





Danger and Dialogue:

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C.G. Jung, MD

“No one likes or dares to mention in so many words the negative effects of group-existence, because this might bring up the frightening problem of self-knowledge and individuation.”

Civilization in Transition, Introduction to Wolff's "Studies", CW 10, para 892




Sandra Day O’Conner, Associate Justice

“We don’t accomplish anything in this world alone, and whatever happens is the result of the whole tapestry of one’s life and all the weavings of individual threads from one to another that create something.”





This presentation explores

- Hermes
 - Experience
 - Autopoiesis
 - Danger
 - Dialogue
 - Groups
 - Teams
 - Illustrated with the work of Team Chihuly
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Missouri Botanical Garden



Dale Chihuly



To view the video shown at the conference, order Chihuly in the Hotshop at <http://www.portlandpress.net/chihuly-in-the-hotshop-dvd-set.html>. The section was #12.

A free selection of online videos is available at <http://www.chihuly.com/Video/inhotshop.html>.

Enjoy the entire Chihuly website at <http://www.chihuly.com/index.html>.



Hermes

- Uncertain etymology
- Cognate of Hebrew *Har (ha) Emet (Emes)*
- Refers to Mt. Sinai
- Moses interpreted the Law (*haEmes* -- the Truth)


Hermes





Hermes

Son of Zeus and Maia, god of

- Speech, writing
 - Interpreters, translators
 - Messengers
 - Commerce
 - Thieves
 - Glassblowing
 - Healing
- 

Experience

- Latin *experientia*, from verb *perior*, try
- Greek verb *periaro*, try, attempt
- Root *per--*to lead across
- Peril—danger, risk, attempt
- Experiment
- Expert
- Pirate
- Permit, allow, suffer



Jung

“...our personal psyche bears the same relationship to the collective psyche as the individual to the society.”



Relations Between the Ego and the Unconscious, CW 7, para 234

Living Systems





Living Systems

- James Grier Miller, 1978
- Open
- Self-organizing
- Exchange information, material, and energy with their environment
- Alive

Autopoiesis

- Coined biologists Maturana and Varela
- Self-creation
- Greek *auto* for self, *poiesis* for creation
- Network of interactions and transformations that regenerates itself

- Contrasts with *allopoiesis*— *system using* raw materials to produce something other than itself

Autopoietic experiences occur when we engage each other at the edge of our experience






Danger

A.K. Rice, Tavistock

- A group is an open system that carries out a primary function in exchange with an environment.
- Includes a function to analyze the environment, internal reality, and organization.
- Controls its operation.
- If the boundary breaks down, the system breaks down.
- Organizations must create and protect an optimal social atmosphere, gratify human needs, in order to perform the primary task.
- Psychopathology is the breakdown of the control function.



Freud

- Group members project their ego ideal onto the leader, operate with reduced ego functions, less self-criticism and responsibility.
 - Unconscious needs take over.
- 





Turquet

- Individuals suffer complete loss of identity in large group.
- Individuality is attacked.
- Envy is prevalent.





Levinson, Zaleznick

- Group members experience transference (projection).
- Transference influences relationships between superiors, subordinates, and peers.

Bion

- Groups behave on **emotional assumptions**:
- **Dependency**. Leader is omnipotent. Followers are immature and incompetent.
- **Fight-flight**. Leader directs a fight against external enemies, projects aggression onto an outgroup.
- **Pairing**. Focus is on a couple that carries the intimacy and sexual energy.
- An individual has a valence toward the issues of the group.



Chasseguet-Smirgel

- Groups tend to select a leader who provides the ideology that the individual can fuse with the group as an ideal mother.
- If the group is violent, it is to destroy the external reality that denies the illusion.






Main

- Individuals induce in their social fields a reenactment of their intra-psychic conflict that may distort relationships.



Stanton, Schwartz

- Splits and covert conflicts in interpersonal and social fields may intensify the intrapsychic conflict of individuals.
- 






Kernberg

- Groups act like many partial egos operating in a fantasy or with a diffuse ego identity.
- Aggressive tendencies controlled by the stronger egos of dyads and triads are less contained in groups.
- Individuals participating in... large, minimally structured, ill- defined groups regress and defend.
- The personality types of leaders are linked to the regressive behaviors of groups.






Ezriel

- Group tension reflects a predisposition toward *required* relationships as a defense against *avoided* relationships out of the fear of *calamitous* relationships.
- 






Anzieu

- Individuals fuse into the group.
 - Individuals share illusions of equality, the group as source of itself, that the group can heal itself.
- 



Schectman

- Attachment style predicts group behavior:
 - **Secure** attachment leads to more self-disclosure than **anxious** or **avoidant**.
- 



Kets de Vries

- Groups may be clinically diagnosed using object-relations perspectives.
- 




Dialogue



Thomas Jefferson, President

“I never saw an instance of one or two disputants convincing the other by argument.”





Foulkes, Anthony

- Group culture emerges from communication that forms a network or group matrix.
- 





Arlow

- Groups develop organizing myths and ideologies.
- 




De Geus

- Organizations learn by:
- **Assimilation**, taking in information for which the mind already has structures to give it meaning.
- **Accommodation**, generating an internal structural change to create new meaning.



Katz, Kahn

- Distortions in the organization's administrative structure may be compensated for by structural rearrangements in organization.
- 





Senge

- Mental models are ingrained images of how we understand the world.
- The discipline of working with other's models begins with *turning the mirror inward*.




Wong

- Rational thinking style escalates commitment bias.
- 



Isaacs

- Most of the time people in groups are *thinking alone*.
 - Thinking alone in a group creates friction.
- 



Dialogue

- Greek *dia* (through) and *logos* (word, meaning).
- Ancient Greek (to gather together, relationship).
- A conversation in which people **think together in relationship.**
- Agora-- marketplace of ancient Greece.
- Talking Circles-- of Native Americans.



Levels of Human Interaction that affect dialogue

- *Alignment*-- between what we say and do.
- *Predictive intuition*-- anticipate and liberate stuck interactions.
- *Architecture of the invisible*-- habits of thought, feeling, and quality of interaction—the **container**

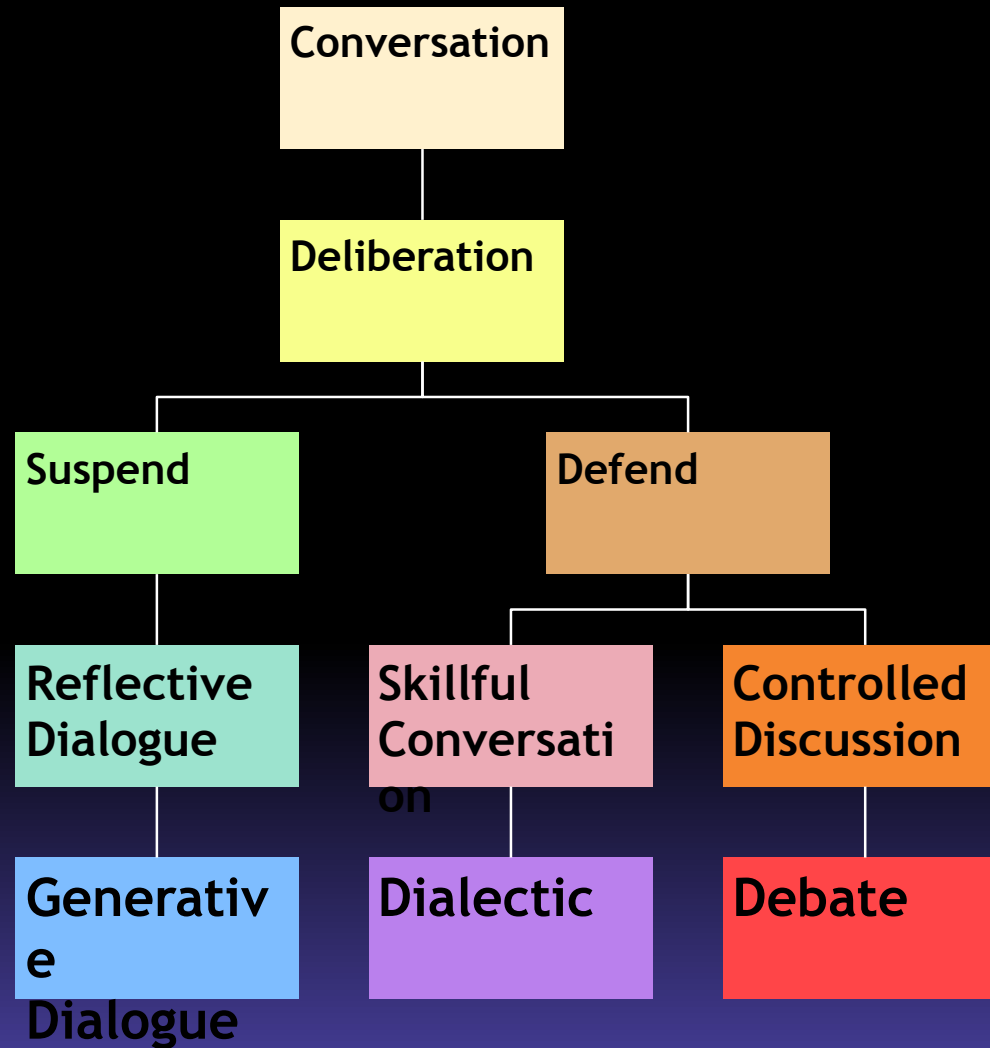


Container

- Authenticity
- Energy
- Possibility
- Safety
- Boundaries
- Capacity




Route to Dialogue





William Isaacs, PhD

“Dialogue is a **process** by which we can create **fields** that are capable of holding our experience in ever more rich and complex ways, making legitimate many approaches and styles.”



Container + Route = Fields for Dialogue

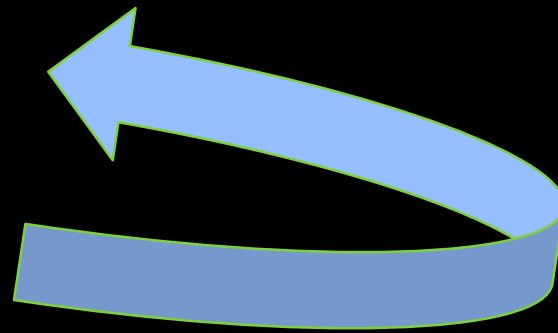
Self-Reflective

4. Flow
Generative Dialogue

3. Inquiry
Reflective Dialogue

Primacy
of the
Whole

Primacy
of the
Parts



1. Politeness
Shared Monologues

2. Breakdown
Controlled Discussion
Skillful Conversation

Blaming and Non-reflective





Experiences of Teams

- **Group- (Society)** People with something in common.
- **Working group**— People working on something in common.
- **Team-(Community)** Small number of people with complementary skills dedicated to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.



Team

Value committed

Value driven

Value contained

Working Group vs. Team

- Leadership
- Accountability
- Purpose
- Work product
- Meetings
- Effectiveness
- Process
- Outcome



Leader

- Group leader is strong, clearly focused.
- Team leader **shares** the leadership role.





Accountability

- Group stresses individual accountability.
- Team inspires individual and mutual accountability.




Purpose

- Group purpose is collective.
- Team purpose is **specific** for the team to deliver.



Work product

- Group product is individual.
 - Team product is **shared**.
- 





Meetings

- Group meetings are efficient.
- Team meetings feature **open-ended** discussion and active **problem-solving**.



Effectiveness

- Group effectiveness is measured by others.
- Team effectiveness is measured by the **quality** of its work.



Process

- Group discusses, decides, and delegates work to others.
- Team discusses, decides, and does real work together.



Outcome

- Group tends to replicate outcomes.
- Team offers increased opportunity for metanoia, transcendence, transformation.




Conclusion

Danger and Dialogue:

**Autopoietic Experiences
with Groups**



We have explored

- **Hermes** - Mercurial, communicator, thief, healer
 - **Experience** - Attempt, peril, risk, experiment, suffer
 - **Autopoiesis** - Living systems, self-create, regenerate
 - **Danger** - Projection, envy, reenactment, pathology
 - **Dialogue** - Politeness, inquiry, generative dialogue
 - **Groups** - In common, working group
 - **Teams** - Value committed, value contained
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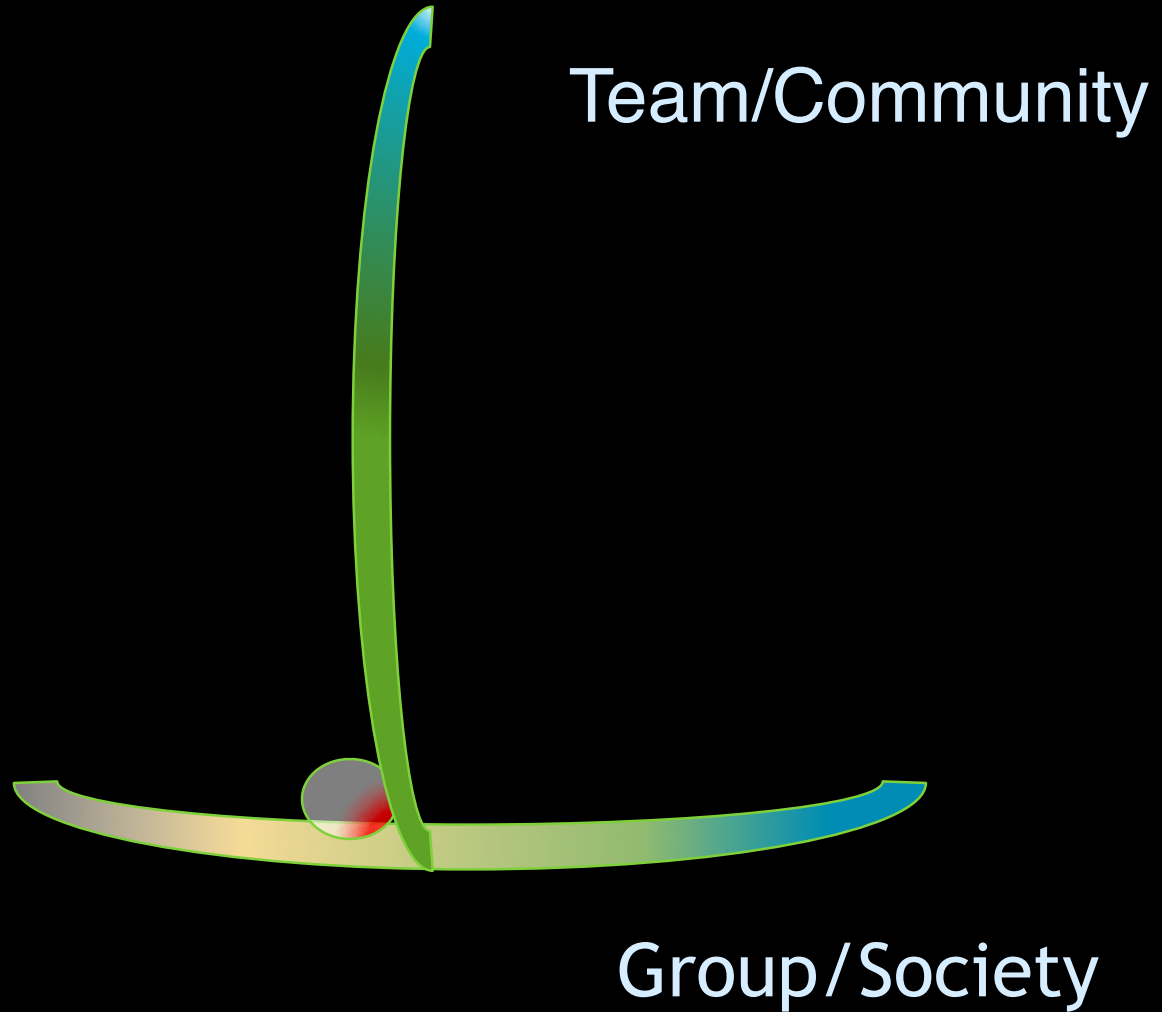


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IRSJA







IF QUESTION ABOUT FORM Sociocracy

- Decision making by consent
- Circle organization
- Double-linking
- Elections by consent

Advantages

- Builds trust and understanding
- Reduces friction
- Cuts meeting time