

Dancing with Change

Cultivating
Healthy Organisations

Eric Lynn

a *cultureQ*[®] book

German National Library bibliographic information.

This publication is recorded in the German National Bibliography.

Detailed bibliographic information is available via the following internet link:

<https://dnb.d-nb.de>.

This work is protected by copyright. All rights, including translations, reprinting and copying of the book or parts thereof are reserved.

No part of this work may be reproduced, stored in any retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the copyright owner.

This also applies for teaching with exemptions granted under German law URG §§53, 54.

Copyright © 2020 by Eric Lynn

Published by Eric Lynn, cultureQs

<https://cultureqs.com/imprint/>

All photographs © Eric Lynn

cultureQs and Qs are registered trademarks owned by Eric Lynn

Cover design: Tina Hanisch, missmilla design.

Printed by Scandanavian Book, c/o Druckhaus Nord GmbH,

Neustadt a. d. Aisch, Germany

Printed in Germany

ISBN 978-3-949056-00-0

*"Mundus vult decipi:
The world wants to be deceived.
The truth is too complex and frightening:
the taste for the truth is an acquired taste that few acquire."*

(Martin Buber, I and Thou)

Principle: Shape a 'Trust Space' in which people genuinely listen to one another

It doesn't take much effort to encourage people in organisations to perform tasks.

Employing people as "resources" to "perform tasks" is far removed from the notion of health we are considering here.

In a Healthy Organisation, people engage naturally with their work, and positively with colleagues and partners. They feel responsibility and ownership for their activities and outcomes.

Would this be possible without trust: trust in the leaders of the organisation; trust in one another as colleagues; trust in the integrity of the system that is the organisation?

It is possible.

However, I very much doubt whether deep intrinsic engagement is possible without trust.

To trust or not to trust is an essential Question.

Functional trust ... the kind we have in a bus driver or a pilot to get us safely to our destinations, or the ability and skills of a colleague to successfully perform a task ... is not the issue here.

B'

What is important here is relational trust ... incorporating a sense of belief in the integrity of those with whom we interact.

B'

Yet the notion of trust is understood in so many different ways. Each person enters a space of interaction with their collections of individual experiences.

So, before continuing ... I invite you to ... PAUSE ... and reflect ...



*Who do you "TRUST"?
How do you "TRUST"?*

B'



*What needs to happen for people
to bring their whole selves into their work?
Would this be possible without a Trust Space?*

B'

A **Trust Space** is a place where you feel completely free to be yourself. There are no borders, no boundaries, no "what-ifs".

You feel safe, supported, protected and accepted, regardless of what you say or do. And from this space you can grow.

For groups, it is the space from which they as a system within a system can grow.

It's an emergent space for ideas, developments, solutions to challenges that people may not even have thought of previously.

A trust space is an emergent arena for Personal and Society Development ... a dialogic space.

The **Trust Space** is full of paradoxes:

- It is only a sense, a feeling, yet it is very real for the person experiencing it.
- A Trust Space is always individual – it is after all, an individual feeling. Yet, it only exists in relationship to others.
- Other people in the group may or may not sense the same trust in the group as you.
- A Trust Space is the concrete foundation essential for the deep relationships that enable hidden potential to emerge. Yet, once you have experienced a Trust Space with a group of others, you are likely to sense you have a very delicate plant that needs continuous nurturing. It does!

Within a trust space, there are continuous flows of relationships between the people, experiences and ideas, including those people that may be thought to be outside it, yet are brought in by members of the group. Everything is intermeshed at multiple layers.

This generative evolving flow of systems within systems creates a notion that itself is binary ...

Either trust exists in the space or it doesn't. ... Another paradox ...

If someone says that they trust another person concerning "this" but not "that", can we truly say that there is trust in the space? Any hint, however small, of lack of trust is restrictive. It closes the space of potential.

Experience is the oxygen of the Trust Space.

The Space needs to be opened anew on every single occasion.

A Trust Space is so personal that we can never (and should never) speak for others within it.

A Trust Space can never be forced.

There is no force.

It can never be assumed.

We can only set up the environment that enables it to emerge.

The Trust Space is only a true space if you surrender yourself to it.

Trust is a conversation with oneself ... in every single interaction.

B'