

### abstract

The present document outlines different possibilities regarding organisational change and design which can be found in business depending on the level of agents' active and/or passive decision-making performance and how this can be harmonised for achieving objectives. The elements proposed by Senge (2006) have been taken: practices, principles and beliefs and used to recreate a visualisation of the alternatives, depending on such elements.

**Key words:** organisational change and design.

### resumen

#### Una nueva aplicación para procesos de cambio organizacional

El presente documento señala las diferentes posibilidades de cambio y diseño organizacional que se pueden encontrar en las empresas dependiendo del nivel de los agentes en su desempeño parte activa y/o pasiva en la toma de decisiones y cómo estas pueden armonizarse para el logro de los objetivos. Se toman los elementos del planteamiento de Senge (2006): las prácticas, los principios y las esencias (creencias) y con ello se recrea una visualización de las alternativas que depende de estos elementos.

**Palabras clave:** Cambio y diseño organizacional.

### resumo

#### Uma nova aplicação para decursos de transformação organizacional

O presente documento indica as diferentes possibilidades de transformação e estruturação organizacional a encontrar nas empresas, dependendo do nível dos agentes que protagonizam seu desempenho, bem seja adotando decisões de forma ativa ou passiva e como as mesmas podem harmonizar-se para atingir seus objetivos. Faz-se isso com fulcro nas indicações de Senge (2006): as práticas, os princípios e as essências (crenças), de forma a visualizar as alternativas que dependem de tais elementos.

**Palavras chave:** Transformação e Estruturação Organizacional.

# A new application for organisational change<sup>1</sup>

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## Introduction

The proposed design springs from the basic supposition that the possibility of learning lies in change, awareness as a cognitive process and organisational advance. An organisation tries to survive in confrontation with change, adapt its structures and experience the lessons learned from experience. What follows is the idea of understanding organisation-company or the individual as an integrated whole which can be dialogically broken down, based on its role within a problematic situation; an intervention and/or understanding is thus suggested: a relatively active part when setting out the problem (for example, for the people having a particular problem) can be considered in an organisation and a passive part influenced by the actions arising from the active part (Montoya, 1999)<sup>2</sup>.

The document's main objective is to highlight organisations' two such possibilities so that they become harmonised and find a scenario between positive and/or negative attitudes. The methodology was aimed at ascertaining whether organisational decision-making could originate from a merely executive image by a single director (active part) concerning the direction for the rest of an organisation (passive part). It was also designed to observe the situation regarding decisions shared by an organisation where active and passive parts become harmonised with the same objectives. Reinforcing (positive) and compensating (negative) feedback can also be studied within the model's initial considerations.

<sup>1</sup> This reflection article forms part of work begun in 1999 in MSC Business Administration as part of the basis for 21st century management, forming part of the Universidad Nacional de Colombia's prospective line of research.

<sup>2</sup> As is understandable, the activity/passivity dialogical division can be replaced by any other pair of opposing dialogical notions.

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## Conceptual framework

After both possibilities had been verified, three types of criteria could be assumed, leading to the active and passive parts being recognised. Three notions were taken from the work of Senge (2006) in the following example:

- The development of learning and work
- The existence of mental models and
- Identification with a vision

Practice, principles and essences (beliefs)<sup>3</sup> may also be distinguished within Senge's approach.

Regarding the active part, and the supposition that activity within organisations is done, in principle, from the individual towards the collective, the learning and individual work of a subject or subjects of specific interest may be observed within a problematic situation, its particular mental models and individual vision or specific grouping which they adopt.

The passive part, consequently, thus assumes the intentions of the active part in a group, or as the remaining part of an organisation (defining the passive part as that part of an organisation which is not active), with which work and learning would be group-based, where the group or organisation's mental models must be recognised and a vision shared in broad terms of the group.

The combination of these elements provides six possibilities (triads or triorities (elements consisting of 3 components) for each active/passive dialogical unit) for identifying the situation of an organisation as a whole, whilst the situation determined from the passive and active parts and the result of combining them may also be distinguished.

It is thus interesting to find as instrument for evaluating such precepts in the established parts having

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<sup>3</sup> The last approach accepts that system intelligence is found in itself, such condition being fundamental for promoting system learning which can only be achieved through developing interior awareness. These criteria used here, suggested by Senge (2006), recall Greek cosmology which identified nature within the criteria of matter (practice), the principles coming from resembling "emergent" life when the soul moves the body and intelligence as superior quality, using the Greek essence-belief concept, also in Senge, from superior order in an organisation. This vision offers a qualitative, even symbolic categorisation which surprises due to its simplicity/complexity. From now on beliefs will be used instead of the term essences due to it being easier to understand and being a less abstract element than essence which is more intangible.

adaptability to a problematic situation's conditions, more from a soft<sup>4</sup> rather than a rigid perspective.

The "problem" and not just its visible effects must be truly identified to establish an evaluation; it is thus suggested that the problematic situation be defined as far as possible<sup>5</sup>. The presentation of a problematic situation should also be presented "positively", i.e. it should be stated without containing negations, since the unconscious, according to Ribeiro, registers the verbs set out but does not consider the negations<sup>6</sup>. It is worth saying that it is preferable to ask oneself whether the work of an employee or a group is valued, more than if it is not, whether a functionary should be fired or whether this should not happen, etc. The more "positive" the message, then less difficulties will be encountered during evaluation as a small part of the bias involved in each observer "observing" and finding that which is sought will thus be avoided (observer/observed loop).

What followed was to verify whether each of the three criteria positively or negatively fed back the "intuitive" solution to a stated problem (problem-

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<sup>4</sup> Soft or smooth systems recognise the divergence of values and/or interests by different members of an organisation. "Hard" approaches such as investigation of classical operations have no place for this type of divergence. Referring to a "soft" approach, "smooth" tries to accommodate different interests or values, beliefs or visions held by different actors or stakeholders regarding a problematic situation. Understanding these topics comes from Checkland's Soft Systems' Methodology and Jackson's critical systemic thinking. Checkland, 2001, pp. 7-11. Jackson, 1994.

<sup>5</sup> Ackoff presents a whole series of "fables" about the way in which problems can be resolved and analyses problems' real motives which are not sufficiently observed by "solutioners" (Ackoff, 2005).

<sup>6</sup> Ribeiro has stated that, "Human beings have used language as a communication system during hundreds of thousands of years. Language is the attempt to express what the brain is experiencing. However rich it is, it can never completely express what happens in our minds" (Ribeiro, 2000. P. 73). According to Ribeiro, more than 95% of the world's population maintain a "negative interior conversation" meaning that this tends to be more focused on what one does not want rather than what one really desires. The unconscious, which acts very directly, assimilates the actions so proposed, but not negations. For example, when one says "I do not want to fail," the unconscious assimilates the failure and omits the negation, meaning that internal representation of the problem in an individual becomes affected and leads to depressive emotional states. Ribeiro has said that, "Do the following experiment: before continuing reading, lift your right hand. Well have you lifted it yet? In a state of hypnosis you would have only lifted your hand, and not the hand and the forearm, as you probably have done [this shows the swiftness of the action of the unconscious] [...]. For example: Do not think of red! Do not think about an apple! As you would have seen, it's already too late. Even underlining "Do not think", I thought about red and an apple, perhaps even a red apple" P. 74.

based approach/solution-based approach)<sup>7</sup>, or the possibility of change-evolution in an organisation. For example, if it were to be established that an employee should be fired, then the intuitive solution is, effectively, to fire her/him; if there is positive feedback (regarding a problematic situation), then a value of 1 would be assigned whilst negative feedback would score 0. The 1 and the 0 represent, resourcefully, a certain level of activity (positive feedback) or passivity (negative feedback), but, of course, not reflecting levels of “goodness or evilness.”

Systems’ thinking, which permeates the other elements, becomes a conceptual body for the evaluator/diagnosticator’s particular conversion of reality which he/she perceives in a pertinent model, thereby contributing towards assigning values to design elements from a rational and intuitive perspective.

Equivalently, practices, principles and beliefs can be evaluated and thus combine design with positive or negative feedback and active or passive part alternatives; this approach could prove very useful for analysing organisational climate, organisational structure and evaluating the impact of certain practices in a company.

This proposal can be understood by the following image. Sounds are being made by two supposed trumpets. Each trumpet has three pistons thereby providing eight positions for playing as each piston can be pressed or released, giving each of them two positions, and as there are three per trumpet, then the number of positions is 2<sup>3</sup>. The notion of the two trumpets allows active and passive parts to be perceived; the first trumpet will play the main tune (active) whilst the other will be its accompanist, providing the setting (passive), not only providing sounds but music.

What is sought to be constructed is very similar to the above representation.

<sup>7</sup> Each enunciation of a problem dialogically contains a solution (called “intuitive” in this work) from the very moment when such problem has been enunciated. Suitably setting out a problem makes an observable problematic situation more difficult, whilst the solution will emerge from what has been considered regarding such problem. The conceptual design proposed here ultimately seeks for an “actor” in a situation having the possibility carry out the exercise of identifying “problems”, from a dialogical perspective and be able to verify whether the image being supplied coincides with the situation being experienced at this particular moment.

## Constructing different types of situations for the active and passive parts

Two values are required for each of the three criteria for constructing these types ((0,1) for practices, principles and beliefs, for example) assigned according to perceived (negative or positive) feedback thereby giving eight possibilities (2<sup>3</sup> = 8), or types of situations which may arise in either the active or passive part.

Having 8 reference points means that a hologram-style mental image can be constructed; 8 reference points are required for drawing it up (to be photographed) to give the sensation of movement.

What follows shows what could happen from making such “combinations.”

### Situation one. Full movement image: effectiveness regarding the problematic situation. Entrepreneur-type initiative

Situation one	Value
Vision	1
Mental models	1
Learning / work	1
Result	1,1,1
Beliefs	1
Principles	1
Practices	1

In this case both an organisation or individual’s vision and paradigms resonate, receiving positive feedback regarding the problematic situation. Additionally, individual or group learning / work functions within the problem, leading to greater effects, coordinated with the vision and necessary mental models concerning an organisation’s consideration and its challenge at a particular moment. It may also be assumed that the practices used reinforce the situation and also the principles increasingly feeding beliefs and thus all three become “harmonised” regarding a particular problematic situation. Such element has great creative force and constitutes the greatest potential for entrepreneurial initiative in business. When one has this image, the decision is clear as there is certainly great potential for change regarding the intended idea that this does not correspond to a state of “being” but rather to the function’s conditions. For example, when the problematic situation refers to the need to hire new personnel and the work involved as practices reinforces such need. This would also happen with principles, understood, according to

Senge (2006), as guiding ideas and concepts (mental models), being mentally strengthened for hiring new workers and visions or beliefs (beliefs are what is left over from making practice become principles, is awareness favouring learning).

**Situation two. Capacity for movement with compensated vision. Organisational self-indulgence**

Situation two	Value
Vision	0
Mental models	1
Learning / work	1
Result	0,1,1
Beliefs	0
Principles	1
Practices	1

Here one has compensation for or scope of limits regarding personal or organisational vision or direction whilst mental models and learning / work would be receiving positive feedback according to the problematic situation.

Whilst beliefs become adjusted to certain limits, without evident need for change, principles and practices advance like a “snowball.” This situation reflects self-indulgence and pleasure as an organisation’s virtue (bringing satisfaction with the status quo, serene tranquillity and maturity in a cycle of organisational life). This type is representative of the general satisfaction produced when it is felt that a company is doing well, even though such satisfaction could ultimately be the cause of renovation for an organisation as the first symptoms of decadence begin to be observed from this time on, to the detriment of innovation. It should be remembered that beliefs are observed as an organisation’s vital process, the activity involved in an organisation’s ongoing structuring, principles, practices and work, guaranteeing its self-production<sup>8</sup>.

<sup>8</sup> Capra’s elements are taken here (2009 A, 2009 B) for distinguishing a live system, as well as Senge’s scheme. The pattern of an organisation as the configuration of relationships determining a system’s essential characteristics (autopoiesis) point to its equivalence in an organisation’s practices, the structure or physical corporisation of the pattern of organisation of a system (dissipative structure) being equivalent to principles as materialisation of concepts and the vital process, understood by Capra as cognition in the sense of Bateson (1972)/ Maturana, Varela (1973, 1974). This includes perception, emotion on the one hand and action and language, conceptual thinking and awareness on the other, broadening the concept of the mind as a pro-

**Situation three. Movement with limited conceptual capacity. External elegance, external shell**

Situation three	Value
Vision	1
Mental models	0
Learning / work	1
Result	1,0,1
Beliefs	1
Principles	0
Practices	1

Type three proposes using mental models in negative feedback with a proposed situation, in the consultancy team’s judgement whether by person having the problem or an organisation as a whole (or the active or passive parts, or the compensatory and reinforcing feedback). In spite of this, an individual or an organisation’s vision of the future (personal command, according to Senge (2006)) and learning-work vigorously correspond (positive feedback) to the demands of the problematic situation or the challenge being faced.

In this case, the main organisations diverge regarding the situation being studied, acting as catalysers between practices and beliefs, catalysers finding a point of stagnation for company effectiveness. Such stabilisation makes an organisation hard outside, elegant and distinguishable, but soft inside; it makes it adherent, in the sense that its practices and beliefs lead it to consolidating responses to the problem, but how, at a certain conceptual level, becoming stagnant or at the point of becoming so, the influence of new very divergent conceptual levels and could have to adopt the first mental models proposed by some type of response to the situation being faced. Using a metaphor, it is a hard-shell animal, having external strength. For example, think about an adolescent who feels alone because his/her parents work. This youth’s practices and beliefs about life reinforce the behaviour which the parents expect from him/her (scholastic performance, for example). His/her principles at a determined moment have become stagnant and her/his mental models offer little explanation about what might happen or, supposedly, about what is being done wrongly. His/her actions and practices will then become guided by his/her beliefs about what it means to behave

cess, similar to beliefs, which according to Senge have been strengthened by using five disciplines (Capra, 2009, 171-189. Senge, 2006, pp. 457-462).

suitably, but being open to explanations from this point on to what may be offered by her/his friends which are in harmony with that believed to be (as mental accumulation of her/his procedure) correct and what is thought and done correctly. This creates adherence to new conceptual explanations.

**Situation four. Propagating practices (innovation)**

Situation four	Value
Vision	1
Mental models	1
Learning / work	0
Result	1,1,0
Beliefs	1
Principles	1
Practices	0

The type suggested here indicates that work coming from group or individual or active-passive level, based on current work experience, has found its limits (negative feedback), meaning that rethinking new product and/or process designs has become necessary. Whilst this happens, there is personal command and shared vision related to positive reinforcing feedback, the same as in mental models, regarding organisational challenge.

Whilst an organisation has support for growth, regarding its highest values, its practical actions do not yet reflect such virtue. This type may well resemble the norm and the creation or use of formalisms, partly due to the indecision hovering around an organisation, caused by the need to materialise ideas into practices. This type of action's capacity lies in "contaminating" through ideas and visions of the future and penetrating operational processes and practices.

**Situation five. Intended movement. Immobilisation, at rest**

Situation five	Value
Vision	1
Mental models	0
Learning / work	0
Result	1,0,0
Beliefs	1
Principles	0
Practices	0

The fifth situation propose a vision of the future and the role of an organisation or individual positively

feeding back from the problematic situation, whilst saying that mental models and learning/work take different directions, being compensated for by negative feedback to that established within current organisational or individual commitment, in harmony with a proposed vision.

An organisation, in this case, provides an image of being at rest or being detained. This is due to stagnation or immobilisation of practices and principles (conceptual divergence), even though the company members convictions-beliefs may be reinforcing ones. The recommendation for this type tries to seek prudent humble action in the midst of the necessary resistance until conditions change; management feels alone regarding a solid economic and social entity which is difficult to put into movement until it achieves a certain level of consensus concerning the great diversity found in its principles and practices. An image of this situation is provided by a hermit at the top of a mountain whose fundamental preoccupation lies in her spiritual development and faith.

**Situation six. Initial orientation towards the need for movement. Flexible progress**

Situation six	Value
Vision	0
Mental models	1
Learning / work	0
Result	0,1,0
Beliefs	0
Principles	1
Practices	0

The paradigms covered by this particular type are, according to an evaluator's judgement, a reinforcing level having situations proposed as being problematic; nevertheless, the vision of the future and learning/work have different orientation, having found compensation or limitation regarding the challenges proposed for an intervention (i.e. concepts, in a reinforcing loop, making an organisation advance within a problematic situation, but in which practices have become stagnant and faith has been lost).

This position leads to serious predicaments for an organisation as there is unity in principles but diversity in the vision or beliefs, from which a state of high self-demotivation in the personnel could be supposed,

probably due to apathetic or insensitive management. The processes, activities and form involved in company members relating to each other become difficult in midst of conflict, melancholia, etc. The exit route will consist of overcoming the obstacles little by little, or even in surrounding them. Work will become difficult as the consequence of this image, in turn being the cause, is the progressive loss of confidence amongst the members of an organisation.

**Situation seven. Spontaneous movement. Motor, impetuous action**

Situation seven	Value
Vision	0
Mental models	0
Learning / work	1
Result	0,0,1
Beliefs	0
Principles	0
Practices	1

Here, the work being executed and the experience evolving from such labours contributes in a really increased way to that established by the problematic situation, whilst the vision and mental models correspond to other types of intentions (compensating feedback). The capacity of practices is outstanding, but not regarding beliefs or principles where great diversity can be found. The virtue of this position lies in movement. Great impulse, agitation, impulsive and impetuous decision-making can be observed as attributes. As an image, it would be as if a worker had found a new idea arousing curiosity and great mental activity throughout a whole organisation.

**Situation eight. Potential movement. Receptivity**

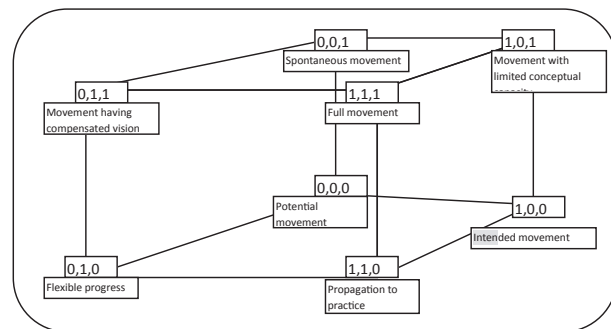
Situation eight	Value
Vision	0
Mental models	0
Learning / work	0
Result	0,0,0
Beliefs	0
Principles	0
Practices	0

In this particular case the problematic situation described does not correspond, reinforcingly, to any of the analysis criteria used here. There is great diversity and compensation in the three different fields. This could happen when the problematic

situation represents a very innovative challenge regarding what cannot be had, or when visions, paradigms or related work are lacking (the same happens with beliefs, principles and practices). This can also happen when the new challenge for an organisation or an individual corresponds to a requirement set out from an inadequate perspective, regarding which greater relationship cannot be found. This is a very flexible and receptive position as it allows the three elements to become harmonised from the beginning, without “obstacles” which could become advantageous, whilst on occasions it could correspond to a lot of activity within an organisation in accordance with everything being “just a shell.”

Such great receptivity brings submission, serenity and multiplicity of possibilities to a company, from which the maximum diversity available can be suitably administered.

These eight types of possibility can be seen in the following diagram:



**A pair of dialogical rules**

Negative, compensating or stabilising feedback achieving certain goals, like processes regarding a possible solution to a problematic situation, lead to stagnation regarding the degree of change or evolution in an organisation. The idea is that compensating feedback leads to reaching a frontier, an explicit objective, making an initial advance, but increasingly less so, and does not allow advancing further than this limiting point, regarding a solution to a particular problem.

However, given that negative feedback leads to the process of change stagnating, when certain limits have been reached and on being detained puts the solutioner-evolutionary process in dialogical relationship with diversity. This means that when certain limits are

reached when resolving a problematic situation, this could arise from (or lead to) diversity in the criteria being considered. For example: if one considers that a problem concerns increased losses and the “intuitive” or implicit solution is that these should become reduced, then negatively analysing these practices will provide feedback concerning the state of the solution; this means that when a limit has been found which does not allow a greater degree of evolution for finding new profits, then it could be thought that this had led to or could originate diversity. Such diversity is what makes efforts divergent, negative feedback thereby reaching limits (or vice versa). Diversity in the example could be understood as each member, regarding his practices, adopting his own position, thereby leading to indecision (originated by the great amount of individual forms which might be suggested) and the necessary regulation for “toning them down” and enable living with the degree of diversity. This gives rise to an interesting dialogical relationship here as diversity, which can be understood as wealth, leads to (or is originated from) stagnation.

Negative feedback compensating for reaching limits, thus stagnates change in dialogical relationship with diversity. Such dialogical relationship could be positive feedback, as far as seeking a point of leverage, for finding consensus, thereby leading to reducing diversity and concentrating efforts on the possibilities of change<sup>9</sup>.

The second rule is exactly the opposite regarding that mentioned above. The idea here is that positive, reinforcing or amplifying feedback acting like motors of growth incrementally activate the increase (increasingly greater) in the degree of change in an organisation. It should be remembered here that positive feedback originated from the criteria to be analysed and the implicit solution which has been proposed, like the possibility of change-evolution. This pattern may be understood more as the emergence of a spiral, an extension, between the solution (evolution) and the criteria being studied. This image proposes that positive feedback increases the possibility of change, reinforcing the possibility of criteria for originating change. However, the advance towards change is possible because there is little

<sup>9</sup> This rule which has been found could contribute towards understanding the motives why countries having limited resources compared to others (Japan and Chile, perhaps being the most famous) have much more rapid evolution, economic development than other countries having a great variety of resources, cultures and other elements.

variety, or variety has reached a limit or has unity of precepts, or consensus in the three criteria studied, meaning that there will be compensating feedback (in dialogical relationship) of diversity leading to the functioning of reinforcing feedback.

Positive, reinforcing feedback thus brings about change in dialogical relationships with consensus and unity. Such dialogical relationship can be negative feedback up to seeking a point of leverage for finding divergence allowing unity to become reduced. This could be desirable when there is the desire to slow down or compensate for very intense evolutionary processes of change.

It could be stated that the possibility of change could involve positive or negative feedback for the triads of criteria which have been considered. However, resourcefully, each positive or negative feedback dialogically involves its opposite, thereby allowing it to display its nature.

It may also be said that when consensus is reached by an organisation regarding a particular objective, limits on change have been reached whilst reaching stable levels of variety could offer better possibilities of change.

The 21<sup>st</sup> century manager will be in constant recursion between increasing variety and consensus, or reducing variety and consensus. His/her wisdom for toning down or amplifying these notions, as the case may be, will be one of challenge for achieving integral management, recognising oppositions but intending to live with them. The present model outlines a map enabling living together with the different degrees of diversity (or consensus). The manager will have to move between consensus<sup>10</sup> and

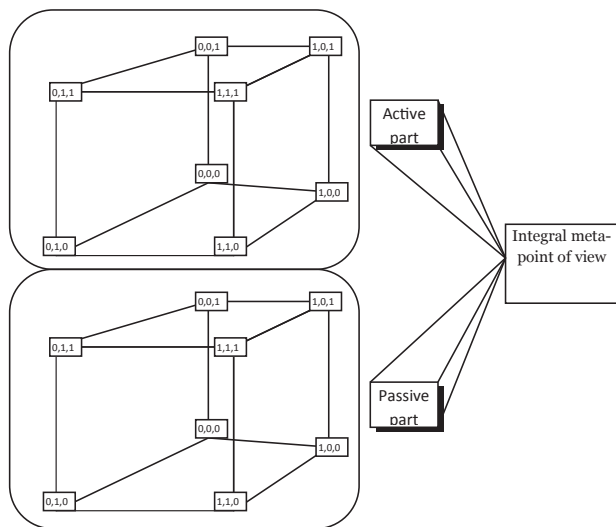
<sup>10</sup> “When there is general consensus, then the decisions taken by society are incontrovertible. When opinions differ, then the problem consists of finding methods for transforming diverse opinions regarding decisions in which all are interested. Social choice theory precisely deals with such connection between individual values and collective choice. The fundamental problem consists of establishing whether the whole set of society’s preferences can be coherently deduced from its members’ preferences and whether, if this is possible, in what form” (Sen, 2009, p. 14). An evident prerequisite for a collective decision-making rule is that it must not be “dictatorial”, i.e. that it must not reflect the values of a single particular individual. A minimum requirement for protecting individual rights is that the rule must respect individuals’ preferences or at least those of some people, at least regarding some dimension, for example, their personal setting. Sen proposed a fundamental dilemma when showing that no rule regarding a collective decision could satisfy such minimum requirement regarding individual rights and other axioms regarding Arrow’s impossibility theorem.

diversity in ongoing coexistence (without reaching a maximum level for each of them) and alternating levels of consensus and diversity (proposing the opposite each time, i.e. consensus to diversity and from diversity to consensus) indicating that what today may become the possibility of success for an organisation, may possibly lead to its failure tomorrow (or vice versa).

### The eight positions

The particular vision of some of an organisation's members or teams has been considered up to now; however, now that one has become aware of the usefulness of the observer/observed dialogical notion, then recursion could be used for recognising the opposite point of view point to that being defended, or from which one is talking. This is proposed as the observer cannot now become dissociated from the object being observed, or his /her particular vision of its reality.

This means that one must return to the initial consideration of having the active and passive parts separated within the study; vision, mental models and learning/work (or beliefs, principles and practices) must thus be separately analysed<sup>11</sup>. The conceptual map will therefore consist of the 8 types of situation as follows:

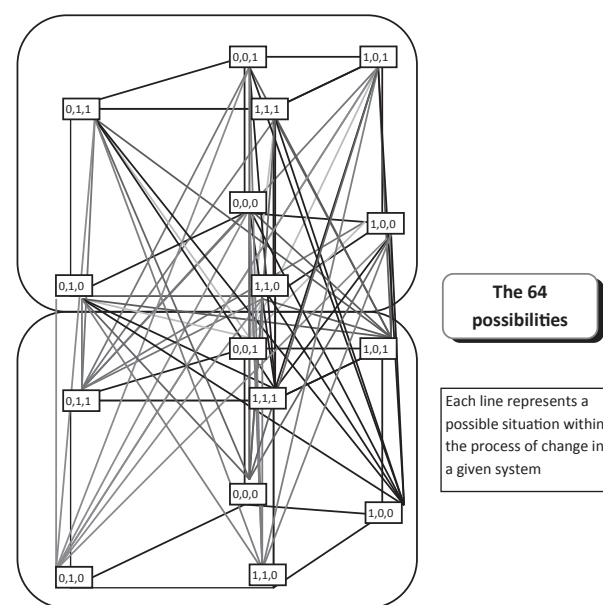


This finding gave rise to wide scientific discussion about the degree to which a rule regarding collective decision-making could be compatible with the setting of individual rights (Sen, 2009, p.15).

<sup>11</sup> The authors consider that it is advisable to deal with, at the same time, the triads of criteria chosen for characterising an organisation for a better understanding of the proposal being made.

This will give 64 possibilities located within the conceptual framework ( $8^2=64$ ), whilst one of the cubes represents the active or individual part and the other the passive part or group for a particular study (following the dialogical idea, this could be applied in different considerations or subsystems, meaning that the design could be brought closer to the hologram principle).

The conceptual map's 64 positions (the active part would be considered in the upper part, managerial, reinforcing feedback, etc. the lower vector inferior involves the passive part, executing, or compensating feedback, etc.).



(1,1,1) Full movement  
 (1,1,1) Full movement

Here is the greatest power available as entrepreneurial innovative initiative resides in both managers and executive members (Taylorist perspective, for example), or those having the problem and the rest of an organisation. Success in this route consists of prolonging the effort for materialising business ideas on two levels; the challenge will be to administer creativity and innovation and the amount of resources deployed with tenacity, energy, firmness and purpose of relationship.

(1,1,1) Full movement  
 (0,1,1) Capacity for movement with compensated vision



Whilst management (or those having the problem) have confidence, clarity, lucidity and work capacity (consensus), the executor part (or passive regarding a problem, or both) of an organisation is pleased with its performance, meaning that it is not seeking new visions. This type expresses a clear demarcation regarding differences in management capacity, education and the influence of both groups and agrees that members of the first vector adopt a position of power centred on a real hierarchy, distinguishable for its example, a social or formal hierarchy, derived from its position.

(1,1,1) Full movement  
(1,0,1) Movement with limited conceptual capacity

A community focus can be observed here. Whilst management, or those having the problem, have full capacity, the passive part at this moment only express some “restraining” principles regarding the problematic situation. Even when this can be seen, the members of an organisation meet as a group, led by high values to pass the situation. The best choice route is thus intended for an organisation to accept the plurality of principles following the same beliefs, with which the scenario should be pluralist and involve participation (from multiple approaches).

(1,1,1) Full movement  
(1,1,0) Propagation towards practices

Hardly unified and stagnant movement is infiltrated, little by little, from the passive part. The practices at the base of an organisation are at their limit, whilst all the rest have coherence and harmonisation in the search for increasing and reinforcing conditions favourable to the problematic situation. It is thus advisable not to waste resources in that inspiring lack of confidence in a company, in accordance with what could be regarding a situation of employees as “fishermen in rough water”, or even dishonest (in the passive part) who could begin to corrupt the rest of the company (bottom-up).

(1,1,1) Full movement  
(1,0,0) Intention to move

This combination suggests protection. Whilst those having the problem are attuned to it, reinforcingly,

the passive (or operational) part only has its beliefs, creating the effect of increasing the solution to the problematic situation. The active part must then evaluate whether it has the support and sufficient resources for the action being proposed. Given the case of finding few possibilities of success, a change of focus/approach is thus proposed or the search for a more opportune moment for the requirement of suggested change.

(1,1,1) Full movement  
(0,1,0) Initial orientation towards the need for movement. Flexible progress

Whilst the active part has a clear entrepreneurial and progressive spirit, the passive part is disorientated, having stagnant practices and beliefs, lacking a fixed aim, regarding the principles-concepts acting as catalysers between the first two. Such lack of synchronism leads to a state of conflict within an organisation where each member of the operational or passive part regarding the problem will seek to save individual interests, without having a vision of the future or work which is appropriate for the problematic situation to be resolved as a group or organisation. The recommendation seems to be the search for a negotiator contributing towards enlightening shared beliefs and related practices, using participation to ensure that an organisation becomes fully effective.

(1,1,1) Full movement  
(0,0,1) Spontaneous movement

Solution-increasing spontaneous movement from the passive part unfolds in line with the criteria, thoughts and actions of the active part or those having the problem. The passive part does not therefore constitute a difficulty as the things leading an organisation towards effectiveness are ultimately being done well. It could be said that an organisational approach is lacking, with “natural” acceptance of authority where there are no preoccupations about pre-acquired mental models or individual interests. It is an approach in which management can think about things such as “Why should we want our employees to think or have faith and confidence if things are already being done well. That’s why they have us” from a mechanistic perspective.

(1,1,1) Full movement  
(0,0,0) Potential for movement

The movement of divergent forces can be seen here. The passive part is faced with a scenario within an organisation where there is maximum diversity, without a group regarding minimum interests. This proposes a very competitive scenario, rigidity, toughness and a lack of acceptance of others' ideas which the expression of well-intentioned activities could become altered or distorted. Regarding this image, Confucius stated regarding the size of stagnation: *"The danger lies there where one feels safe in one's position. The threat of declination there must be addressed with extreme determination to preserve the situation"*. Faced with this panorama it would be convenient to withdraw (from the active part), needing and proposing, for example, some reengineering exercises. Such decadent situation is that which follows having reached the zenith.

(0,1,1) Capacity for movement with compensated vision  
(1,1,1) Full movement

This is the classic entrepreneurial situation where all the power and goods are held within an organisation, without looking in detail at delegating or greater management capacity. Such excess of accumulated tensions in a single person who does not express her/his beliefs or vision of the future regarding the rest of an organisation can lead to losing existent consensus. The suggestion put forward here regards decision-making, delegation mechanisms and participation.

(0,1,1) Capacity for movement with compensated vision  
(0,1,1) Capacity for movement with compensated vision

This is a calm and "happy" situation for an organisation. Whilst the active and passive parts become mutually enriched, there could be greater breadth of beliefs regarding a problematic situation. Until firmness and truth have been established regarding principles, the atmosphere will be complacency with work done and the climate will become relaxed. It would also be advisable, in a situation of relative calm, not to lose sight of intentions which can hide behind the appearance of stability and complacency.

(0,1,1) Capacity for movement with compensated vision  
(1,0,1) Movement with limited conceptual capacity

This image provides the idea of replacing activities and processes which have become degenerated as time has elapsed, where a true revolution is needed. The idea of abolishing the old lies in management lacking high philosophic values (lack of confidence), given its stagnation (negative feedback), or the active part confronting problems whilst the passive part has confidence but lacks notions regarding the evolution of principles mediating beliefs and practices.

The active part's satisfaction regarding the passive part's executive capacity (for example, the existence of a powerful army commanded by stubborn leaders, satisfied with what they have done, and even somewhat corrupt in comply with their pleasures). Such lack of harmony suggests avoiding corrupt actions which might emerge, or have emerged, by reviewing values, standards, policy and processes which have become degenerated. A danger which must be run is that passive part personnel will feel defrauded by the active part's "moral" stagnation.

(0,1,1) Capacity for movement with compensated vision  
(1,1,0) Propagation towards practice

A top-down lack of direction (compensated beliefs), together with the passive part's limited practices, leads to an imbalance in virtue, meaning that each group stops doing what it knows how to do best (from a planning-execution perspective) or the active part lacks what is active and the passive part what is passive (changed roles). This situation requires serenity and patience for the necessary precautions to be taken, whilst staying firm regarding decision-making. This is the moment to propose new designs and processes for the passive part, whilst the active part seems not to identify any difficulty.

(0,1,1) Capacity for movement with compensated vision  
(1,0,0) Intending to move

Firmness of principles by upper management, from the part having the problematic situation, and its

sense of complacency regarding any diagnosis made, can suggest such strength to the passive part of an organisation which is attracted (by virtue of the existence of reinforcing beliefs and convictions) to respond with motivation to the proposals suggested by the top part to that below it. Success can be achieved if this process (easily possible) leads to the execution of practices and the creation of images of the future and beliefs. This is a very special case where the passive and active parts of an organisation are mutually influenced.

(0,1,1) Capacity for movement with compensated vision

(0,1,0) Initial orientation towards the need for movement. Flexible progress

The passive part's complacency becomes bound up with the personnel's sense of demotivation, probably due to its lack of vision regarding future growth. Resources thus become exhausted regarding the passive part's desire to act; there are no mutual support criteria between the parts or confidence for carrying out projects or confronting problematic situations. The active part's projects, in this state, find no echo within the passive part. This is the typical company whose solution is to let things go and leave time to progressively resolve things.

(0,1,1) Capacity for movement with compensated vision

(0,0,1) Spontaneous movement

Here one finds a state of submission, conformism (by the passive part) and complacency (by the active part). This situation, as a variant of Taylorism, proposes that the passive band follow-up the active one which is only interested in "going along" with the flow of things as they advance. It thus becomes necessary to ensure, following this image, that submission can displace the passive part's voluntary acceptance and adaptation regarding the natural rhythm which the active part wishes to secure, and leave the market (or the "fate" of an organisation) to lead the company according to need. The serious side of this image lies in the stagnation of the vision of the future or in the limitation regarding beliefs, this only being favourable from a perspective of adaptation and acceptance of market conditions.

(0,1,1) Capacity for movement with compensated vision

(0,0,0) Potential movement

The idea of communion of company purposes could be derived here. Whilst the active part of an organisation is orientated towards the present, there is receptivity by the passive part to orientate itself towards necessary action within the context of the problematic situation. However, to enable achieving the meeting of multiple interests, participation is advisable when setting out ideas by involving all the members of a company, (collective) bargaining and the existence of a team accompanying such process.

(1,0,1) Movement with limited conceptual capacity

(1,1,1) Full movement

Here, increased conceptual clarity about the future and capacity of action lies with the passive part, whilst the effort comes from the active part. This can represent condescension from varied points of view about principles which the active part can assume whilst the performance of the receptive part of the company is integrated. Material success perceived by an organisation and preparing a vision of the future and a referent for suitable beliefs for guaranteeing greater organisational capacity would be right in this scenario. This image is favourable as one talks of the active part acting with criteria concerning consensus, humility, sincerity and receptivity of ideas.

(1,0,1) Movement with limited conceptual capacity

(0,1,1) Capacity for movement with compensated vision

This scenario expresses diversity as a characteristic, as there are (as groups) two types of freely expressed, non-coinciding willingness following the internal notion (in each) of individual execution of each part. Such diversity needs to be administered, even though constituting important richness, as it can become a brake on executing any action which might be proposed. The passive part is self-satisfied with what it does and thinks (this being sufficient), whilst the active part seeks greater conceptual clarity.

(1,0,1) Movement with limited conceptual capacity

(1,0,1) Movement with limited conceptual capacity

This image deals with the development of an organisation having high connection capacity by virtue of the company's values allowing the free expression of different principles (limited, identified), within the harmonisation of a company towards the same ends. This image points to an organisation which is successful in the market, covered by an important shell and having broad internal criteria.

(1,0,1) Movement with limited conceptual capacity

(1,1,0) Propagation towards practice

The situation observed here is slow and progressive transformation which can be shared by all members of an organisation. This could be the idea of a company developing new progresses and technological innovations, based on intelligent and broad criteria so that they can then come to operationalise the necessary work.

(1,0,1) Movement with limited conceptual capacity

(1,0,0) Intention to move

This image expresses a state of searching for new paths for an organisation in line with the values of perseverance, caution and modesty. This can assert whether the range of objectives has been considered regarding the active part's principles and mental models, concerning the latter's harmonisation with the passive part's beliefs and visions of the future, having increasingly greater expectations. However, the capacity of action has its restrictions with which the best proposals must be incremental or minor, at least in the short-term.

(1,0,1) Movement with limited conceptual capacity

(0,1,0) Initial orientation towards the need for movement. Flexible progress

This could give a glimpse of a state of relative crisis; the proposed goals require great prudence and

perseverance as the passive part clearly has some evolving principles which are not key notions for the active part, or those having the solution to their own given problem (in terms of decision-making). The hope which this scenario brings lies in the possibility of harmonising based on reflection, principles (or mental models) towards the same path, having a common vision.

(1,0,1) Movement with limited conceptual capacity

(0,0,1) Spontaneous movement

The sense of the necessary legality stands out in this image as the passive part has growing ability in practice (and in work performance) whilst the active part dominates regarding an organisation's vision of practices in the future, having broad criteria concerning its mental models. A good part of the evolution of the problematic situation has thus become transferred to the field of clarifying action or interventions for building up personnel's confidence in the passive position, in line with the criteria laid down by the active part. The richness lies in the passive part's receptivity of principles and beliefs which may be constructed through participation, guided by the active part's clarity.

(1,0,1) Movement with limited conceptual capacity

(0,0,0) Potential movement

This scenario could be imagined as a new dawning for an organisation. The broadness of the active part's principles and mental models can analyse the passive part's receptivity which can prepare the ground for important deployment for enabling an organisation's integral progress.

(1,1,0) Propagation towards practice

(1,1,1) Full movement

The active part's power in this image concerns a moderate role, as it lacks increasing scope regarding practices and the work necessary for provoking important changes. The passive part (fully integrated) becomes stronger and informally controls part of the situation. It is thus interesting that the active part act with flexibility and humility, seeking to re-establish

the nature of work/practice and gather together all support possible from the passive part.

(1,1,0) Propagation towards practice  
(0,1,1) Capacity for movement with compensated vision

There could be an important capacity for an organisation's integration here, centred on mutual confidence between the active and passive parts for resolving the problematic situation. The moral force and values of the part having the problem (or active) moves the passive part to respond through their actions, from a perspective lacking prejudgements. Such integration leads an organisation to undertake projects with strength, from which conditions regarding confidence can be developed.

(1,1,0) Propagation towards practice  
(1,0,1) Movement with limited conceptual capacity

The idea which can be perceived here is that of active part management dominating the passive part where both parts' visions of the future become integrated; however, one of them specialises in "thinking" whilst the other "executes." Such cohesion (a little paternalistic) requires each member of an organisation to assume the role corresponding to it within this "society" and fulfil it. The part responsible for organisational change or management must thus be "paternalist" whilst managing to change the organisational position. It must be firm and comprehensive so that each member respects and feels at ease in "its place."

(1,1,0) Propagation towards practice  
(1,1,0) Propagation towards practice

This could be the exercise of an organisation rethinking itself regarding a vision of the future and its beliefs and principles for tuning its work practices later on. It is the "soft" movement of divergence of values and interests which should happen without violence, where there is interest in preserving the diversity of ideas and opinions. This also deals with an organisation's approach will involve pure innovation, always thinking about its practices in a real effort at ongoing daily improvement.

(1,1,0) Propagation towards practice  
(1,0,0) Intention to move

Active and passive part commitment is necessary during this stage. Innovation regarding problematic situation resolution finds an echo in the beliefs and/or vision of the passive part's future. The problem is that the passive part is not clear about how to carry out practice or how to think about a particular situation (as it has a variety of mental models hampering prior agreement, originated by compensating feedback). The form of acting from the passive part indicates calm and method (especially) for suggesting forms of suitable thought and ideas about the problem or intervention's requirements.

(1,1,0) Propagation towards practice  
(0,1,0) Initial orientation towards the need for movement. Flexible progress

It is necessary to seek ways of living with dispersion in this case. When there is an active innovative part seeking appropriate practices (as there is a great diversity of options) and the passive part has diversity concerning its vision of the future and its beliefs. Furthermore, in its practices it must overcome personal egoism and harmonise the purpose of work in common. The idea seeks to disperse and propagate sublime ideals from the top to disperse the confusion which emerges from the bottom in forming the image.

(1,1,0) Propagation towards practice  
(0,0,1) Spontaneous movement

During this stage, the active part must seek being supported by the passive part. Such mutual collaboration facilitates important decision-making and action for making a start. A company fostering Taylorist innovation and "dictatorships" centred on values and principles having an echo in the passive part could be similar for this image.

(1,1,0) Propagation towards practice  
(0,0,0) Potential movement

An interesting possibility for the active part is to achieve the desired interventions from a passive perspective just to exercise the function of transforming an

organisation. The passive part (being receptive in this case), compensated for its diversity, is willing (in the midst of its multiplicity of options) to seek an “aim” identified by the capacity for innovation of those seeking to resolve the problematic situation. The possibility of achieving the desired change is thus mentioned from an interactive rather than proactive perspective.

(1,0,0) Intention to move

(1,1,1) Full movement

The passive part of an organisation is orientated towards change and has many possibilities of accepting the vision proposed by the active part, regarding the situation which is the object of the intervention. This allows the imagination and creation of varied options of mental models, though all of them must be centred on the passive part’s experience, vital process (cognition). The important part of this image is recognising the passive part’s force in an organisation (as the problematic situation does not directly affect the passive part). This image presents the capacity to undertake and progress, centred on these conditions.

(1,0,0) Intention to move

(0,1,1) Capacity for movement with compensated vision

Regarding immobility regarding change (offered by the active part or part having the need for intervention) re an organisation’s beliefs and visions, the passive part, concerning this attitude by the active part, reduces its activities to try to reduce what is trivial and repetitive. The passive part does not find convergence in its vision or is not developing cognition giving it “life” as part of an organisation. It is worth imagining this scenario to observe how reducing activities (passive or operational part) can create the space for returning to better values and mental models, shared and negotiated by an organisation and the search for the development of awareness as a process of conversion of the experience of work in valid principles and in coherent mental models.

(1,0,0) Intention to move

(1,0,1) Movement with limited conceptual capacity

This could show an organisation outwardly having distinction and elegance. Its practices function whilst being managed by unified, sufficient beliefs and/or visions of the future. Unfortunately, it has no principles and/or mental models strengthening or relating the most operational part with the corporate part. Even though an organisation’s functioning “in conformity” might be perceived, the active part is only responsible for a purely ideal world, the external aspect or even a company’s “aesthetic” expression. However, a lack of mental content by both parts hampers better organisational effectiveness.

(1,0,0) Intention to move

(1,1,0) Propagation towards practice

Probably here, immobility towards change detached from the active part, regarding its variation in concepts and practices, offers difficulties concerning innovation (and conviction about it) emerging from the passive part, not really offering an escape route towards consensus in practical work and the execution of labours. Corresponding to the part having the situation, recomposing it has led to it becoming degenerated by inertia, due to attachment to the past or lack of opportune action.

(1,0,0) Intention to move

(1,0,0) Intention to move

This image is the end or beginning of a new action, synchronised for both active and passive parts of an organisation. A shared vision of the future and unified beliefs makes it possible to expect a necessary moment for undertaking action aimed at change, after understanding the exact nature of a particular situation facing a company. Both parts’ immobilisation is thus an image inviting a situation to be analysed and prepare for change, following suitable reflection and understanding of an actual problem.

(1,0,0) Intention to move

(0,1,0) Initial orientation towards the need for movement. Flexible progress

Faced with a lack of practical action by the active part, ideas and principles generated by the passive part as consensus or majority concept lead to the obstacle of not knowing where a company is going or what to do

(as there is diversity of opinions and interests). Such lack of experience (young organisations) suggests passing through a period of difficulties, ignoring the conventions, consolidating organisational “character and personality” to find new ways forward regarding the absence of previous experience.

(1,0,0) Intention to move

(0,0,1) Spontaneous movement

Here one must consider the moderation and equilibrium possible between practical work (passive part) and the visions provided by the active part. Such equilibrium can be analysed from a strong perspective offered by executing work regarding the tranquilising attitude of constructing future scenarios. Work here means seeking equilibrium at varied levels and given that there are no principles for harmonising, then the work of change within the problematic situation can begin here.

(1,0,0) Intention to move

(0,0,0) Potential movement

The influence of the variety of practices (active part and passive), principles (active part and passive) and beliefs (passive part) leads to confronting the active group’s beliefs regarding a problem situation, with which little can be done except strengthening a company’s bases in the midst of not very creative, egoistical and materialist setting, without high values. Here an organisation has become worn out, disintegrated, as time has elapsed, and only has consensus about an image of the future held by a few members of a particular organisation. The image seems to recommend the search for consensus before beginning any type of important action whatsoever on the market.

(0,1,0) Initial orientation towards the need for movement. Flexible progress

(1,1,1) Full movement

This image suggests that the active part regarding a particular problem is only orientated from its principles. The passive part, on the other hand, has great capacity for activity on its three levels. This panorama presents an obstacle for the active part regarding a boost from the passive part so that positions must be negotiated and achieved

accordingly, to become provided with certainty and confidence before confronting problematic situations. So that this work can be done, a measure of hope must thus be proposed leading to calmly deciding the way to act at the most opportune moment.

(0,1,0) Initial orientation towards the need for movement. Flexible progress

(0,1,1) Capacity for movement with compensated vision

Whilst the active part exclusively has specific ideas about a particular situation and diversity about the rest, the passive part is orientated towards action, just as an organisation as such does not have unified beliefs and few high values, or those which it has are very varied. Such lack of precision concerning this point leads to a company becoming dispersed in several directions, without being fixed on precise objectives (top down) with which advisable advance with moderation can be made (i.e. agreement can be achieved through the personnel’s willingness and determined, unifying goals can be fixed.

(0,1,0) Initial orientation towards the need for movement. Flexible progress

(1,0,1) Movement with limited conceptual capacity

This could be a common position after having reached the objectives set out regarding change within an organisation and these have already reached a good degree of maturity. Some signs of decadence may be glimpsed within the process, suggesting that the company should be alert and seek to exploit the situation and anticipate achieving better incremental improvements.

(0,1,0) Initial orientation towards the need for movement. Flexible progress

(1,1,0) Propagation towards practice

The idea which might be derived from this combination deals with an organisation only acting when it has a vision, beliefs and principles functioning within the true nature of an organisation. If some activity or action re change is begun without reaching any agreements, consensus, etc. this could waste the wealth within an organisation and hamper intervention, such as when many horses are pulling

the same carriage in different directions. The active part may not act without recognising the passive part's wealth of consensus. When such recognition has happened, unifying practice is relatively simpler than other processes.

(0,1,0) Initial orientation towards the need for movement. Flexible progress

(1,0,0) Intention to move

Without doubt, the movement which could happen in this image will involve important risk. The active part's lack of vision and practice capacity (its multiplicity), added to the passive part's vision (lacking principles or intention for practical work) leads to a lack of work orientated towards the problematic situation. The active part proudly thinks that it is right about the problematic approach, whilst passive part beliefs are unified; such obstacles concerning inherent risk, partly arising from selfishness and the particular interests of certain sectors in a particular organisation, suggest precaution regarding threat-weakness type situations which must be anticipated concerning options for action.

(0,1,0) Initial orientation towards the need for movement. Flexible progress

(0,1,0) Initial orientation towards the need for movement. Flexible progress

This scenario presents the image of an organisation which has become used to obstacles and deals with them on by one. The active part has stalled regarding the need for practical action and future vision regarding the situation, straying from the point in hand. The same thing happens with the passive part. This is only clear in an organisation which proposes a shared vision of the future and some practices orientated towards such end, harmonised with existent mental models. An organisation thus becomes used to "dangerous" situations which it must face in such panorama.

(0,1,0) Initial orientation towards the need for movement. Flexible progress

(0,0,1) Spontaneous movement

This combination has great resemblance to Taylorism during its first implementation phases and first years. It usually has practical implementations (innovations

not arising from within an organisation) where some confusion may be observed regarding standardisation needs. The situation can seem complex and difficult initially, requiring persistence, considering options and resources and being surrounded by personnel who act in the same manner suggested by the active part (i.e. that having the problem, attempting to rectify the lack of future vision and/or shared beliefs). The active part's mental model, for example, is that the passive part can be motivated by wages/salaries. The passive part, divergent concerning what it thinks and believes to be self-motivating, accepts "the business" but then begins to recognise that other things are lacking, satisfying higher order needs and this leads to the situation becoming difficult.

(0,1,0) Initial orientation towards the need for movement. Flexible progress

(0,0,0) Potential movement

This image offers interesting perspectives for the party having to resolve a problem situation. The active part's convergent ideas arising from mental models or principles can become a motivating force for members of an organisation to find a route towards becoming integrated into some project allowing a sense of belonging. However, this requires seeking a community of interests, even if it has been difficult to have a unified shared vision. Management's role (i.e. the active part) is that of group catalyser or decision facilitator. Ideas of empowerment and delegation can arise from this image, in the modern style, influenced by networks and understanding power as being the capacity of influence, not of domination.

(0,0,1) Spontaneous movement

(1,1,1) Full movement

This combination offers great activity capacity. The part having the problem is engaged in a programme centred on ongoing practices and work (the power of influence can be exercised with great force on an organisation from this perspective). The passive part is also fully integrated as it has shared beliefs and principles leading to it becoming united regarding practices and work, with motivation. It is interesting for the active part to consider that force without order and lacking in honesty only leads to violence, meaning that it is the active part's job to question itself about just and adequate action in harmony



with the values developed by the passive part. This can be the situation concerning a new boss who has been well received and comes to a really motivated group, having its own established culture which is worth getting to know about.

(0,0,1) Spontaneous movement  
(0,1,1) Capacity for movement with compensated vision

What is most interesting to observe here is the “passion” which could emerge from the passive part. The latter is self-satisfied with the work it has been doing whilst the active part is driven towards action with little reflection as there is no agreement concerning beliefs and principles. The active part has arrived at such proceedings, probably following a lot of experience, after having done things the same way for many years, meaning that the passive part would seem to be less expert in the problem than they would wish to be considered. Such considerations involve risk; relationships, even corrupt ones, may be created between the parts beyond what is admissible within the culture which an organisation might have. This means that a lot of tact and subtlety are required by the active part to achieve cooperation, of course, without losing sight of an action’s finality.

(0,0,1) Spontaneous movement  
(1,0,1) Movement with limited conceptual capacity

This may be a moment for an organisation which has reached a stage of superiority in processes and proceedings, whilst intelligent action by the active part has borne fruit. The active part has effective action; the passive part is clear about carrying out the necessary work regarding its beliefs and/or vision of the future. The abundance which may be generated by this stage, however, is only temporary, meaning that it is advisable to seek new intentions and situations of challenge for the company leading to mental models’ conceptual unification.

(0,0,1) Spontaneous movement  
(1,1,0) Propagation towards practice

This proposes both passive and active parts’ joint evolution. The active part, regarding the problem situation, has found a way (even though not integrated)

to be effective. The passive part, on the other hand, is preparing to unify its internal practices regarding achieving common values (as could also be the case of innovations to be implemented). It is thus important to have joint, lasting evolution involving an intention for change thereby allowing both parts to be in harmony. Of course, each part can “infect” the other regarding what is missing or what is available (see the combination of numbers for better understanding: active part (0,0,1), passive part (1,1,0)).

(0,0,1) Spontaneous movement  
(1,0,0) Intention to move

It could be said that the interventions proposed by this stage should not be very great or jeopardising. The active part’s divergent but emphatic action contrasts with the passive part’s practical immobility. Whilst there is a great need for action on one hand there is no receptivity for such course on the other. Great change, within this panorama, becomes hindered (the passive part must be moved by ideas, beliefs and values and not imposed), meaning that interventions must be small and incremental, as important action-intervention could become very overbearing and even violent.

(0,0,1) Spontaneous movement  
(0,1,0) Initial orientation towards the need for movement. Flexible progress

This gives the idea of being “kind or indulgent.” It reforms practical, effective action and is directed by the active part, influencing existent multiplicity (varied individual intentions) in the passive part, where agreements only concern principles and/or beliefs in mental models. The active part’s decided action can allow an organisation to become free from the difficulties originating in a more egoistic and individualistic space. The active part’s firm and modest action allows the passive part a space for unification, so that offences committed against the group (originating in some members’ egoistic intentions) might become forgotten and overcome. The proposed changes could be large-scale, but interest would lie in them being equitable (just and benevolent).

(0,0,1) Spontaneous movement  
(0,0,1) Spontaneous movement

The virtue of this image lies in freedom of action, spontaneous movement by both parts of an organisation. The difficulty regarding this image is that it acts rashly, meaning that an organisation becomes subject to sector or market (external) “gossip” and may become involved in action produced by panic or collective external uncertainty (for example, banks becoming bankrupt as “self-fulfilling prophesies,” or when rumours run around stock exchanges leading to companies becoming bankrupt, thereby lowering share prices. Such freedom of action should be accompanied by any intervention or processes stimulating good judgement. An idea reflecting such pattern could be when a man leaves his house in a hurry, without knowing where he is going, but convinced that he is late.

(0,0,1) Spontaneous movement

(0,0,0) Potential movement

When the active part acts with vehemence and clarity towards the passive part, which is receptive given its diversity, it has a “spark” which arouses the passive part’s impulse towards unification thereby allowing a company to direct itself towards resolving or understanding a particular problematic situation. The active part, in such combination, manages a choir (the passive part) which longs to keep in time so that it can stand out as a group or individually. It only remains to say that such enthusiasm must be accompanied by sufficient discernment concerning the problematic situation.

(0,0,0) Potential movement

(1,1,1) Full movement

This is a business working in harmony. Whilst the passive part functions in an integrated way, having problem situation-orientated values and practice, the active part maintains great receptivity and diversity. Each part can concentrate better on its own work, of course without overstepping what is too practical or too conceptual.

(0,0,0) Potential movement

(0,1,1) Capacity for movement with compensated vision

This shows the active part’s surveillance of the passive part whilst the latter acts in line with

diversity regarding the active part, concerning the passive part’s self-indulgence. It should be mentioned that the active part’s knowledge and control ability must become increased and more alert as the passive part’s actions become more complex, using an influence-based scheme of authority, aware of possible symptoms of decadence which may become provoked.

(0,0,0) Potential movement

(1,0,1) Movement with limited conceptual capacity

An organisation’s progress towards a problematic situation in this setting is difficult. The passive part holds unified beliefs and visions of the future corresponding to the problem in hand, sustained on very varied principles with which its practical work functions. The setting thus becomes hesitant and feelings within an organisation can become very diverse and dominate situations, given that intentions to seek empowerment regarding an organisation’s positions of power can emerge, or confidential information may be stolen, the theft of technical secrets or industrial espionage favouring the competition may occur. The active part must therefore remain reserved and cautious, hoping that the setting becomes more pacific and sufficiently careful of “fishermen in troubled water.”

(0,0,0) Potential movement

(1,1,0) Propagation towards practice

A move towards what is noble may be appreciated in this combination, as the active part is receptive to a diversity of opinions, beliefs and principles, whilst the passive part has developed some values spreading towards practical work. Such elevation requires, then, great effort and work to make ideas regarding new projects find a favourable setting where they can become fed and grow to produce fruit. The active part can thus propose work aimed at change or improvement regarding a problematic situation, enriching itself from the passive part’s values. Progress will be slow, ongoing and well-worked in this perspective. None of the stages concerning change will be free.

(0,0,0) Potential movement

(1,0,0) Intention to move

Potential movement by the part having the problem can benefit from the passive part's intentions (still motionless), derived from agreements or consensus emerging from beliefs or visions of the future held by this part of an organisation. The image invites nourishment being received from such visions which have not led to practical action in such management but which can be of great usefulness for the active part, whenever passive part members can roughly experience a company's true reality ("the mountain can only be seen from afar"). The active part's modesty concerning taking these ideals, recognising them and adopting them becomes indispensable for both the success of an organisation's practical actions and true agreement which is participative at all levels.

(0,0,0) Potential movement

(0,1,0) Initial orientation towards the need for movement. Flexible progress

It is interesting that the motor of intervention emerges from the passive part and corresponds to available unifying principles and mental models. The active part's work, having great variety, thus becomes enriched from consensus or agreement achieved in the passive part to empower passing to the field of practical work (physical). This company thus needs to be organised to function and this organisation emerges from the passive part which encourages intervention, even though not being responsible for it. This image highlights the search for recognition of a particular situation at all levels of the company.

(0,0,0) Potential movement

(0,0,1) Spontaneous movement

Whilst the passive part is clearly directed towards necessary practice or orientated towards a problematic situation, the active part becomes enriched by a large amount of opinions, criteria, beliefs, etc. (within a setting of respect and participation of everyone's ideas). This is truly a stage where many levels of an organisation have been questioned and a way to seize new possibilities emerging from the free flow of values, criteria and thoughts needs to be constructed, using a common methodology (possibly Checkland's SSM, 2001). Such documentation is important

as its construction (being "natural", not forced, transformation and enrichment) leads to constructing consensus and agreements for consolidating an organisation's future images, principles and practice. This type of organisation comes very close to that of foundations or non-profit-making NGO, orientated towards rescue or emergency work.

(0,0,0) Potential movement

(0,0,0) Potential movement

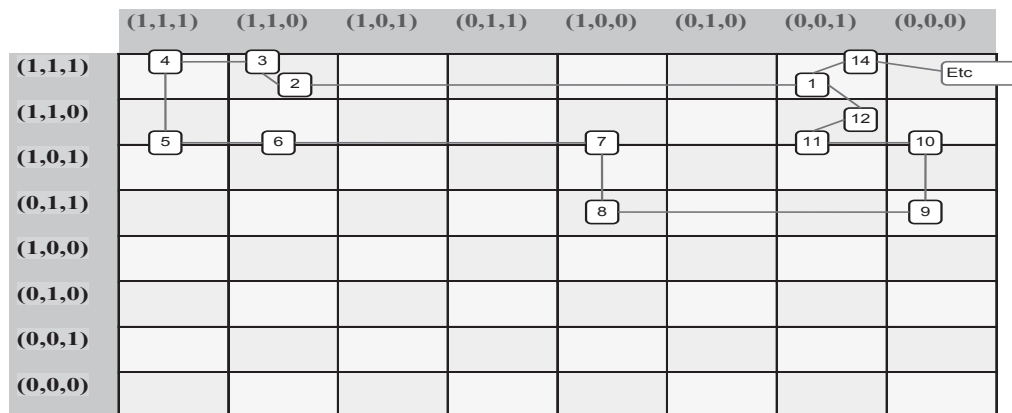
This combination offers documenting the great diversity arising from both active and passive parts, thereby creating true richness (wealth). Such great diversity leads to spaces which are open to receiving new ideas. The idea of intervention here seems to emerge from the concept of self-organisation, even from pure autopoiesis as it is only required that each member plays her/his role (without provocation or attempts at managing others) and, together, bringing together available forces. This can be the image of a foundation type organisation seeking the dignity of man, the care of national, cultural heritage.

### Conclusion: possible managerial layout

An exercise which can be carried out and which makes this conceptual map interesting is that the "polarity" of each criterion for both the active and the passive part can be changed. This exercise facilitates seeing whether the concept of change and the problem/solution being set out is correct and also leads to a method for conceiving future scenarios. Basically, this conceptual map offers an instrument for guiding planning by offering future scenarios.

Another use could be suggested. The idea consists of constructing a figure showing the 64 positions; one would join the points for the positions which an organisation has adopted and does maintain regarding a particular problematic situation; for example, planning for the future. This can give an organisation an idea of its movement, meaning that it can enable constructing a figure showing an organisation's evolution and thereby verify whether there are common points of departure, repeated paths or "recursion" concerning an organisation's history.

Figure 1. Possible managerial layout



It can thus be concluded that this design for the proposed conceptual map is dialogical, not just regarding its conception but also its rational/symbolic nature and double static/dynamic condition. Triads have been used; in this case, Senge's proposals in the Fifth Discipline. However, others may be used such as autopoiesis or structural patterns, dissipative structures and vital or cognition processes or Capra's proposal for characterising living systems which is a triad of concepts tacitly used in design (meaning that it was tacitly considered that an organisation-company was a living system).

The model is resourceful as it uses dialogical rules regarding positive and negative feedback as a key notion and has hologramatic scope when considering the conceptual map as a "portable" design which can be used at any system level, in subsystems or suprasystems in a particular organisation. It has also tried to favour relationships concerning entities, avoiding evaluations such as "good" or "bad", and analysing evolution and logic concerning change, more than anything else. It also offers a biointegrated perspective as, regarding contrasting evaluating activities by results (verifying points of departure and arrival) or processes or intentions (in the black box) and their coexistence, the resulting rating could also be contradictory if evaluated using "good" or "bad" criteria. A meta-point in an integrative view, whilst conserving setbacks, is found when an individual acts in an integrated way between her/his practices, principles and beliefs. More than just evaluating what is good or bad (mechanistic and reductionist concepts) it could be considering what is integrated or "disintegrated" leading to positive and negative feedback.

The proposed model seeks what is considered integral human development within an organisation, coherence offered by systemic ideas revealing relationships showing and weighting when members of an organisation reach a level of group awareness (from their own individual "biointegration") leading to effective flows of communication and information. The dialogue inherent in the model is that it should "level" the parts' condition for improving relationships and understanding an organisation's systemic nature, thereby achieving a certain degree of integration for the members of a particular system being considered.

Systems' theories and the reality of workers in the field of knowledge have shown that capital and work are not contradictory-conflicting, as has been thought, but rather such relationship depends on the management element which can create a new vision of their causality, different to that of contradiction.

The conceptual map may function (modestly) with what C.H. Waddington called *creoda* (from the Greek *chre*, necessary, and *hodos*, route or path) for morphogenetic fields, considering the temporal aspects of change and development (Sheldrake, 2009, p. 63).

An application which may be developed from this proposal is that called *strategic benchmarking and scenario planning (a symbolic representation)*. A type of DOFA matrix can thus be formulated which uses the concepts of feedback concerning company effectiveness using an organisation, sector, market triad (or organisation, institution, market) instead of having external and internal compensating

and reinforcing feedback<sup>12</sup>. A condition is that such proposal must be analysed from “within” an organisation (How do we see ourselves?) and a perspective from “outside” an organisation (How does the competition see us?). This will lead to 64

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<sup>12</sup> Reinforcing feedback regarding company effectiveness: internal (strength), external (opportunity). Compensating feedback: internal (weakness), external (threat).

scenarios in which mental exercises can be situated and performed concerning an organisation’s current position, how the competition sees a particular company and possible ways forward. This map is thus coordinated with prospective scenario-based planning exercises, including competitive two-way referencing (i.e. from both internal and external viewpoints).

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