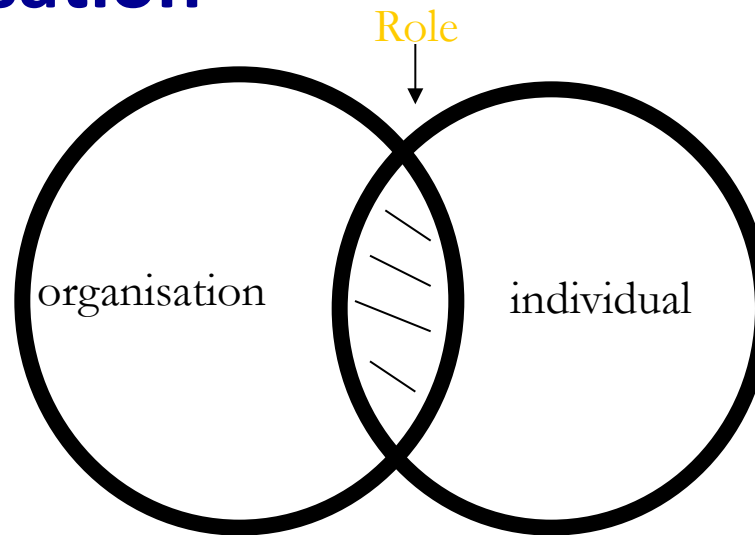# Growing Collaboration & Organisational Dynamics: An Organisational Role Analysis Approach

## Presented by

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**Deputy CEO NIODA**

# Organisational Role Analysis*

- **Role** is the link between the **individual** and the **organisation**
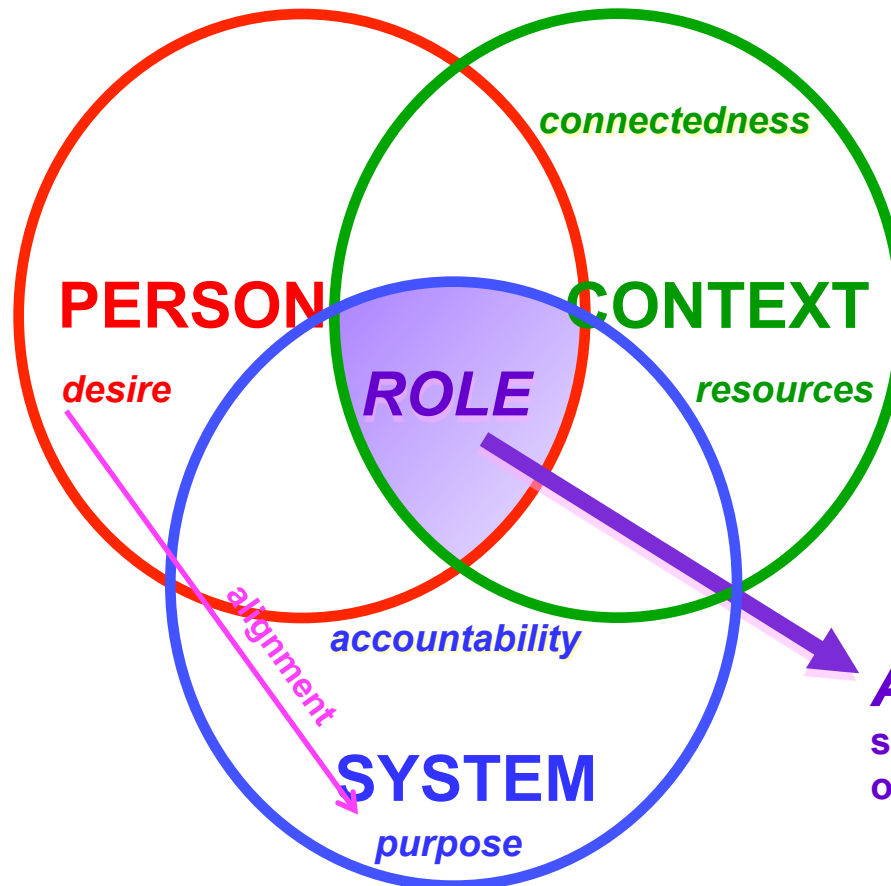
Role



organisation        individual

*These notes are taken from **Irving Borwick** in Newton, J., Long, S., Sievers, B. (Eds) *Coaching in Depth: The Organisational Role Analysis Approach*, Karnac Books, London, 2006.

# The Transforming Experience Framework

**The Grubb Institute, UK.**

Family History
Work History
Personal Hopes
 and Ambitions

Economics
Social Values and Trends
Politics
Climate change
Biodiversity

*connectedness*

**PERSON**

**CONTEXT**

*desire*

*ROLE*

*resources*

*alignment*

*accountability*

**SYSTEM**

*purpose*

*Action* which
serves the purpose
of the system

Leadership
Management
Structure
Work Systems and Processes

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- A clear distinction can be made between **role** and **personality.**

- When people are in conflict, often it is because these two things are being **confused**.

- The **role** we are in will determine the way we **behave.**

- We change our **behaviour** depending upon the **role** we are in and how we understand our roles.

- Sometimes we become stuck in our definition of our roles.

# ORA: An Approach to Growing Collaboration and Problem Solving

- **Systems Thinking:** a system is a set of relations that over time has developed *rules*. What connects parts of the system is *roles.*

- Whereas Psychology examines *behaviour*, systems thinking examines the containing frame and how the container influences what is contained. In organisations, the role is the frame or container and the behaviour is what is contained.

- To Place the **role** under scrutiny, is to place the system that contains it under the same scrutiny.

**Role**



organisation        individual
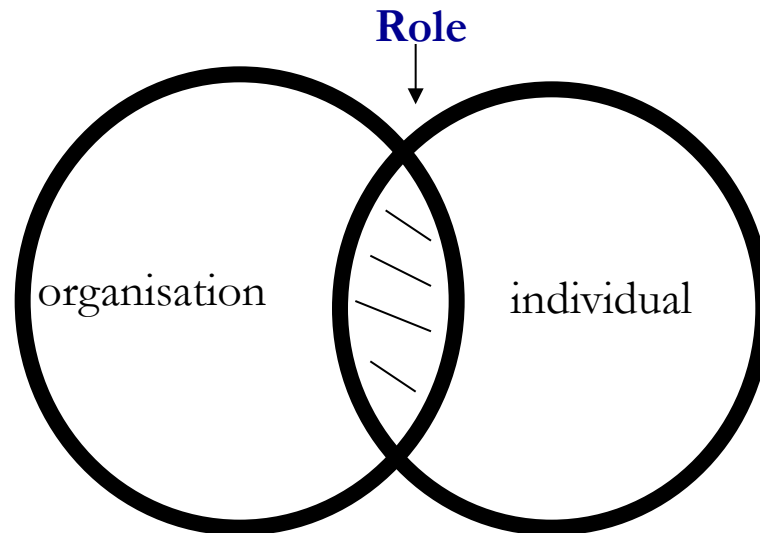
# Systems Thinking

**Pirandello Effect -** five levels of meaning:

1. The observable *symptom* or presenting problem.

2. The *root* meaning or system which is underground and not readily apparent. When uncovered it makes apparent the connections between parts of the system.

3. The *area* meaning connects root systems – it can offer alternative explanations for surface behaviours.

4. The *macro-system* connects a number of area systems.

5. All the area systems combine to make up the *unisystem* which connects all macro-systems and looks at the entire universe in its largest perspective.

# Systems Thinking - hypotheses

- Hypotheses are guesses, hunches – they are not facts.

- Hypotheses need to be constantly up-dated – they are temporary not permanent.

- In problem solving and conflict resolution, what is called for is the development of *hypotheses* – not opinions and not theories.

- Every hypothesis should be tested, challenged and examined in the search for new and better hypotheses. We can only ever guess at the truth and get closer to it – we can never know it.

- Our aim is to discover the underlying nature of the *system* that is informing what is going on.

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# Organisational Role Analysis

- Organisational Role Analysis is a voluntary process and the responsibility for learning rests with the volunteers.

- It is not an exercise in role-play but seeks to work with a current issue of importance to the presenter

- Work in small groups of five - 6

- We work from the assumption that the presenting problem is a symptom of some underlying systemic issue

# ORA Four Step Process

- Step 1. Problem presentation (10 mins)

- Step 2. Systemic Analysis (10 mins)

- Step 3. Systemic Reflection (15 mins)

- Step 4. Individual Reflection (5 mins)