CREATING ORGANISATIONS FIT FOR THE HUMAN SPIRIT THROUGH HAKOMI
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INTRODUCTION
Businesses today are faced with the major challenge of transforming themselves in order to survive in a rapidly changing economic environment. This paper explores how Hakomi can be the applied to the business domain to assist this transformational process.

The Hakomi based methodology for business application described in this paper has been developed by the author. The methodology is based on a combination of the author's 19 years management consultancy experience of organisations in transition, and the knowledge and experience gained from Hakomi trainings and private CHT practice.

The paper begins by familiarising the reader with the major issues currently facing organisations and explores the question, 'How can Hakomi help'? The paper focuses on how a Hakomi approach can be applied to facilitate organisational change in business. An overview is provided of the Hakomi based methodology developed by the author for application in a business context. Illustrations are drawn from the author's consultancy experience of applying the methodology to organisational change for business performance improvement.

THE CHALLENGES FACING ORGANISATIONS TODAY
A combination of strong market forces are driving organisations to reconsider how they operate their business. It is not possible within the scope of this paper to include a full discussion of these forces. However, three key forces are briefly described to provide the reader with a flavour of the kinds of challenge currently facing businesses.

Increased Competition & Fluctuating Market Forces
Markets are rapidly changing as new players introduce more products and services which challenge the existing market leaders. Competition is increasing and businesses are faced with the challenge of maintaining or expanding their position in the marketplace.

Markets are also restructuring, as the clear lines of demarcation between sectors disappear, for example banks no longer provide just banking services, they also provide financial and insurance products. Telecommunication providers no longer just supply telephone lines, they now provide home shopping, banking and multi-media services. Market restructuring is also the result of companies attempting to strengthen their competitive position by joining forces with others or through mergers and acquisitions. As a result, the fluctuation of markets is far more pronounced than ever before.

Advances in Technology
Advances in technology underpin many of the changes that are taking place in business today.

Technology has become essential for businesses to maintain a competitive edge. Those without the latest technology are unable to keep up and quickly fall behind their competitors. One of the greatest impacts of technology is on timing. The rate at which things happen has greatly sped up, for example the time cycle for developing new products and services. Everything in the business world is happening faster.

Another dramatic impact of technology has been on product and service offerings. Through the application of technology, businesses are able to improve, or expand their offerings. For example, banks are able to provide 24-hr banking service, supermarkets are able to target a particular customer base.

Advances in telecommunications, communications and information technology enable businesses to operate far more efficiently, to respond to market forces and to deliver better products and services to their customer base. However, figuring out just how to capitalise on technological benefits can be bewildering to organisations.

Globalisation
Developments in telecommunications are bringing the world together and creating global markets. As a result, market boundaries have expanded from national to global boundaries. Increasingly, companies are manufacturing products outside of their country. For example, a vast majority of software is now written in India and other third world countries, where manufacturing costs are far less. It is also common for many US companies to transmit paperwork to Ireland for overnight processing, capitalising on the time difference to expand the work window.

Businesses are faced with reorganising themselves to become global organisations, instead of national or international organisations with regionally based offices. A phrase commonly heard in business today is, "act global, think local." This presents a particularly difficult challenge for businesses as they try to create a globally unified organisation from a large number of nationally dispersed subsidiaries, each with their own culture and way of operating the regional business.

Businesses have responded to these challenges by transforming the way they operate. The focus has been on achieving greater efficiency and productivity gains, improving operational performance, gaining competitive advantage and increasing market share.[1]

Improvements to business perfom1ance have been approached in a number of ways. One approach has been to completely restructure the organisation, which usually involves downsizing (completely reducing) the overall operations. The primary aim of this exercise is to enable the business to focus on its' core competencies through rationalising or eliminating all non-core business areas. Often this involves outsourcing some business functions (placing entire functions with an outside company to operate), such as computer services or support functions, like public relations or human resources.

Another aim of restructuring is to reduce inefficiencies and to cut costs. Very often layers of management are removed, functional units are reorganised under new headings and new

management structures and lines of responsibility are introduced into the organisation. An inevitable by-product of organisational restructuring is usually a large number of redundancies.

Another approach to business performance improvement has been the re-engineering of business processes (referred to as 'business process reengineering').[2] This involves a major review of the current business processes and the introduction of entirely new processes targeted to new business performance objectives. Usually this is a major exercise and often costs millions of dollars.

Organisations also introduce new Information Technology to improve their operational performance. New systems, such as Information Systems, automated customer ordering systems, inventory systems or global collaborative support systems, can totally transform organisational work practices.

THE GREATEST CHALLENGE -CHANGING HUMAN BEHAVIOUR

The greatest challenge of all however, has been and still remains, for organisations to bring the behaviour ofit's employees into alignment with the new methods of operating the business. The term 'culture' has become widely used to describe the less tangible human characteristics of an organisation. For example, people's beliefs, behaviours and values. The term culture in the organisational context is defined as "the way we do things around here." It is often described as an iceberg, with the visible behaviours at the tip and everything else lying hidden below.[3]

Changing organisational cultures has proven to be far more difficult than originally imagined. In the management consultancy field, a large number of cultural change specialists (including the author) have emerged with methodologies and techniques for changing human behaviours. Many of these work in the short term, but often fail to have a long term impact as the organisational culture reverts back to it's original state. Introducing changes to organisational cultures often has a similar effect as putting pressure on a spring mattress.

The reasons for this are too numerous to discuss within the scope of this paper. However, some of the common reasons for unsustained cultural change are:

- a focus on changing external behaviours, without addressing people's individual and collective core beliefs
- the introduction of new values which are inconsistent with individual values or which fail to provide meaning and purpose to individuals
- the discrepancies in the behaviour of senior management, who fail to 'walk their talk'. Far too often management wants everyone else in the organisation to change, but refuse to change themselves
- a misconception that changes in human behaviour can occur within specified time scales
- a fundamental lack of understanding of human nature.

There are some fundamental flaws in how cultural change is approached which lie at the root of many of these problems. Firstly, organisations seldom adopt an holistic approach to change. They approach change by first addressing the organisational structures, practices and processes and only afterwards, address the changes needed to realign the softer cultural aspects of the business.

Secondly, the focus of change initiatives is often on *doing* things better and not necessarily on *being better.* This split between doing and being is a fundamental problem facing businesses today. It is not unusual to find an organisation who has introduced massive operational changes to improve the service it provides to it's customers, while the attitude and behaviour towards it's customers (and it's employees) remain the same. Businesses are beginning to recognise that it is not enough to change just the' doing' aspects of their business. Real transformation occurs when organisations become better in terms of who they are, as well as doing things better. It is the synergy between the two that leads to transformational change.

Introducing transformational change at this level is an entirely different ball game, and thus requires a different philosophy and approach from those currently applied in the cultural change arena.

A very different focus is necessary, when addressing the 'being' state of organisations, and facilitating changes from 'within'. This often involves leading an organisation on a journey to rediscover lost meaning and purpose, to rekindle its' fire and spirit, to release blocked energy and to tap into the wisdom of its' people.

In addition to requiring a new methodological approach and set of tools, this kind of transformational work requires a different kind of consultant to guide organisations on this journey of discovery.

HOW CAN HAKOMI HELP?
Hakomi is part of the shifting paradigm that has occurred in the psychotherapy field over recent years. A key focus of this shift has been an emphasis on a different way of knowing, being and doing.

This is precisely the point organisations have reached in their search for transformational change. The old ways of knowing, being and doing business are no longer working. The time has come for organisations to turn to new ways that can lead them towards a different way of knowing, being and doing their business. Essentially this will require a shift in the business paradigm-a shift that we are just beginning to witness.

There are several ways in which the Hakomi method can be applied to help organisations in this transitional phase. For example:
The Underpinning Hakomi Philosophy-'Who am I- Who I am? How do I stand in these many realms?
These questions are relevant to the questions organisations are asking today. For example, they ask, "who are we, how do we fit into the marketplace, how are we in relation to our clients, to our employees, to our competitors"?

Hakomi's Theoretical Framework -Humans as Organised Systems.
The Hakomi theory that people are self- organising systems, organised psychologically around core memories and beliefs offers a good framework for understanding and working with organisational behaviours at individual and collective levels.

The Core Principles -The Heart of Hakomi.
The Hakomi principles offer a source of wisdom, clarity and power to organisations in the process of changing who they are. The principles also provide a powerful framework within which the consultant can facilitate this transformational process.

There are a number of applications for a Hakomi approach in business. For example, the author's consultancy assignments often fall into the following areas:
- the shifting of core beliefs and behaviours in cultural change programmes;
- realigning the human dimension in organisations after a business process *re- engineering programme;*
- facilitating the journey of transforming the 'being' state of an organisation;
- the removal of barriers to human performance, at project, divisional and corporate levels;
- individual coaching to improve personal performance, particularly at executive management levels;
- the development of quality relationships and communications within the organization

Essentially, a Hakomi based approach can be applied to any situation where the understanding and balancing of the human dimension of business is fundamental to achieving improved operational performance.

MOVING FROM INDIVIDUALS TO ORGANISATIONS
It was a challenge to discover how the Hakomi method which was developed for individual therapy, could be adapted to a completely different domain, in a much wider context.

The process of discovery began by stepping back and taking a soft focus view of what Hakomi is really about. From this wider perspective, it was possible to see that Hakomi is about much more than the individual therapeutic process. The essence of Hakomi is about a participatory universe, relationship, the reality of consciousness and the search for true meaning.

It became increasingly clear that the essence of Hakomi is as relevant to organisations in their search for meaning, as it is to the individual. Kurtz describes the principles as " a whole world: which has as much to do with "becoming full human beings as with doing therapy; as much about therapy as about the universe or how to cook a small fish or meet another human soul![4]

It became possible to see how one could apply the essence of Hakomi to help organisations in their search to become more fully human. Thus, the essence of Hakomi became the foundation for the development of a new methodological approach to business improvement. This new approach offers organisations the potential to become institutions fit for the human spirit.

THE APPLICATION OF HAKOMI PRINCIPLES TO ORGANISATIONS
The Hakomi principles lie at the core of the new methodological approach to organisational change. Similar to Hakomi in psychotherapy, the principles guide the consultant from theory, to method and techniques, to s/he state of consciousness. The combination of Hakomi principles provide the foundation for the methodological approach to working with organisations.

There are a range of applications for the five Hakomi principles in an organisational context, for example they can be applied:

- to map the territory;
- as a diagnostic tool;
- to determine appropriate interventions;
- as an instrument for change;
- as a learning tool;
- to guide the change process;
- as a basis for the client-consultant relationship;
- as a foundation for business practices.

The Hakomi concept of intrinsic principles guiding individual thinking and behaviour is one of the most important contributions to business. The concept of these core principles as a foundation for business practice, is fundamental to the transformation of organisations.

Principle of Organicity -Understanding the Territory & Guiding the Process
There are two applications for the Principle of Organicity in organisations. Firstly, it is used to formulate an overall perspective on the state of the organisation. When an organisation is understood in terms of a living system which self- organises, self-creates and self-maintains itself, it becomes possible to identify the key natural processes taking place within the organisation. This provides the consultant with the information necessary to sketch a map of the territory.

Secondly, the Principle of Organicity places the locus of control for change with the client organisation. The principle grounds the consultant in managing the process of healing and change, and in the trust that the organisation as a living system, is self-healing and self-regulating.

The consultant therefore, does not impose a structure of change upon the organisation. Instead, change is approached from a position of respect and trust for the organicity of the organisation. The freedom and responsibility for change and healing lies with the client organisation and not with the consultant. This is a significant departure from conventional consultancy approaches to working with organisational change.

Principle of Mindfulness -A State of Consciousness & A Learning Tool
Of all the Hakomi principles this is the most difficult to translate directly into the business context. It remains an important principle nevertheless, and is applied with some adaptation and change in terminology. For use in the business context it is called the Principle of "Awareness".

As a diagnostic tool, the consultant can use the Principle of Awareness to determine an organisations' current state of awareness. For example, the level of organisational consciousness can be determined by how present people are in their current experiences. For example, how aware they are of what is happening or not happening to themselves and to the organisation. Working with the state of an organisations' awareness enables the focus to be turned inward, in much the same way as in therapy. This leads the organisation to focus on very different issues than when it is not in this state.

The Principle of Awareness is a powerful instrument for learning when organisations accept the recommendation to develop core principles to underpin their business. Although it is the principle they are usually most reluctant to include, they often change their mind once they fully understand the potential impact it can have on their decisions and actions.

Some organisations (including the Ministry of Defence in the United Kingdom) have renamed it the Principle of' Self-reflection' .To these organisations it means for individuals to stop and reflect on their decisions and actions. Self- reflection is intended to expand the individual's awareness of the part they play in the larger context and the implications of their actions on the whole organisation. For most organisations, this represents a dramatic shift in thinking and behaviour. Applied in this way, the Principle of Awareness becomes an invaluable instrument for adopting new behaviours.[5]

The Principle of Awareness applies to the consultant in their work with the client organisation, in the same way as it does to the Hakomi therapist. It is fundamental in guiding the consultant's state of consciousness and enabling s/he to move away from the tendency to "fix" the organisation.

Principle of Non- Violence-A State of Consciousness & A Learning Tool
The concept of non-violence is not easily accepted when it is first introduced into a business context. This is largely due to the negative connotations associated with the term "violence". For purposes of clarity and understanding, it is often described as the *"Principle of Going With The Flow."* (This description came from a client organisation..,)

The Principle of Non-Violence is key in guiding the consultant's work with a client organisation in the same way as it guides the Hakomi therapist. This principle underpins the consultant's behaviour. It is reflected in their acceptance pf, and respect for the client organisation, and in their trust in the natural unfolding of the organisational change process.

Unlike the traditional approach to consultancy, the consultant knows that s/he does not know what is best for the client and therefore does not impose their own agenda. A consultant will manage the client in a very different way when guided by the Principle of Non-Violence. This can be tricky because many organisations bring in consultants because they believe consultants do know what is best. They expect answers and solutions. Many organisations do not want to accept responsibility for their own change process.

As the practical implementation of the Principle of Organicity, the Principle of Non-Violence is especially important when introducing human change in organisations. Similar to the therapeutic process,. the consultant steers away from breaking down barriers and instead, respects and works with them. Rather than trying to change people by telling them how they should be, the consultant works by creating situations in which people can gain the experiences which will lead them towards the required learning.

The Principle of Non-Violence can also be applied as a learning tool in organisations to introduce new attitudes and behaviors. For example, when people are able to develop respect,

trust and an acceptance of each other and the natural processes, the quality of relationships in organizations improve dramatically. As they become mindful of when they are being 'violent' toward one another or to their clients, subtle shift in the behaviour will begin to occur.

Sometimes however, the application of this principle is not appropriate. For example, in working with the Ministry of Defence in the UK, the notion of Non-Violence contradicted their raison d' etre. The concept that violence during war operations was appropriate, but during periods of peace it was inappropriate to turn that violence inwards against themselves and others, was too difficult a concept for them to grasp. It would have been 'violent' for the consultant to try to change this mind set.

Principle of Mind-Body Holism - A Model of the Organisation
The Principle of Mind-Body Holism has been mildly adapted for application in the business context where it is referred to as the Principle of Holism. However, the essence of holism described by Ron Kurtz as "the recognition of complexity and the inherent unpredictability of the whole by the parts" has been retained.[6]

- humanism
- fire & energy

- strategy
- thinking
- decision making

Corporate 'Core'

Corporate 'Mind'

- structure
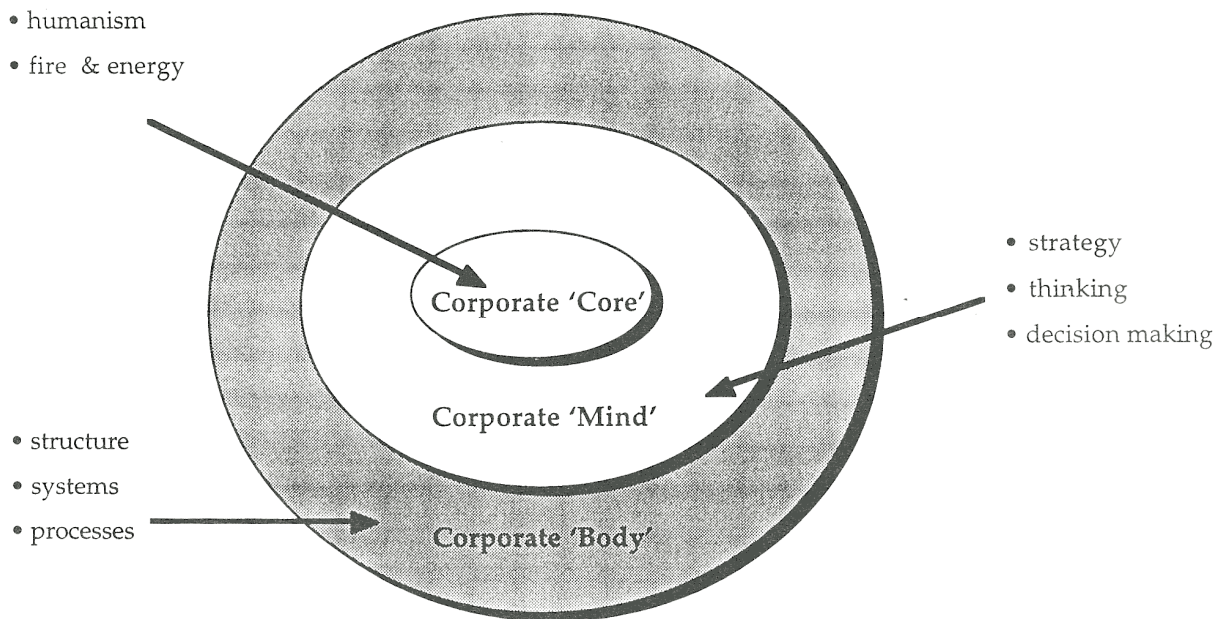- systems
- processes

Corporate 'Body'

Illustration 1
CORPORATE ANATOMY

When this concept was first introduced into business in 1991, it was considered New Age, Buddhist and too far out to ever be taken seriously. (The author was forbidden by her employer in 1991 to use the term with existing or prospective clients') However, the concept is now widely used in various forms within the industry.

The Principle of Holism as illustrated below is applied in business in two ways. First, it is used to introduce the analogy of mind, body and spirit holism to the anatomy of an organisation. This analogy effectively describes the organisational structure and helps to illustrate what can happen

when there is disharmony and imbalance between the three dimensions. This can help clients to recognise that an over focus on the 'body' and 'mind' dimensions of business and a neglect of the core dimension, will eventually lead to organisational dysfunction and problems in business performance.

Through adopting an holistic view of problems, projects, business strategies, technology, etc., organisations are better able to consider all of the important factors and spheres of influence. For example, the author often applies the Principle of Holism to IT system design and development. The application of holistic system design means that the designers adopt a whole perspective of the system and incorporate all spheres of influence, e.g., the people, the technology, the environment, etc. Without an holistic perspective, system design becomes driven by technology considerations. [7]

Principle of Unity-A Diagnostic and Intervention Tool
Although all of the Hakomi principles are central to the methodology, it is the Principle of Unity that has the most practical application to the business context. This is a particularly relevant principle to business, because organisations have traditionally organised themselves into separate entities which focus on specific functions, like marketing, finance, production, research, personnel, etc. Furthermore, these separate functions are often hierarchically structured with layers of senior and line management. This is further complicated when international organisations have geographically dispersed subsidiaries which mirror the structure of the parent company.

There are two aspects of the Unity Principle that enable it to be applied as a diagnostic tool in organisations. The first is the philosophical basis that all components are inseparable and cannot exist in isolation. Second, is the premise that the process of communication organises the parts into a whole. In Hakomi therapy, communication is stated as the healing.[8] For purposes of working with business, this has been extended to include relationship, because the author's philosophy is that relationship lies at the core of everything and that communication makes relationship possible. Relationship and communication are therefore the key elements in bringing unity to organisations.

Applied as a diagnostic tool, the Principle of Unity enables organisations to be examined for evidence of unity or disunity in terms of how it is structured and the positioning of the functional entities. Where there is a lack of unity, focus must be put on the missing relationships and communications to determine where business solutions are to be found. Organisations easily understand this kind of diagnosis because it makes good business sense.

 This diagnosis forms the basis for developing and implementing a programme of change into an organisation. A change programme is aimed at developing and building the missing relationships and communications between the disparate parts in the organisation. The type of programme varies according to the organisation and it's particular problem. For example, a programme implemented in a major US automobile company was based on the simple concept that the purpose of the organisation was to produce whole cars, not just individual parts of cars. (Principles of Holism and Unity)

Therefore, relationships and communications needed to be developed between the separate functional departments who focused entirely on producing their particular part of the car, e.g. the engine, the chassis, or the electronic components. The lack of unity had resulted in massive problems, the most important was the high return of faulty cars, which was extremely costly to the organisation and lost them future business.

To dramatically improve the efficiency necessary to keep up with Japanese competition, it was vital to unify the different parts of the organisation and to focus on rapidly producing whole, fault free automobiles. (In addition to communications and relationships it was necessary to introduce common operating processes as well.)

The Unity Principle enables the underlying root cause of an organisation's problem to be pinpointed, regardless of what the stated problem may be. Where there is a lack of unity in an organisation, there will be visible symptomatic signs, for example, poor channels of communications, duplicated processes, a lack of clear focus and isolated relationships. The Principle of Unity also provides a basis for addressing future problems through the development of healthy relationships and communications in the organisation and with it's customer base.

MAPS FOR UNDERSTANDING ORGANISATIONAL BEHaVIOUR
The principles discussed above provide the methodological framework for introducing changes in organisational behaviour for business performance. Within this framework some of the Hakomi models and techniques can be applied to understand organisations, and to identify areas where change is required.

Conact & Tracking -Establishing Rapport & Understanding the Problem Domain
Contact and tracking techniques are key to establishing a good rapport with the client, and to gaining a clear understanding of the problem domain. A common mistake consultants often make, is to fail to really listen to the client. Instead, they focus on impressing the client with their expertise and on selling solutions. Consequently, they fail to establish real contact with the client and fail to grasp the full nature of the client's problem. Similar to therapy, clients tend to focus on the symptoms of the problem and are often unaware of the real underlying causes.

Motivational Character Maps
 Character maps can be applied to evaluate the conscious and sub-conscious decisions about what is important to function successfully as an organisation. These decisions enable the motivational and driving factors in an organisation to be determined. Similar to therapy, character maps indicate strategic behaviours and the organisation of experiences. This information is important to the consultant, both in understanding the territory and in identifying the root causes underlying any organisational dysfunction.

Organisations can be seen in terms of characterology. Similar to individuals, organisations have different character structures. For example, organisations with a 'rigid' character structure are results oriented, have a tendency to organise their experiences around

achievement, success, action and performance. Examples of - businesses in this category are high technology companies, financial institutions and the consumer products industry.

Organisations with a 'burden/ enduring' character structure tend to be large bureaucratic institutions, usually found in the government sector and long established companies, for example the motor industry, banking and insurance sectors. For this type of organisation,
loyalty is central to the business and experiences will be organised around security, stability and conformity. The table below provides an overview of the characterology of organisations.[9]

Character Orientation	Strategic Decisions
Rigid-schizoid ⟶	Values: vision, mission, ideas, creativity.
Phallic ⟶	Results: achievement, success action, performance.
Oral ⟶	Relationships: contact, support warmth, good feelings.
Psychopathic ⟶	Position: control, power, leadership
Burden/enduring ⟶	Loyalty: security, stability, conformity, status quo.

Illustration 2

ORGANISATIONAL BELIEF SYSTEMS
An organisational character map provides the information needed to answer three important questions:
- What motivates and drives the organisation and it's people?
- What strategies do they adopt around these motivators to achieve their character position, for example, results, security or position?
- What happens when the motivational force is frustrated? Where does it become bogged down?

In addition to understanding the territory, motivational character maps enable the identification of areas for change interventions and how best to introduce those interventions into an organisation. The approach one would adopt to introduce changes into a 'burden/ enduring' organisational structure for example, would be very different from the approach used with a 'rigid' organisational structure. An organisation with a 'burden/ enduring' character orientation will be highly resistant to change, the individuals will perceive themselves as victims and powerless. They will fear anything that threatens their security, forces them to accept individual responsibility and undermines the stability of the organisation.

The difficulty occurs when an organisation such as this is forced to change due to external factors such as the economic climate, increased -competition or privatisation. It is common for senior management to change the way the business operates, such as changing the business processes or introducing new technology to improve operational efficiency. However, the basic character structure of the organisation remains the same. The people will resist the changes and similar to individuals of this character type, they will usually sabotage any significant change.

Systems of Core Belief Strucures

The elicitation of an organisation's core belief structures is important when the primary objective is to introduce changes in behaviour. The character structure of the organisation provides clues about what those core beliefs may be, just as it does in the therapy context. However, in an organisational context it is important to validate an initial hypothesis through an elicitation process which involves the people within the organisation. Methods have been developed for the elicitation of organisational core beliefs, these are based on a combination of consultation and observational techniques.

In organisations, concern is not only with what the core beliefs are, but also with the systems of behaviour that operate as a result. Once this is understood, the discrepancies between the current state of the organisation and where it needs to be, can be identified.

If for example, an organisation wanted to improve it's performance by focusing on customers needs and providing a total quality service. However, the core beliefs in the organisation were, 'the customer is a nuisance', 'the company doesn't treat me well so why should I treat the customer well', I don't provide a service, my job is to file'. A major shift in these core beliefs would need to occur before the organisation could refocus it's business on providing a quality customer service. Illustration 3 provides an example of an organisational belief system taken from a client organisation.

Collective Core Beliefs   "I'm not important"
                          "What I do is not worthy"
                      "I'm not wanted here"

Resulting Attitudes   Resulting Behaviours
The company doesn't care about me   Just keep my head down
I can't make a difference   Don't draw attention
Ther'es nothing in it for me   I'll only do my job, nothing more
My work isn't worthwhile   I won't worry about anyone but me

The Organisational Effectiveness Model
The Hakomi Sensitivity Cycle has been renamed the 'Organisational Effectiveness Model' for application in the business context. It is essentially applied in the same way as in the therapeutic process. The model is used as a cultural diagnostic tool to determine the strengths and weaknesses of an organisation. It enables identification of the important blocks within an organisation and the implications of these on the individual and collective performance. Appropriate interventions can be determined from this information.

For example, a leading financial institution was .about why it was unable to achieve maximum performance from it's key people. Although overall individual performance measures were high Senior Management believed even higher could be achieved. The perception was that people were not reaching their full potential.
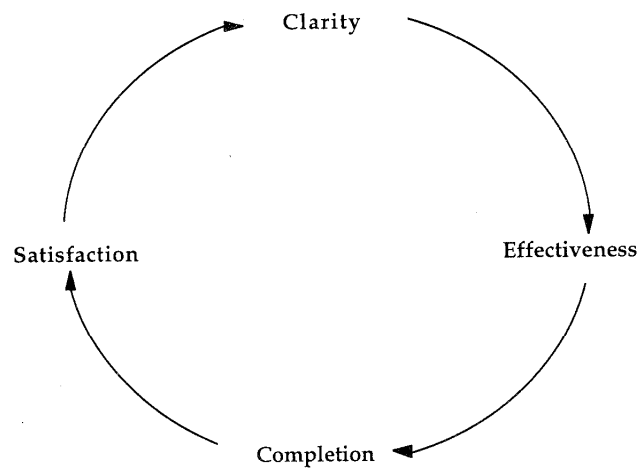
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                        Clarity

     Satisfaction                      Effectiveness

                      Completion
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Illustration 4
A MODEL OF ORGANISATIONAL EFFECTIVENESS

 The organisation had recently undergone massive changed in its' structures, procedures and processes in order to become more performance focused. Performance measures were introduced and reward systems were closely linked to individual's performance. This represented a completely new focus for the organisation.

When the Organisational Effectiveness Model was applied to the cultural diagnostic data, the major blocks to individual performance were identified. Due to the importance placed on measured performance and the direct link to pay rewardsl individuals were focusing their energies on the Clarity and Effectiveness points, which were key to achieving high performance measures.

However, the Completion and Satisfaction points were completely bypassed to enable individuals to move directly to yet another achievement. Individuals were therefore not deriving any real satisfaction from their achievements and were unable to complete at a inter and intra-personal level before moving onto the next project. They had essentially become high performing robots.

Once these barriers were identified, individuals were able to explore ways they could complete the effectiveness cycle. As a result, the satisfaction they derived from their achievements enabled them to achieve higher performance levels than they ever imagined possible. Even more surprising for them, was the discovery that this did not require additional energy and they were able to have fun in the process!

This is a problem commonly found in large organisations faced with financial and competitive pressures to improve their operational performance. Another common barrier found in these organisations is at the point of Clarity which also seriously inhibits indivldual performance.
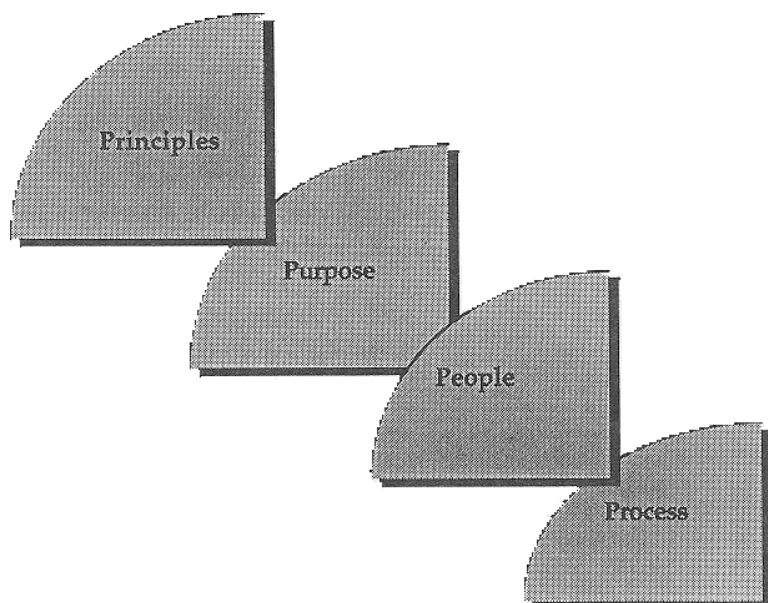
Illustration 5
THE 'P' MODEL – PRINCIPLES, PURPOSE, PEOPLE & PROCESS

THE 'P' MODEL -A MODEL FOR CREATING BALANCED ORGANISATIONS
A meta-model has been developed by the author to provide an overall framework for the Hakomi based methodology for organisational change. The philosophy underlying the meta-model is that there are four key elements to creating successful organisations. The first is a clear, focused *Purpose* which is strong and inspiring enough to create unity within an organisation. The second is *People,* motivated by professionalism, relationship, wisdom and individual responsibility. The third is *Process.* The simplicity of processes, the integrity of processes, and processes that are enabling, ensure that business objectives can be successfully achieved.

These three elements are underpinned by the fourth key ingredient –*Prinlciples.* A set of fundamental principles can provide an important foundation from which organisations can operate. Principles both guide and govern people to take intelligent decisions and actions in accordance with the objectives of the totality.

The 'P' Model provides a simple framework within which the areas of organisational dysfunction can be readily identified and corrected. For example, an organisation with quality, professional people, but without an inspiring and unifying purpose, will experience discrepancies and dysfunction in their operational perforn1ance. Similarly, organisations with a good purpose and good people, but with processes that do not support the people in achieving

that purpose, and processes that lack integrity with the purpose and principles, will also suffer from under-performance.

The 'P' model provides a framework for the Hakomi based methodology and tools described in earlier sections. For instance, the Principle of Unity is applicable to *Purpose.* A shared purpose provides coherence and consistency in thought and action throughout an organisation. It enables people to collectively serve a common goal and thereby provides unity to disparate parts m an organisation.

This directly impacts the *People,* for unity is achieved through relationship and communication. The Principles of Non-Violence, Organicity and A wareness also apply to *People,* by enabling an organisation to create a state of awareness where there is trust in the individual's autonomous intelligent and reflective behaviour. The *People* equation of the model leads organisations to develop an inherent belief that individual professionalism, wisdom and judgement are the primary contributors to the success of the business. As might be expected, it is here that the Hakomi based methodology and tools are most widely applicable.

Although the *Process* part of the model is important, it is not addressed in the same depth as the *Purpose* and *People* parts. Interest in *Process is at a higher level, for example, are existing* processes 'violent', do they prevent people from achieving their tasks and goals? Another concern is whether the processes reflect the organisational organicity. The processes within an organisation should only exist if they add value in pursuit of the organisational purpose and if there is integrity with the principles.

Principles underpin *Purpose, People* and *Process.* The aim is to encourage organisations to base their business on a foundation of core principles. Organisations are encouraged to adopt principles to guide everyday actions and decisions in a similar way to which the Hakomi principles guide the therapist[10, 11]

It is important for organisations to develop their own set of principles. Very often this proves to be a difficult task and requires careful guidance by the consultant. At first organisations will usually identify low level principles, like the 'Principle of responding to enquiries within one week', or the 'Principle of beginning and finishing meetings on time'. While it is important to honour these, the juxtaposition of Hakomi type principles will gradually lead organisations to broaden their perspective and select principles that feel right to them. The following illustration provides an example of the principles developed by two completely different client organisations, one from the defence industry and the other from the film industry.

Organisation A	Organisation B
The Principle of self-reflection	The Principle of self-reflection
The Principle of shared purpose and commitment to the whole	The Principle of individual responsibility.
The Principle of balance	The Principle of unity – recognising individuals as part of the greater whole
The Principle of integrity	The Principle of integrity to the source

Illustration 6 EXAMPLES OF ORGANISATIONAL PRINCIPLES

The similarity in the principles chosen by the two organisations is striking considering the vast differences in industry, type of organisation and their characterology. This is a good illustration of just how powerful the concept *of* Hakomi type principles can be in influencing the thinking and behaviour of organisations.

CONCLUSION
The aim of this paper has been to describe how the Hakomi method can be adapted and applied to the business world, to improve business performance by managing organisational change. This approach has been applied extensively to client organisations in a number of application areas ranging from executive corporate coaching, to project performance improvement, to shifting organisational cultures. The results indicate that this approach to bringing the human dimension into business can make a significant contribution to the business *world* and to the individuals who operate in that world.

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