. There was never really a plan to be anywhere in particular. The company was opportunistic in its growth, with a tendency to expand where “mates” were available. The UK and Malaysian offices were started up by two of Tony’s very good friends. A young Jordanian engineer who worked with Tony in Australia for some years wanted to return home, so he started up the Jordan office. A colleague of Tony’s also set up the UAE office, and I got the coaching job through my partner Ken’s personal relationship with Tony, so mateship is obviously key to the organization.

Tony’s vision was to set up offices wherever people wanted to be, so long as the location was also strategic. The other shareholders, directors, and staff are all incredibly loyal to Tony. There is a feeling of being a part of a global family – part of a collective. For Tony, working in the company is more about the journey than the destination. He may slow down, but even in slowing down, he will still travel the world, which I clearly see as a part of his life myth. From the beginning,

Tony wanted his colleagues and friends involved. So it is a company that has been built on friendship and mateship. Mateship is a very Australian concept. It is a term that is inclusive of everyone and has an egalitarian feel. Tony talked about how this mateship is more important in tough times than in the good times. For example, when times have been tough and cash flow was stretched, the Directors in the overseas offices did not pay themselves until after all of their staff and contractors had been paid.

A Memorable Early Incident

At one of the early workshops, a bird flew into the window of the lounge where we were sitting and dropped onto the balcony. It caught my attention, so we found a box, lined it with some towels, and placed the bird in it to recover. The next day, I was very happy to see that the bird had recovered and flown away. I remember thinking that somehow this incident was important to the company myth, and that when the company is struggling or overextended, it may need to take time out to recover and nurture itself. It may also suggest that this company is going to survive, and it reminded me of Mark surviving his cancer in the early days of the business and of the company surviving the Global Financial Crisis. I can also see parallels between the bird and the geyser energy of Tony's body symptom (i.e., things warm up beneath the surface and then come back strongly).

Chronic Conflicts In The Organization

As I mentioned earlier, the underlying "mateship" which brought the company founders together, also causes conflicts in the organization. The conflict that has been there from the beginning is related to shareholding. From a Process-oriented view of conflicts, it is important to identify marginalized energies that want to be lived in the organization.

Shareholder Conflict

The signals of the shareholder conflict were there from the beginning. In the company where Tony worked previously, he was promised 25% shareholding of the company, but it never materialized. When starting-up ABC Engineers, we discussed why Tony wanted to have equal shareholding with the two younger engineers. Tony had a lot more experience and contacts, and he was well known in the field. We talked at length with him, suggesting that a 60%, 20%, 20% split might be more reflective of his experience and of what he would bring to the company. However, Tony insisted that the shares be divided equally.

After a short time, Tony needed support to take the company overseas, but the other two partners were unsure about that strategy. Creating an international business was more Tony's dream. Pierre and Mark didn't really know much about overseas markets and opportunities, but Tony offered each of them one third of the international business as an incentive to take the company in this direction. In the end, Pierre and Mark gave their support to Tony, but the shareholding of the international business was all put in Tony's name for ease of operation, even though there was an understanding that all three would share equally. Putting the company in Tony's name can be viewed as a signal of the ensuing conflict between Tony and other shareholders.

Since then, there has been continual conflict about the shareholding, because Tony wants new shareholders to come into the company. While recruiting new people to come and work in the business, Tony promised them shareholding. He created a feeling of unlimited possibilities and suggested that anyone who truly contributed to the success of the organization could become a shareholder, which has caused ongoing conflict. It is as if Tony is repeating the pattern that was set up in the previous company, in which he was promised shareholding that never came through. To avoid repeating this pattern, he needs to become aware of the secondary energies involved.

Tony has always been in conflict with the other two founding partners about the time and energy he devotes to the overseas offices. Although there are two other shareholders, he actually operates the company as if it were his own, which sends a huge double signal. Pierre and Mark did not really have the confidence or insight to express what they wanted for the company, so Tony led the company in the direction that he thought best. Over time, Tony wanted to honour the agreements he had made with others to provide a share in the business, but a conflict between Mark and Tony arose about who could become a shareholder. Over time, Mark has gone through enormous personal growth, is developing a good business sense, and has become wiser and stronger. He wants to choose whom to go into business with and doesn't necessarily agree with the choices and promises Tony has made. As a consequence, shareholding negotiations are a gruelling process and go on for years.

Even as I write this paper, the organization is struggling with a conflict about bringing another shareholder into the company that has been happening for more than two years. If Mark was not against the proposal, then it is likely that the new shareholding would have gone through. Tony has now left the current shareholding conflict in the hands of Mark, who now holds the position of Managing Director of Australia. This pattern and the atmosphere that surrounds it remind me of the conflict Tony has with his wife and eldest son. At our last meeting, I asked Tony to return to his earth spot with the geyser, and I invited him to look at the shareholder problem from that viewpoint. He came up with a solution, suggesting that Mark and the new shareholder go for a business trip together and get to know each other more.

So, all of this points to a ghost role in the organization: an authoritarian role that says, "We are going to do it my way." This role comes out as a double signal in Tony, and is now being picked up by Mark. Mark has been given the position of Managing Director of the Australian business, and he is bringing in new systems and processes to the organization. This is making everyone more accountable, and Mark wants any new shareholders to meet key performance indicators before

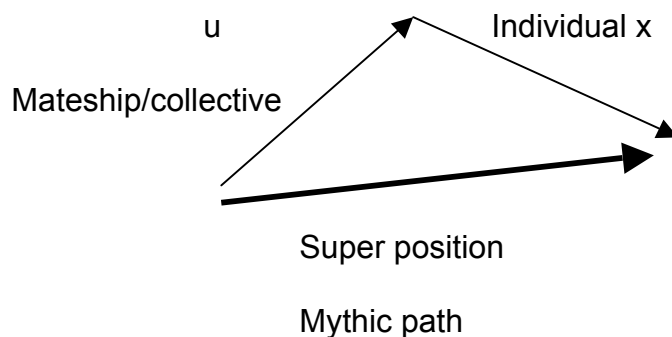
coming on board. In other words, you need to be more than just a “mate” now to be a part of the organization.

This authoritarian role was also recently represented by another consultant from outside the organization whose primary style is to tell people what to do. He is an ex-army man with very strong opinions and a very commanding style that verges on bullying. He tells everyone how bad they are doing, and that he can make it right. He doesn't like the analogy of the organization as a global family, and Tony and Mark both respond to this energy even though they complain about him. This was another strong signal that that the secondary authoritarian energy needs to be lived more directly within the organization. In picking up the more authoritarian role, Mark also wants to curb expenditure on overseas trips, wants more information about the business opportunities Tony is exploring, and wants more accountability of Tony's time.

Based on Tony's childhood dream, I would guess that some of the projects he is exploring will work (i.e., the ravine is sometimes full of water) and others will not be successful (i.e., the ravine is sometimes dry). This needs to be taken into account when planning the business. It is easier to see our life path and myth in hindsight, because we can see the patterns more clearly. The childhood dream can be used as information to help us plan our futures. By identifying the energies in the dream, we become aware of the energies that will be at play throughout our life, and we can learn to dance with them. For example, in Mindell's childhood dream, a big bear was chasing him. He explains that in the first part of his life, he strove to be like his father, who was very gentle and loving. He still likes that side of himself, but he was denying the bear energy, which to that point had only found expression through a caffeine addiction. Once he began expressing his bear energy more directly, his addiction to coffee ceased (Mindell, 1990). So, I assume that regardless of the job or position he held, Tony would always want the freedom to travel, to run, and to build structures. If these energies were taken away from him, then I imagine he would leave the organization.

Like the geyser and the water being released from the Hoover Dam, we can also expect surges of power from Tony. I encourage Tony to recognize this aspect of himself, so he can pace himself and not burn out. It is beneficial for both him and the company to take time out and nurture themselves. It is similar to keeping the injured bird warm and still while it recovered. If the new pace and rhythm is accepted by Tony and others in the company, then the organization will take on a different atmosphere. There can be a balance between looking inward at the organization's systems and looking outward at the markets and clients.

At the moment, the authoritarian energy or role is coming out as controlling. People, including Tony, are fearful that the Mark will be too controlling and that everyone will have to follow him. Tony fears that he will be controlled in this new culture and not have the freedom to travel and do his own thing. The challenge for the organization is to integrate this role by bringing it out more and finding its essence. If this role were played out in the organization more directly, then the company would be more congruent in its myth.



The company's primary process is that of equality and friendship. At the last international meeting, a new structure was unveiled giving Mark more power in the organization. When we made room for people to talk about how they felt about these changes, a couple expressed concern that they would lose their friendship due to the implementation of more systems and more

accountability. Tony understands the importance of structure but also wants freedom. Again, the energies of structure and flow can be seen in Tony's childhood dream and in the organization.

Tony's journey in the company reminds me of the Hero myth, and how the hero has to be stopped by other men, women, or gods before he brings total devastation (i.e., the bridge collapsing in his childhood dream). For many years, the company was too freewheeling and did not have enough structure and financial accountability, but this is now being reined in. As a consultant to the organization, I am focusing on how to help facilitate the introduction of these new systems and processes without losing the heart, mateship, and family feeling of the organization. How can I encourage people to stand up for their individual needs and stay close to their big U?

Rapid Expansion Vs. Consolidation Conflict

In the beginning, Tony led the plans for the growth and expansion of the business. His desire for a global company was inspirational, and his strategies for growth made a lot of sense. Tony was the leading visionary behind building an international organization, he was always planning for growth, and the company grew fast. It was common in the early days for Tony to shock everyone with ambitious predicted turnovers and expansion into other parts of the world. Tony's predictions were usually incredibly accurate regarding turnovers and staffing numbers, and it was another way of showing his unpredictable geyser energy.

The fast pace of growth really stretched the employees, company resources, and systems. Sometimes it felt like it would break. Mark got really sick and ended up in hospital exhausted. The mateship held the team together, but the organization really needed more talent. Again, I thought of Tony's bridge collapsing and how he runs around the world trying to make everything work. In his childhood dream, Tony is running because he has to build the structure or else he will fall into the river or ravine. Tony knows he needs structure in the organization but is not really interested in the details of how to create it. He needs the structure to flow, and maybe that is one of the reasons

why he gives so generously to others. If he builds a strong structure, his leadership style will be flowing, he will be intuitive about expansion, he will run on hunches, and he will go with the flow.

Tony also has a fascination with the structure and will be driven by his interest in structure. He is the shareholder who is pushing for certain shareholding arrangements. His “little u” fears the flow, and he may therefore sometimes be reluctant to pick it up. He focuses on running so he won’t have to face the flow. Over the last couple of years, Tony has pretty much run around the world setting up office structures. It is like he senses the flow and then puts some structure on top of it. During this time he built a UAE office to 22 staff and then reduced it to 3.

A ghost role in the background that no one stands for is someone who is actually against the desire for growth and expansion. With growth comes a need for more systems, more reports, more structure, more bureaucracy, more responsibility, more families to feed, and more people to keep employed during tough economic times. In response to systems that were inadequate for company growth, new systems were introduced that were incredibly detailed and not really necessary for a company of this size. Again, I recognized the dance between flow and structure in the organization and the over compensation of structure in response to the freedom and flow. Some downsizing has followed this period of high growth, which is a trend that will continue as more talented people are brought into the organization. The organization needs to honour the “boutique” quality of the original vision, and it is moving more towards that now by targeting good jobs and elite clients.

Inter-Office and Inter-Discipline Conflict

Another ongoing conflict in the organization is the desire for more balance between work and other aspects of life. Everybody says that they want a more balanced lifestyle, but making it happen is difficult. There are different cultures within the offices. For example, the atmosphere of Gold Coast office is more relaxed than the Brisbane office. The Gold Coast staff is criticized for leaving work too early and not being committed enough, yet they see themselves as working

incredibly hard. The Brisbane office, on the other hand, is criticized for being too driven. This pattern is replicated in the overseas offices where the Malaysian office is hard working and focused, while the Jordan office is more relaxed. This ongoing conflict emerged in the early days of the partnership, when there was debate about how much time should be required of each Director in the business. Tony and Mark expected each person to give 110% and this created on going conflict with Pierre, who they felt didn't spend as much time in the office.

The hard working, driven culture is more primary in the organization, while relaxation is more secondary. As a consultant, I try to encourage the relaxed energy and integrate it into their work place. This relates back to the conflict Tony has with his son about doing just enough to get by, which can be seen as a form of not-doing in the midst of doing. This is based on the belief that the company will actually perform better if people are more relaxed, healthy, and taking time out. In a couple of offices, games involving physical activity such as table tennis and wii have been introduced in the lunchrooms to try to encourage this more relaxed atmosphere. I picked up this secondary process of relaxation in the first staff workshop in which everyone in the company worked on their personal visions. I was struck by the desire of nearly every person to have more leisure time. They were working so that they could eventually have time off to do leisure activities and sports. That was the first signal that this energy needed to be lived more within the organization.

Another early signal of this conflict was Tony's frequent statements about not wanting to create an us/them dichotomy between the offices, but that is exactly what happened. Today the Brisbane office is the office that makes the most money for the company, and there is a perception that the Brisbane staff work harder and longer hours and are more efficient. The Gold Coast office is perceived as being more relaxed, taking longer to complete jobs, and not working so hard. Such comparisons suggest that the us/them dichotomy is already established. This reminds me of the individual vs. the collective pattern again. In the old system, the individual offices needed to show a

profit and at the same time serve the collective by providing cheaper in-house services to the other offices. Accounting methods and cross charging were time consuming, gruelling, and did not really do anything except reinforce the us/them dichotomy.

The company grew not only geographically, but also in disciplines. It began as a structural engineering company, but now it has other divisions including mechanical and electrical, hydraulic, civil, and tensioned fabric. The introduction of new divisions also reinforced the us/them dichotomy and created competition for resources. After assessing this situation, a new strategy was implemented in the organization that requires cross-disciplinary and cross-geographical teams to work together, which picks up the energies of both the individual and the collective.

Secondary Processes

Thinking Vs. Feeling

I could see from Tony's personal sessions that expression of his feelings and emotions were secondary. I also noticed that the mission and key strength of the company is "focused thinking," so I decided to look for signals that the expression of feelings might also be secondary for the organization. I remember one strong signal that occurred while conducting a simple warm-up exercise at one of our international gatherings. People were asked to move to the back of the room, which represented the last time we met, and then slowly walk forward to a line we had placed in the room, which represented the present moment. After reaching the line, they were then asked to continue walking forward into the future. As people were walking, we asked them to reflect on key memories, achievements, disturbances, or important events that came to mind. All of the participants at this gathering were men, and many of them shed tears as they reflected on and talked about sickness, the death of loved ones, relationship difficulties, and the pressures of work. One man was so emotional that he couldn't speak and had to ask another man to speak on his behalf. It was a very touching and emotional beginning to a three-day seminar, but I noticed that

over the next three days we never returned to that depth of emotion again. It was like something “happened” to them for that short period time on the first day.

So, in the next seminar, we decided to design a feelings session for the second day of the workshop. This was after a new structure for the organization had been proposed on the first day. In the back of my mind, I was thinking about the two energies of Tony’s childhood dream (i.e., structure and flow), so we designed the feelings session in a structured way. In the room, we placed cards with 150 feelings printed on them. We asked people to pick three or four cards that described how they were feeling at that moment. The feelings flowed and the session was very authentic and touching. The session went way over the amount of time we had allocated, and people said they chose cards that were unexpected and that in some cases it felt as if the card chose them. Here are the feelings that were expressed by each person:

- Dynamic, authentic, humble, anxious, uncertain
- Free, inquisitive, self-conscious
- Interdependent, excited, confused, concerned, afraid
- Independent, receptive, exhausted, disconnected
- Enthusiastic, responsible, challenged, fear, anxious/stress, tired
- Accepting, nervous
- Brave, passionate, curious, frazzled, shocked, torn, threatened, understanding
- Impressed, expectant, trusting, uncertain, frantic
- Eager, positive, challenged, frazzled
- Protective, unsettled, bold
- Independent, passionate, restless

We followed the same “structure and flow” formula for the next day, and again the flow of ideas was deep and meaningful. At the end of the workshop, we were given feedback that this was one of the best planning workshops they had.

Addictions and Altered States of Consciousness

As with individuals, organizations can also demonstrate collective addictive tendencies or addictions. From a Process-oriented perspective, addictions are viewed as incomplete states; as attempts to create an altered state of consciousness that conveys a specific message that wants to

be heard. Alcohol plays a role in the organization, especially amongst the Australians and British Directors who tend to drink the most at workshops. After the workshop ends, it is a ritual to go and drink. Usually a number of the Directors drink into the early hours of the morning, and there are always stories to be told. Sometimes they arrive the next morning with a hangover, other times they talk about what a great night they had, and still other times they speak more freely in the workshop about difficult issues that usually aren't addressed.

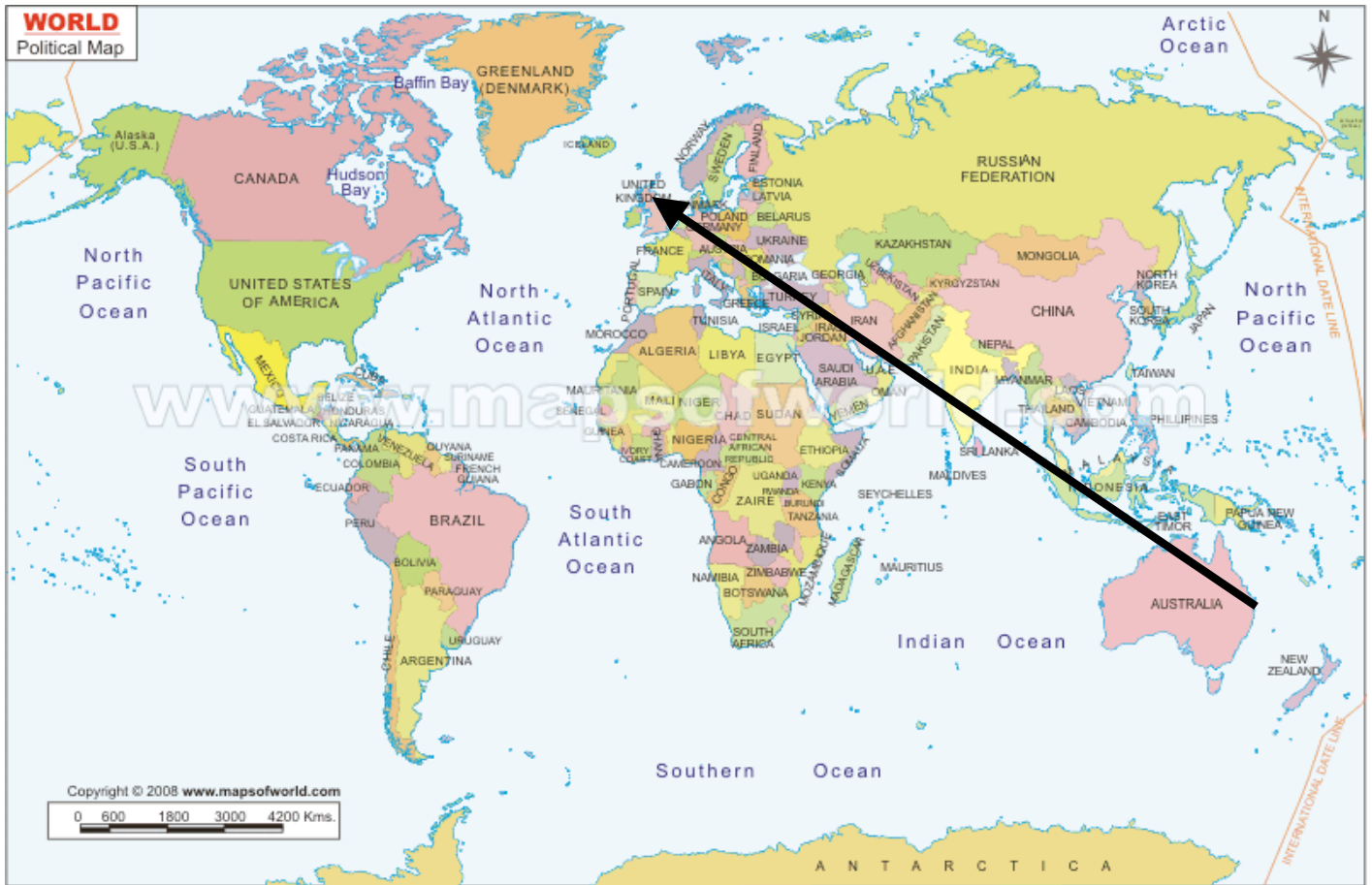
According to Mindell (1990), "alcohol addiction frequently accompanies a conscious tendency to try to be really good, hard-working – in short, to live a straight life." When alcohol is used in this organization, it creates a more relaxed open environment, which is one of the organization's secondary processes. This can also be connected back to Tony's process of doing and not-doing as reflected in the conflict with his son and the conflict between offices and Directors about who is working harder. Addictions provide access to parts that have been disavowed, so in this case, alcohol helps the organization to process the need to work at a more relaxed pace.

Addictions are also connected to our personal myths. According to Mindell, "you can almost guess the addiction that somebody is going to have by listening to one of his or her childhood dreams." Reflecting on Tony's childhood dreams, I can see the energy of effort and hard work in Tony's attempt to outrun the collapsing bridge and in the concentration and focus required to levitate and move forward. From the beginning, the conflict about "who works the hardest" was present amongst the three founding partners of the organization, and this conflict still exists today.

Location Vector

The company expanded quickly, and offices were opened in Brisbane, Kuala Lumpur, London, Abu Dhabi, Amman, Darwin, and Melbourne. A new office in India is currently in the planning stages. In pondering these locations, I am reminded of processmind and its associated vectors. In Australia, the Aboriginal people refer to certain vectors as songlines, so I decided to

look at the location of ABC's offices on a map of the world and view their vectors or songlines. To my surprise, all of the offices were located on one NW vector.



Of course, many Australian companies work in Malaysia, India, Middle East, and UK, and, in consensus reality, this NW direction would not be considered important. However, this aspect flirts with me, so I am going to give it some attention. ABC Engineers' vector ends in the UK. Australia was colonised by the British, and many of the new settlers in the 1800's were convicts. The Queen is still our Head of State, and there is still a lot of debate about whether we should become a Republic. In a referendum in 1999, Australians decided to keep the Monarchy.

In the last couple of years, the UK office hasn't done so well. As I was drawing the vector on the map, I had a thought that maybe it was time to close the office down and "break ties" with the UK. I researched some of Britain's history in the UAE, Jordan, India, and Malaysia and learned that all of these countries had some sort of British involvement in their rule and have since broken these ties. On a global field level, maybe ABC Engineers would shine more if it broke ties with our

colonized history, our convict past, and the humbleness that accompanies it. When I spoke with Tony about this, he said that he was planning to close the office but still keep the company as a legal entity, so that if a work opportunity came up in the UK or Europe then the office could be reignited.

This plan reminded me of the energy behind Tony's two earth spots, the geyser and the dam. Both of these spots have an energy surge element; the dam water is let out to flow and the geyser spurts out of the ground. So, offices can lay dormant as legal entities and then be brought to life as opportunities arise. The collapsing bridge in Tony's dream suggests that some offices or aspects of the business may collapse, but that Tony will outrun them and move forward to the next opportunity.

Summary of Key Themes, Energies, and Patterns

The following is a summary of the key themes identified in the organization:

- The collective vs. the individual, the idea of mateship and the global family vs. the power of the individual, and the need for both energies to be lived.
- The high dream of being a "boutique" company rather than a production house.
- The cross-cultural nature of the business (no boundaries), and its diversity of people and engineering disciplines.
- The need for relaxation and nurturing within the company.
- The effect of the "tall poppy syndrome," and the need to promote the successes of the company.
- Honouring both thinking and feeling in the organization.
- The ghost role that stands for slowing growth and standing up to the leader.

THE FACILITATOR

According to Mindell (2000), the facilitator is also “a role in field, the part overseeing what is happening. The facilitator is a ‘dreaming eye,’ the eye of the field itself. From the perspective of this eye, everything we notice, including ourselves, is part of the dream we are unfolding” (p. 550). Therefore, I want to acknowledge that this case study is a subjective view of events seen through my own eyes, and that many other views of this organization exist.

While analysing my data for this study, it became clear to me how much I am like Tony and the organization. In my childhood dream, the same two energies of freedom and structure exist. I also have a primary process that identifies with humbleness and invisibility, and I have a special affinity with the NW direction. So in many ways, by working with the organization, I have also been working with myself. As I encouraged the company to sing its praises more, I challenged myself to recognize my own achievements and talents more, which helped the workshops to flow better. Since embarking on this study a year ago, our clients are happier with the way the workshops are run, and it has definitely had a positive effect on the field.

Like Tony, I get most of my clients and business through personal contacts and friendships. I too have an informal and warm primary style that works well in the global context. Since my undergraduate days at University where I majored in Asian studies, I have had a fascination with cross-cultural communication and an interest in diversity. These aspects of the work are what keep my interest and help me to relate to Tony and his desire to work with other cultures.

Awareness of the similarities between the company and myself also guides my innerwork. During the course of my consulting with the organization, I often brought forth my own experiences, reactions, and emotions, believing that my personal experiences may also be happening in the group. One of my most disturbing inner experiences is feeling like I want to leave the organization and like my work there is done. This struggle has always been there, the one that wants to leave and the one that wants to stay. At a senior executive workshop, I decided to ask if anyone ever felt

like leaving the organization, and more than half of them responded with a yes. Even the CEO and Managing Director think of leaving sometimes. There is something about leaving that is important to the group, so now I design every workshop as if it will be my last. So far, at the end of each workshop, I find that I want to stay and do more. Something still wants or needs to leave, but it has not yet been discovered. It reminds me of the story of how Tony was at an edge in the beginning to leave his old company and start his own.

STRATEGIC PLANNING: WEAVING THE PATTERN

My next challenge is to determine how all of this information and how this Process-oriented view can be useful to the CEO, the organization, and its strategic planning. As the previous sections demonstrated, many of Tony's energies, edges, and personal processes were also present in the organization and the facilitator. Over the course of this study, the following strategies emerged for the CEO and the company:

- Both the structure and flow energies need to be honoured within the organization in order for the company to stay close to its myth and big U. In response to the freedom/flow energy, the company has become over-structured, so there is a need to continually work on incorporating both energies so that things can flow within the structure, and the energies can become one dance.
- The structure and flow analogy can be used to help with conflict. For example, to address the conflict around how Tony spends his time, we set up a travel program for him that includes both structure and flow. He has freedom within the program to direct his energies towards paths that feel best for the company.
- Even though there is often a desire to close down the international offices, it is important to honour the way the company flows across borders and cultures and maintains strength through its diversity.
- In an attempt to honour both the collective and individual vectors, all of the offices have been merged into one global company with uniform structures and systems, but which also rewards individual efforts. Prior to our last workshop, I decided to walk the vector for the

collective, the vector for the individual, and the vector for the superposition. The energy of the superposition was like the conductor of an orchestra, and getting in touch with this helped me with my facilitation style for the day, which flowed as I conducted the various voices in the room.

- Encouraging relaxation throughout the company is important. The CEO now takes holidays, and when he travels for work, he does it at a slightly more relaxed pace. He feels more relaxed within himself, and the Managing Director is about to do the same.
- It is essential to keep the high dream for the company alive and to develop its “boutique” nature by implementing a marketing plan that targets the high-end customers and jobs the company desires.
- Strategies other than “mateship” must be developed for recruiting new talent into the business that will help develop the company and take it to the next level.
- The company needs to encourage staff to talk about the strength of friendship in the background, to say what they think and feel, and to speak up for themselves and their offices. Emphasise how the strength of this allows us to speak our minds.
- Space needs to be made for everyone to talk about their feelings regarding the company, their work, and their issues. A structured approach needs to be used until the staff becomes more comfortable with expressing their feelings. The CEO decided that he needed to model this, so he is now beginning to express his vulnerabilities and feelings more within the executive team.

- The marketing materials and website need to be reviewed by a professional marketing person to promote the image of the company and the projects it has worked on. One aspect of this might include entering the company into competitions for design and company awards.
- The authoritarian ghost role needs to be brought out and encouraged in the organization. I modelled that role in the last workshop by coming on stronger and using my own authority. I noticed that for the first time I felt like people were really listening to what I had to say.
- In the debate about whether to open the new Indian office in Delhi or Mumbai, I suggested Mumbai because it is on the NW vector. ☺
- Tony should use awareness of his life myth as he moves forward. He is not going to allow the company to collapse as he moves out of the leadership role and into the new role of company Chairman, elder, and spiritual guide. By working on his long-term edges, we can see how signals of change are already happening and pointing towards directions in which to proceed.
- Finally, it wouldn't surprise me if this company were sold in the next couple of years or if there were a breakaway group. I feel this because there is something in the leaving vs. staying conflict that still needs to be resolved. A sale or a breakaway group would bring resolution to that conflict, and it would repeat the pattern of the company beginning as a start-up following the sale of the old company.

CONCLUSION

Completing this study has been both challenging and insightful. It was particularly challenging to find ways of describing and understanding the invisible forces at work, the processmind, the superposition of the vectors, and the mythic aspects of a leader's life and organization.

This Process-oriented case study of an organizational leader has been very useful to me in my work as a consultant. It helped me to gain new insights into the energies underlying the organization's problems, which could then be applied to its strategic planning. The quantum links between the CEO's personal processes, his childhood dreams, and the organization's way of functioning have given me insights into the dreaming and deeper intent of the leader and the organization. They have also given me new ways of looking at the organization, its path, and its deeper meaning.

At the consensus reality level of the organization, there is definitely a drive for money and success, but down below at the dreaming and sentient levels of the organization, the soil is being prepared for a different process. The study of this "global family" and the individuals in it has brought forth greater awareness of the company's values and cultural diversity, and it has revealed a field in which both feeling and thoughts, doing and not-doing, the individual and the collective, structure and freedom, and personal and national history are all explored.

One reason for undertaking this study was to help me find a new direction for my work and business, and it has helped me define a new way of working with executives and organizations. When I embarked on the project, I had no idea that it would involve so many aspects of my Process Work training and studies. This research helped me to really integrate the "first training" theory and practice of working with dreams, body symptoms, addictions, relationships, group process, worldwork, and life myth, as well as the "second training" aspects of processmind and the quantum world.

In some way, I think that this project chose me. I never really knew what the research would reveal or even how the data I observed could be pulled together. For me, it marks the beginning of a new way of looking at the role of an executive coach. It has given me the confidence to bring individual awareness training into executive coaching and organization development, and I now realize that one of my skills is weaving dreams. My new identity as an organizational dream-weaver has provided an innovative and inspiring direction to my work.

It has been a year since I began this project, and during that time the organization has gone through tremendous change. The CEO has defined a new role for himself, and the company is transitioning from a series of offices to one global company based in Australia. Over the year, I have seen many changes in the organization and a growing self-awareness in the CEO. I see how Australia's cultural myth and history has influenced Tony, the organization, and me. I can feel how I want to sing our collective praises and celebrate who we are. And most of all, I want to honour and celebrate Tony's generosity of spirit, his friendship, his openness, and his willingness to explore and contribute to this new frontier of quantum leadership.

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