

# Comm&unicatio

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Non-violent communication - NLP

## Seminar

Business coaching - Mediation - Pedagogy - Health

# Change - Scope for change



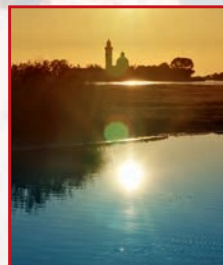
**Relationship  
as a  
place**

Lucas Derks  
About partnership



**Building  
site  
brain**

Gerald Hüther  
About potentials



**Am I still  
the same?**

Thies Stahl on  
identity



## *"This is coming from the very top!"*

By Cora Besser-Siegmund

Emotion coaching with wingwave uses the organigram as a metaphor - especially in change processes.

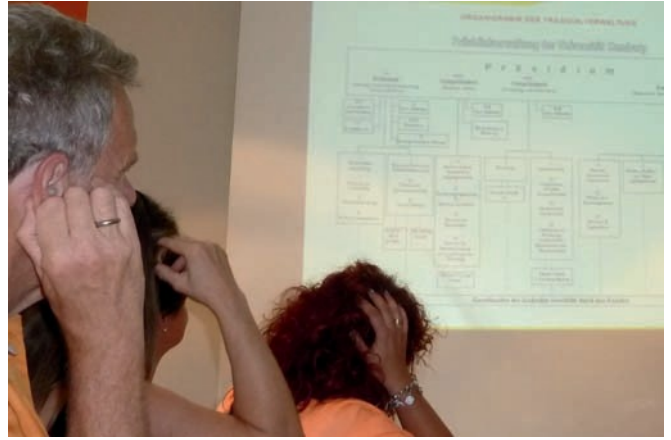
People in demanding corporate contexts need a stable emotional balance in order to be able to call upon their cognitive and professional skills "on the dot". Achieving this balance enables  
Among other things, a resourceful networking in the organisational chart. The organisational chart forms known in business administration visualise company details such as management functions, responsibilities, directions of instruction, to name just a few points.

By now, almost everyone is familiar with these boxes, which are supposed to serve as orientation for the

employees of a company. In change processes, however, people in companies are repeatedly confronted with

The new organisational charts can be surprising and often confusing, which can lead to emotional stress. Boxes" are swapped, merged, renamed,

Organigram puzzles can cause irritation and stress



newly recorded or erased. Sometimes complete layers disappear.

**wingwave** can help the coachee to face these changed structures resourcefully and self-effectively and to keep a clear head. To start with, we sensitise our coaching clients to the psycho- logical effect of the box structures, which are by no means as factual as they look. Business organisation charts offer many metaphors for the topic of "emotional balance" and "emotional stress". Someone is "lonely at the top", "stuck in a sandwich" or "climbing the career ladder". Arrangements come from "right at the top", and it is interesting that the participants automatically point their fingers to an imaginary place high up when they talk about it - they have thus integrated the organi- zation into their inner experience. A top manager also points to a place above his head when he talks about the parent company in another country: "Schwe- den wants it that way ...".

### Sweden is on Earth

Here we first draw our clients' attention to the difference between the organisation chart and reality. If a person has a position "high up" in the company, he will still not float by in the corridor above the heads of the others, but only walk. Sweden is on earth and not in heaven. And often the emotional dynamics in organisations lead to quite different results in real terms than the organisational chart suggests. For example, according to the hospital organisation chart, ward X/Y is run by head physician Professor Heilemann. But on an emotional level, Nurse Ingeborg actually wields the sceptre and decides where things go.

Architects also build business metaphors and create a corresponding organisational chart psychology. The "higher" the position, the further up the lift goes to bring the employee, managing director or chairman of the board to the corresponding "level". The lift industry is one of the few sectors in the world that is never shaken by crises - and this is not only due to scarce building land.

Interestingly, a hundred years ago and before, most top managers sat on the ground floor or at most on the ground floor of the liftless business buildings and, like the family tree, metaphorically formed the basis for business success. According to today's organisational chart, the business world was architecturally upside down - and it worked. Incidentally, there are several "High potentials" who don't like to ride lifts at all.

### Imaginative Organigram Constellation

In organisational chart coaching, the wingwave coach works with the imaginative organisational constellation. With the help of the myostatic test, the coach tests the individual stress reaction of his or her coachee, which he or she has developed with the subjective organisational chart experience with regard to various company elements.

First, coach and coachee create a meta-perspective on the chairs. The space for this defined spectator world surrounds the coach and coachee and reaches up to the coachee's knees - any constellation "activity" only begins behind them. In the constellation work, the coachee does not look at the organisation chart in real life, but develops it exclusively in the "imagination space". There is no flipchart, no metaplan wall and no figures - only pure air. This is because objective representations could unnecessarily limit the imaginative experience. For example, a coachee once placed a company owner on the church spire, which can be seen from our coaching rooms. A metaplan card stuck in the room could not keep up with these dimensions of emotional experience. Only the coach notes the constellation elements graphically on a piece of paper.

This imaginative constellation work was inspired many years ago by the NLP classic "Using your Brain for a Change" by Richard Bandler (Junfermann 1987). There he also describes the different emotional effects of images through different positions in the presentation space. Some readers may compare this approach with Lucas Derks' Social Panorama. The difference with the social panorama is that



"Line-up in the performance space with testing of the emotionally applicable position".



Organisational chart with the "emotional additional modules" stock exchange, EU, products, parent company, etc.

Graphic: Lola Ananda Siegmund

the myostatic test decides which system elements the coachee sets up and where exactly they belong in the imagination space.

During the imaginative constellation, the coachee points with an outstretched arm and finger in the direction of the presented organisational chart of his/her company and points to the individual organisational chart elements - including his/her own position in the company. The statement: "X/Y is positioned correctly here" is always tested. The strong test then determines the correct position in the imagination space. It often turns out that individual organisational chart elements are imagined in other places in the imagination space than assumed by the viewer. This is how the transition from the objective organigram to the emotional organigram occurs.

For the next step, we use the following completeness statements such as:  
 ⇒ "There's one more element to add."

Testing the latter statement strongly, we go through various possibilities. We look for system elements that do not appear in the classic organigram, but that are

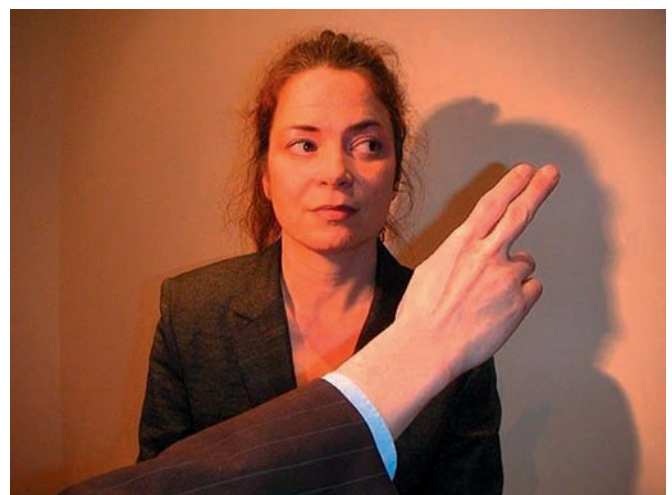
The coach's overall emotional experience in his or her company is decisively shaped by this. Often there are additions, which are then always confirmed with the sentence: "XY is added". The supplementary system factors can be:

- ⇒ the parent company
- External "determinants" such as the stock exchange, the EU, the government, etc.
- ⇒ Customers, shareholders, public opinion
- ⇒ the competition
- ⇒ Products

If the sentence: "I have put everything in place" tests strongly, the emotion-organigram is complete and we move on to the intervention part.

### The intervention

The coachee should be and remain emotionally stable throughout the whole process. Therefore, the coaching always starts with the emotional balance of the spectator ego - the coachee in the meta-position. First, we test how stable the coachee feels during the mental confrontation with the entire imaginative organisation chart. If the coachee reacts weakly during the test, we explore the stressful emotion: fear, anger, helplessness, etc. The coachee is then asked to respond with the following questions. Accordingly, the coachee is specifically distressed with "awake REM phases", the typical wing-wave intervention. During the entire process, the coach tests again and again whether the emotional balance still exists, or whether it needs to be "woken up".



"Awake REM phases"

After the initial stabilisation, the coachee points with one hand to the different constellation elements and you always test the statement: "X/Y is ok". This does not mean "nice" or "healthy", but rather the question whether

the constellation element is perceived by the coachee as supporting the system - or not. If the test here is weak, we test statements in the third person: "There is stress", "the stress is emotional" or "the stress is physical". So we once tested the sentence "The au- tos feel weak" with an engineer from the car industry." In fact, this coachee was concerned with the future viability of these cars, and his mirror neurons felt "compassion stress" at the thought that these models might become obsolete in the future.

Then this stress is also "woken up", for example by taking the sentence: "The manager is insecure" or "the parent company treats people contemptuously". It is not about the coachee no longer being able to locate this organisational stress emotionally. It is about being able to react with "strong nerves" to the energetically unfavourable system elements in their subjective experience.

These organigram ideas are - as already mentioned - the purely subjective experience of the coachee. The myostatic test shows us that this subjective experience gives rise to objective (neurobiologically measurable) stress, which we overcome with the intervention. Only from this moment on can the coachee react to the organisational chart situation with a clear head and resourceful ideas.

### Final position check

If everything tests strong, we repeat the position checks we did at the beginning with a pointing arm and the following statements: "All elements are still set up correctly".

Often the test after the intervention is weak. This means that the emotional stabilisation causes the coachee to subjectively assign other places in the emotional experience space to the organisational chart elements. The coachee now moves the constellation elements spatially with an outstretched arm until they have all found their appropriate position: "X/Y is now in the right place. Often the stock exchange no longer floats to dizzying heights, but lands on the carpet. Perhaps the position is no longer at the edge, but moves to the middle. At this point we return to the conversation mode and the coachee, with the support of the coach, develops new ideas about the change process, career and conflict resolution. After the emotional "de-stressing", many innovative ideas and decisions mature in the coachee, as his cortex - the brain - can now work freely.

At the end of the process, the coachee "builds" his or her own individual emotional organisation chart. Of course, every person is allowed to develop metaphors in their personal space that resourcefully support their quality of life when working in a company. In this way, the "official organisation chart" is reduced to factual information again, without it having to affect one's own life at sea.

Together we create an organigram metaphor in which the coachee himself occupies a special place or even the centre according to the motto: "For me, I am the main person in my life and also at my workplace". The coachee chooses as a metaphor for his emotional organigram: a solar system, a farm, a garden etc. Or he chooses a horizontal system instead of a vertical one - for example a "company city map" - if the company is predominantly represented in a vertical optic. A circus is also conceivable. Here, the "executive" - the ringmaster - does not stand above everything, but below in the ring, while the artists give their performance in the circus roof.

Now the roles of the other system members of the company are "set up". Perhaps the managing director is given a special colour to reflect his importance for the coachee's experience of performance. Groups, e.g. customers, can be clustered. Products or external system elements such as politicians can also be clustered and assigned to the metaphor. All elements set up are tested with regard to their "felt correct" position and representation, e.g. "The products are correctly represented as fruits." When everything tests stable, the coachee feels the resource experience of this emotion-organigram in the "bodyscan", which is then slowly "pleasure wave" is woven into all neurological levels by the coach.

For many coaching clients, this stabilising wingwave **work** with the emotion organigram has awakened lasting resources - especially in challenging change processes. They think objectively or confidently and constructively about everyday work again, approach problems instead of helplessly standing in front of them, and also take courage for new career or change plans.



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