

# HOW TO **PLAY** **NiCE** AND still **kick** **some butt.**



**TOPIARY  
CONSULTING**

A Certified Strategic Partner of

Power  Systems

**M**any years ago, through both my research and workshops with executives, I made a simple observation that has had profound implications for how we educate people for system leadership.

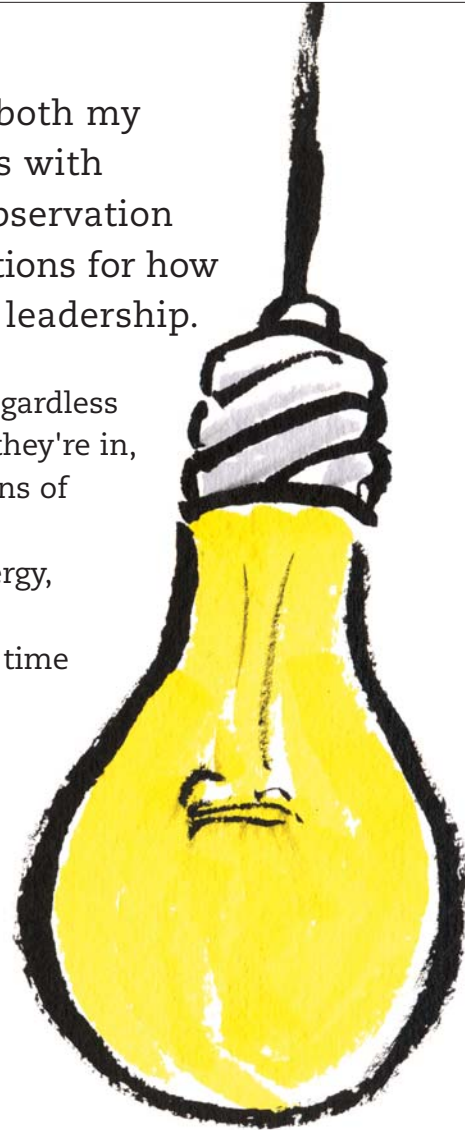
In organization after organization, regardless of the business, the size, or country they're in, I found the same self-limiting patterns of behavior: misunderstandings across organizational lines, misdirected energy, stress, lost opportunities, customer dissatisfaction, and more. And every time people thought their problems were unique to them. They blamed it on their special circumstances or on the personal characteristics of the people involved. And, since their explanations were personal, so were their solutions: fix, fire or rotate the people. The only problem was, the same issues kept coming back.

My observation was that the vast majority of these issues were not personal; they were systemic. **And that the path to system leadership lies not in changing the players, but in helping people at all levels understand and master the systemic conditions they are in.** This is the business of The Organization Workshop.

*Barry Oshry*

Barry Oshry

◀ the developer of the  
Organization Workshop



## Don't just take our word for it. Words from the wiser.

"I have used Power+Systems Organization Workshop for over 10 years in 3 different organizations. I have consistently found the program to be a powerful leadership and OD tool to help participants change the way they think about their experiences in organizational life. I recommend them highly."

**Katy Strei**, Sr. Director, Leadership & Organization Development,  
MedImmune, Inc.

the proof

"We wanted people to see the power of partnering both internally and externally to deliver a better result for customers, staff and shareholders. Several months down the track people are collaborating more, using the techniques and language, and making the investment we made worthwhile."

**John Drabble**, CEO, Alleasing Finance Australia Ltd.

"For anyone looking to create meaningful learning experiences on the topics of leadership at all levels, partnership and effective collaboration, this is the best program I've come across in my 20 years of training and development experience."

**Jeff Boudro**, Director, Training and Development, Staples University



## SURE, we do a lot of talking. But our clients speak for themselves.

- Ashland, Inc.
- Bell Helicopter
- Casey Family Programs
- Center for Medicare Services
- Coors Brewing Co.
- Cox Communications
- Fidelity Investments
- Fraser Health
- Johnson & Johnson
- Lehman Brothers
- Lockheed Martin
- MedImmune
- Medtronic
- Merck Pharmaceuticals
- Millennium Pharmaceuticals
- MITRE Corporation
- NASA
- National Park Service
- Old Mutual Asset Management
- Oracle Asia-Pacific
- PriceWaterhouseCoopers
- St. Paul-Travelers
- Xilinx

the clients

# A DIFFERENT APPROACH. A different kind of workshop

Our approach to leadership is likely different from anything you've heard before. So, naturally, our workshop is pretty different, too. **Here we:**

- ▶ Focus on the way people deal with the systemic conditions they face, rather than on their personalities.
- ▶ Identify predictable, harmful patterns that keep popping up and how to avoid them.
- ▶ Deal with the root, not the symptom, of the problem, so you can develop real, workable solutions.
- ▶ Actually have fun!

◀ the difference

The Organization Workshop is exciting, involving and even a bit wacky at times. It sets a real down-to-earth tone for your program by connecting with life in the organization as your managers and executives experience it. Participants walk away really understanding the information as it applies to them. And they're pumped up and ready to go out and use it.

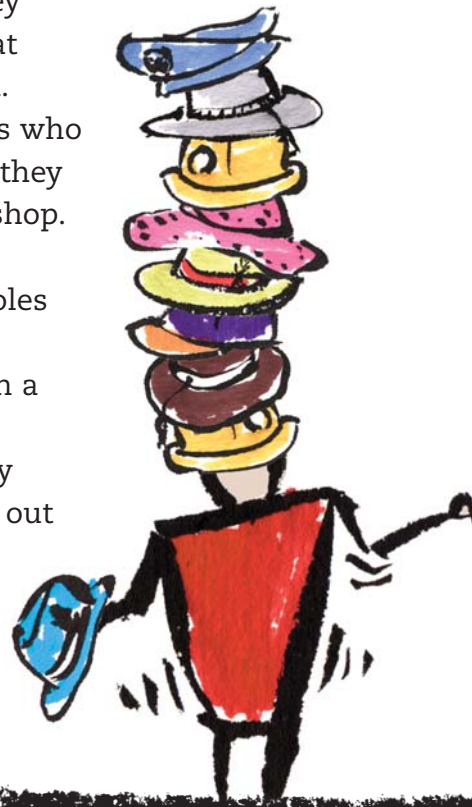


# SOME BORING-FREE EXERCISES.

## With a little enlightenment on the side.

Participants find the experience at The Organization Workshop quite dramatic. And fun. Because they actually live through experiences that make the theories and solutions real. Even the most hard-bitten executives who avoid things like this say how much they enjoyed and learned from this workshop.

Participants are dropped right into roles as top executives, middle managers, workers and customers interacting in a chaotic, fast-paced environment, experiencing situations that regularly occur in their positions. It gets them out of their heads and into their guts. The experiences so closely mirror their day-to-day lives that there's no backing away from their reality.



# Through these **UNiQUE,** **HANDS-ON** **EXERCISES,** **participants:**

- ▶ Gain an appreciation for the difficult issues people deal with at all levels of the organization.
- ▶ Learn powerful frameworks for understanding their system.
- ▶ Realize that most problems are not personal, they're systemic.
- ▶ Learn strategies for building the kinds of successful partnerships that make successful systems.

▶ the benefits



Along with the exercises, participants learn a common language and frameworks that help them understand their and others' behavior and make sense of the things they're learning. This lets them easily make connections to experiences in their own organizations.

### We examine:

- ▶ The destructive consequences of not understanding one another's worlds
- ▶ Solid strategies for creating and maintaining successful partnerships up, down and across organizational lines
- ▶ Why it's so difficult to create teamwork among middle peers and how, when achieved, it can play a central role in creating a powerful system



# SO, **i**T'S FUN. But what about the learning part?

It's true that our workshop is a lot of fun. But, even more important, your executives and managers will come away from The Organization Workshop psyched up and ready to take the steps your organization needs to take. And they'll be more than ready to assume the mantle of system leadership.

- ▶ They'll be more in touch with issues others in the organization are facing and more able to deal with them constructively.
- ▶ They'll work more effectively up, down, and across organizational lines.
- ▶ They'll have the ability to break down bureaucratic barriers to create exciting new synergies.
- ▶ They'll be able to provide leadership that addresses issues systemically rather than personally.

▶ the payoff



# WHERE THE buck actually stops.

When it comes to system leadership, we have choices. We can choose Door A and end up in familiar dysfunctional scenarios of organization life. Or we can choose Door B and do something about it, providing leadership that builds robust systems. Participants will leave with practical to-do's that will help them to become effective leaders in whatever position they're in.

## TOPS

(yes, we're all Tops sometimes)

**DOOR A** - Sucking responsibility up to ourselves and away from others, and becoming the BURDENED Top

**DOOR B** - *Be a Top who creates responsibility throughout the system*

## MIDDLES

(and we're all Middles sometimes)

**DOOR A** - Sliding into the middle of other people's issues and problems and becoming the weak, confused, TORN Middle

**DOOR B** - *Be a Middle who maintains independence of thought and action*

## BOTTOMS

(and we're all Bottoms sometimes)

**DOOR A** - Holding higher-ups responsible for our condition and the condition of the system and becoming the OPPRESSED Bottom

**DOOR B** - *Be a Bottom who is responsible for your condition and for the condition of the system*

## CUSTOMER

(you guessed it, we're all Customers sometimes)

**DOOR A** - Staying aloof from the delivery system, holding it responsible for delivery, and becoming the RIGHTEOUSLY DONE-TO Customer

**DOOR B** - *Be a Customer who gets in the middle of delivery processes and helps them work for you*

# So, what's ON YOUR MiND?

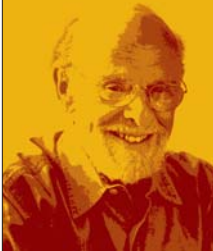
**How large a group is the workshop for?** The Organization Workshop can accommodate 20-50 participants in a session; however, larger groups can be accommodated under certain circumstances.

**How long is the workshop?** Although the workshop was originally designed as a two-day program, some of our clients with limited schedules have opted for a condensed version of the program. We can work with you to ensure you get what you need out of the program in the time you have available.

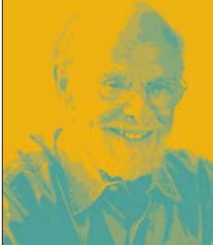
**Can we teach this ourselves?** Through Power + Systems' Training of Trainers Program, your own qualified trainers can teach this course.

**How does the workshop relate to the issues we're dealing with in my organization?** To learn more, just contact **Jennifer at 403-630-0179**. She'll be happy to discuss with you how The Organization Workshop can help you develop real, workable solutions for your specific organization.

# So who **is** this Oshry guy, anyhow?



The Organization Workshop was developed by Barry Oshry - the result of his 35 years of pioneering work in the field of human social systems. He's the author of several highly acclaimed books, including *Seeing Systems: Unlocking the Mysteries of Organizational Life* and *Leading Systems: Lessons from the Power Lab*.



Check out these other works by Barry Oshry on Power + Systems' web site [www.powerandsystems.com](http://www.powerandsystems.com): *The Possibilities of Organization*, *Space Work*, *In the Middle*, and - with Tom Devane - "The Organization Workshop" in *The Change Handbook*.



◀ the man



A Certified Strategic Partner Of:

Power  Systems

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