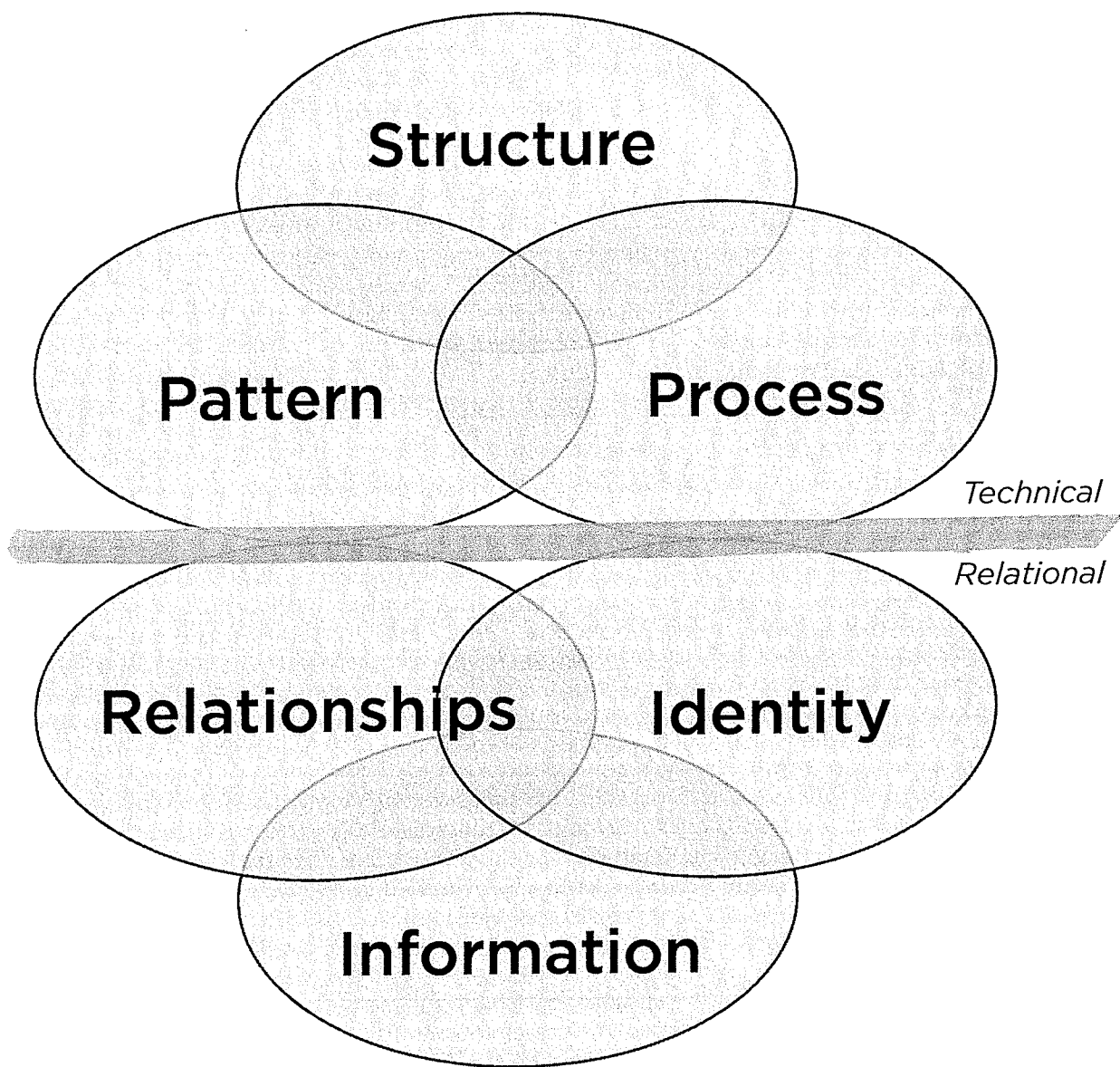


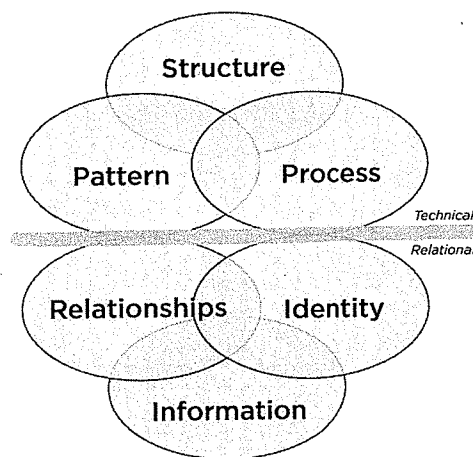
The Six Circle Model

Adapted from the Dalmau Network Group / www.dalmau.com



"The "hallucination" was that if you changed the structure of the organization - assigned people to have the primary responsibility for a key initiative - the organization would then respond to the change. Additionally, the thinking was that if you designed explicit processes that detailed out every step to of a change process, people would willingly respond and create the desired change."

-Steve Zuieback and Tim Dalmau



Above the Green Line

Pattern (Strategies)	Structure	Process (Operations)
The systematic ways in which a system focuses its key strategies to accomplish its mission and goals.	The way a system organizes itself to conduct its work.	The standard processes (operations) that are used to build consistency and efficiency.

These three areas are absolutely essential but not sufficient to bring about and sustain change. Unfortunately many leaders believe and operate as if these are the only components of work to bring about and support organizations and change efforts.

Below the Green Line

Relationships	Information	Identity
It has to do with how a team or organization values its people - their emotional, physical and spiritual well-being; The level of connectivity among people across the system; the value placed upon collaboration and high functioning teams; and the level of connectivity of and the type of relationship between key teams, programs and operational systems.	Information is like oxygen in a system. In its absence, people will "make it up" in an effort to keep moving forward. Access to information greatly minimizes the negative rumors. When information is abundant, people focus on what is important and have greater security in knowing what is actually going on in the organization.	Human beings are meaning-seekers. Our actions are completely driven by our own set of values, beliefs and sense of identity. Therefore, shared purposes and principles of people in teams motivates individuals to work together in organizations.

All three areas are completely interconnected. In some ways information is like the vital nutrients for the living system, relationships are the conduits to infuse nutrition throughout the system and the identity is the concept or framework (mind) that organizes the system into a unique entity. All three are essential to the well being of the whole.

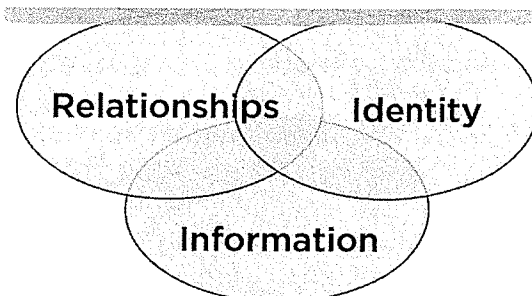


Working Below the Green Line

Adapted from the Dalmau Network Group / www.dalmau.com

"At this time in our history, we are in great need of processes that can help us weave ourselves back together. We've lost confidence in our great human capabilities, partly because mechanistic organizational processes have separated and divided us, and made us fearful and distrusting of one another. We need processes to help us reweave connections, to discover shared interests, to listen to one another's stories and dreams. We need processes that invite us to participate, that honor our creativity and commitment to the organization."

- Margaret Wheatley



What is it?

What does it look like?

Information	
Information is like oxygen in a system. In its absence, people will "make it up" in an effort to keep moving forward. Access to information greatly minimizes the negative rumors that can occur within organizations. When information is abundant, rumors decrease, people focus on what is important, have greater security in knowing what is actually going on in the organization, and people get more creative in their ideas, strategies and solutions.	Multiple forms of two-way communication, repeating messages more than once in multiple ways, allowing opportunity to co-construct understanding and meaning rather than always being "told" or "given" information. There are systems and processes for which people access essential information relevant to their role, responsibilities, and the larger organization. Transparency is a key feature.
Relationships	
People need to build trusting relationships with the people they work with in service of strengthening commitments and powerful collective work. Relationships occur not only between people, but between programs, departments, and organizations (think connections, coherence, and alignment).	Intentional time being dedicated to establishing, growing, and repairing trust. It means investing in the skills and capacities for honest and authentic conversations. It means leaders model the way by extending trust first. This also looks like intentional authentic cross role, program, and department work.
Identity	
Human beings are meaning-seekers. Our actions are completely driven by our own set of values, beliefs and sense of identity. Therefore, finding meaning and value in our work motivates people to work together in organizations.	Repeated opportunities for self-reflection and connecting personal beliefs and values to the mission and vision of the organization. It means being reminded of why we come to work every day, what's most important to us in our work, and finding ways to stay true to ourselves in the midst of competing commitments.