

TELE-TRONIC

The electronic bulletin from the BPA

TIME FOR CHANGE

IMPORTANT UPDATES

Message from the administrator:

Cheques will no longer be accepted as a form of payment with the BPA



DECISION MAKING USING CREATIVE ACTION METHODS

T.TSRINATH Ph.D. | Organisational and Behavioural Consultant | tsrinath@gmail.com

I was invited to facilitate a meeting for 3 trustees of a 'not for profit' organisation, a franchisee of an institution that houses and supports homeless people.

The franchisee wishes to discharge with the main body as government compliance norms have become stringent and the franchisee organisation experiences some dilution in the procedure and processes being employed by the parent.

Hence while accountability devolves on the franchisee it does not enjoy or command enough power to safeguard its interest and the trustees are worried that any lapses on the part of the parent institution will directly impact the franchisee.

In order to warn them up to the task and objective of resolving the dilemma I invited the 3 trustees, using an adaptation of Gordon Lawrence's 'Social Dreaming', to give their dilemma a voice, dreaming about the future, without outlining or connecting their sharing into a discussion.

The process of 'dreaming' was recorded on a mobile phone for 10 minutes. It was then played back. As a facilitator I captured what was heard, without entertaining any form of dialogue, as yet.

I requested the senior-most trustee to share her vision of what she desired for herself and the franchisee organisations she was a trustee of.

She expressed her desire as 3 elements she wished to see evidence of.

I then invited her to choose one of the other 2 members to 'be her'.

She chose one of them and I requested the trustee to share briefly how she saw herself.

After she had described herself, which she did as saying 'I am patient, open minded and willing to give my whole to an effort I have committed to'. I then invited the person chosen to repeat what he heard from the 'role' he was assigned.

I next requested the 'witchhoo'/'protagonist' to choose one of the 3 elements she had spoken about and asked her if the other trustee could be the auxiliary.

She liked the idea and the auxiliary assumed the role.

I invited the 'roles' to dialogue between them and requested the protagonist to focus.

After about 15 minutes of exchange between the role players, I dissolved them and invited them to share first their role and then from self.

I captured in brief on a whiteboard what was being said and after repeating the process with the other role player, I requested the protagonist to share her location in the 'here and now'.

I also recorded on the whiteboard what she noticed and once done invited the 3 trustees to comprehend what was captured.

The 3 of them realised that they were collectively struggling from a sense of ambivalence coupled with unexplained, unexpressed fear.

As a facilitator, I requested they articulate their anxieties.

In so doing, they recognised that it was not fear that they were experiencing but the real a sense of feeling powerless in relation to the parent institution. They realised they did not enjoy this.

They therefore decided to confront this realisation with the trustees of the parent institution and if they did not feel heard or empathised with they would goit ways.

As we moved for a close, each of us, I as a facilitator included, shared what the experience of the process meant and how it impacted us. The 3 trustees departed with a sense of clarity on the way forward and I departed from the session with a sense of being appreciated and valued.