

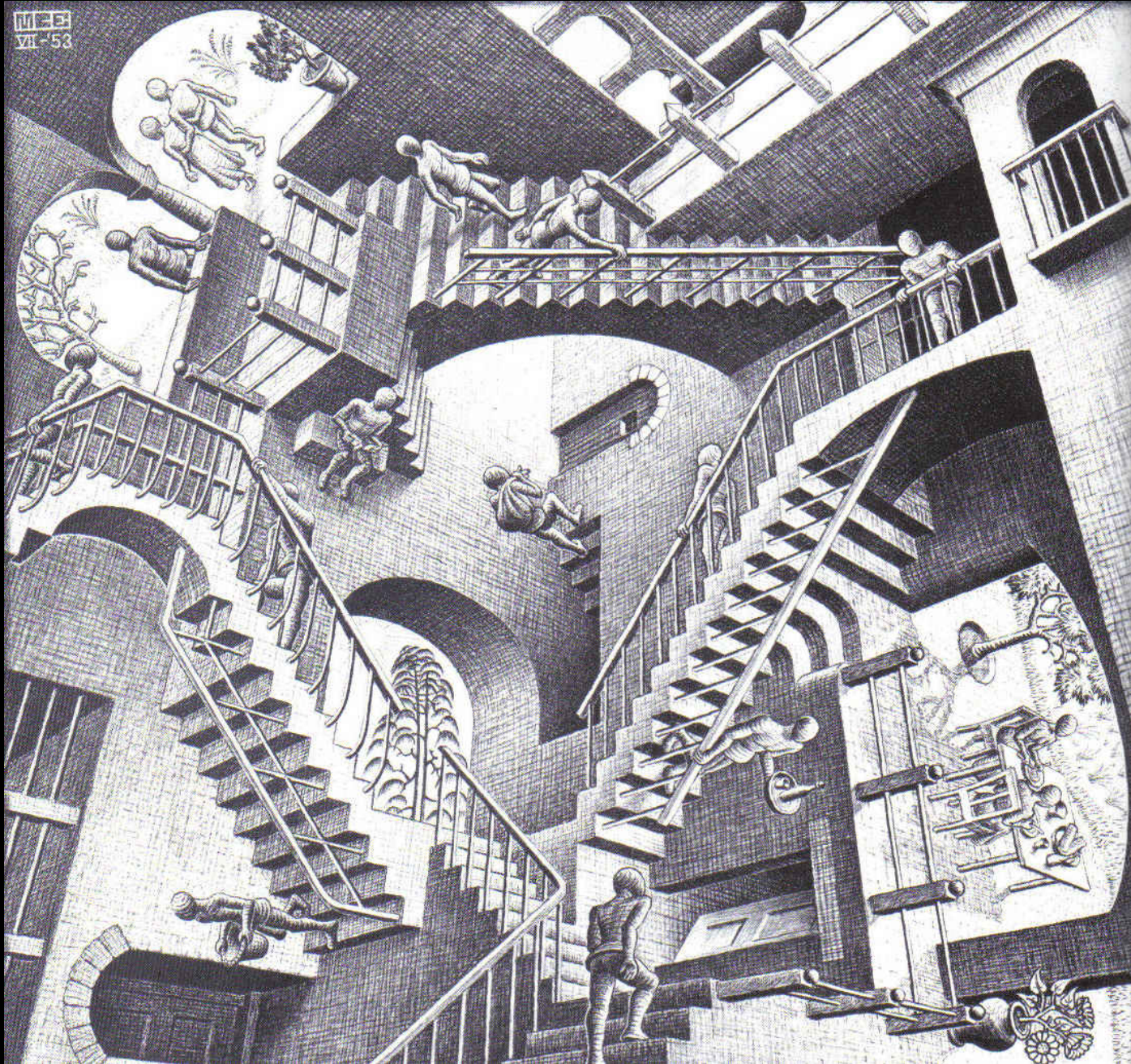


# We are Approaching Uncharted Territory....

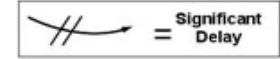
Fitness for Purpose? - The  
Journey of Wesley  
Community Action



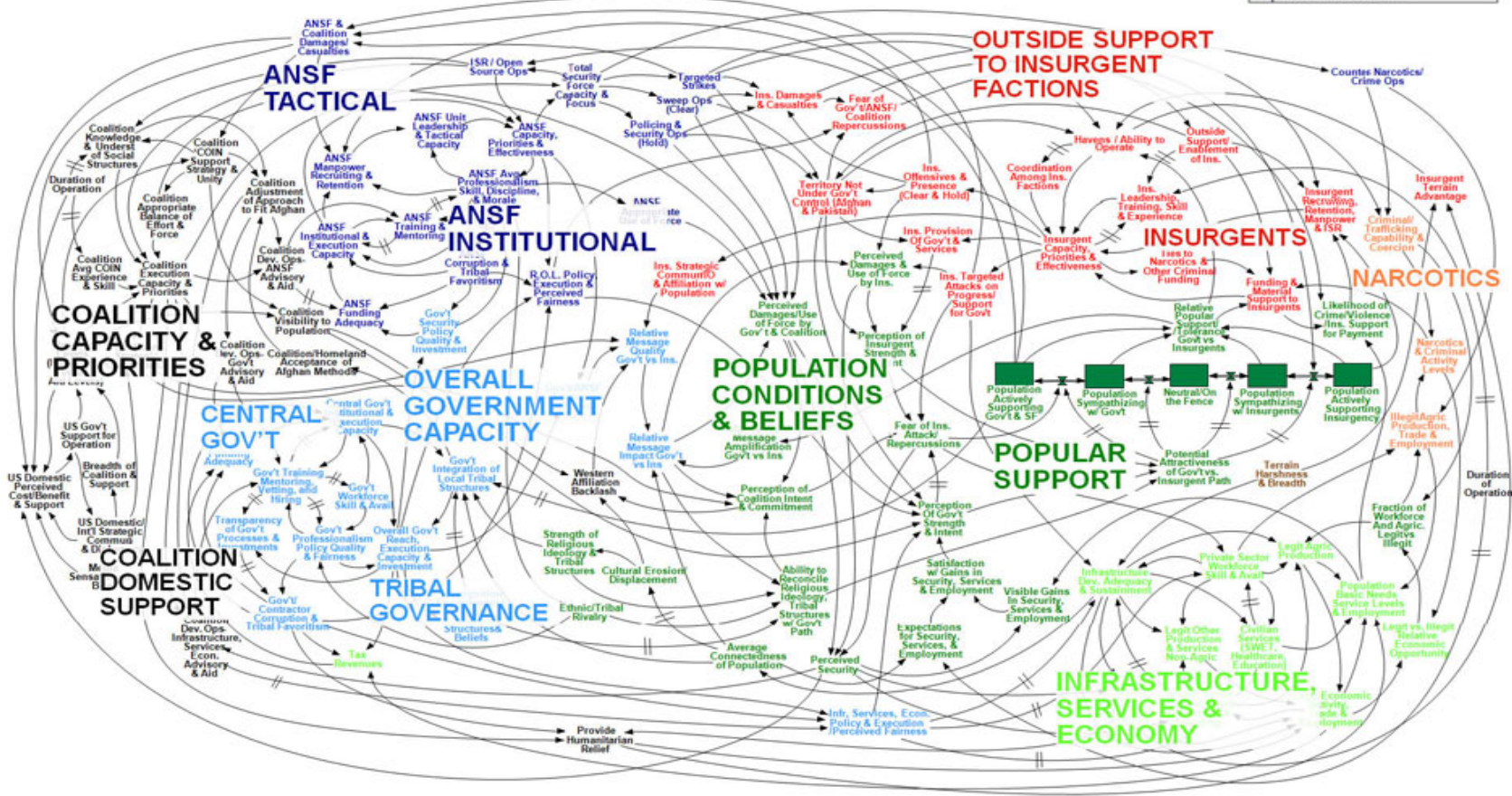
MEB  
VII-53



# Afghanistan Stability / COIN Dynamics



- Population/Popular Support
- Infrastructure, Economy, & Services
- Government
- Afghanist Security Forces
- Insurgents
- Crime and Narcotics
- Coalition Forces & Actions
- Physical Environment



WORKING DRAFT - V3

# What I am learning .....

Charitable Organisations don't change people (despite what we claim!)

People only change when they intrinsically want to change.

The most that organisations can do is create an environment conducive for people to do the right thing for them

# Therefore .....

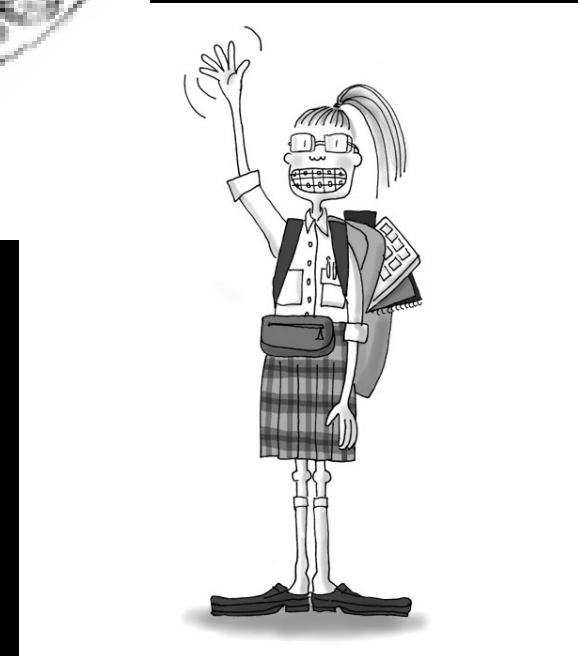
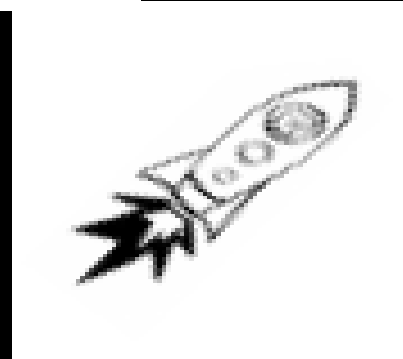
It largely the quality of the relationships with people (authentic) that are catalysts for transformation.

This thinking has informed the journey of Wesley Community Action - to be an organisation that supports authentic relationships – being fit for purpose is all about striving for this.

# Simple, Complicated & Complex

# A Riddle

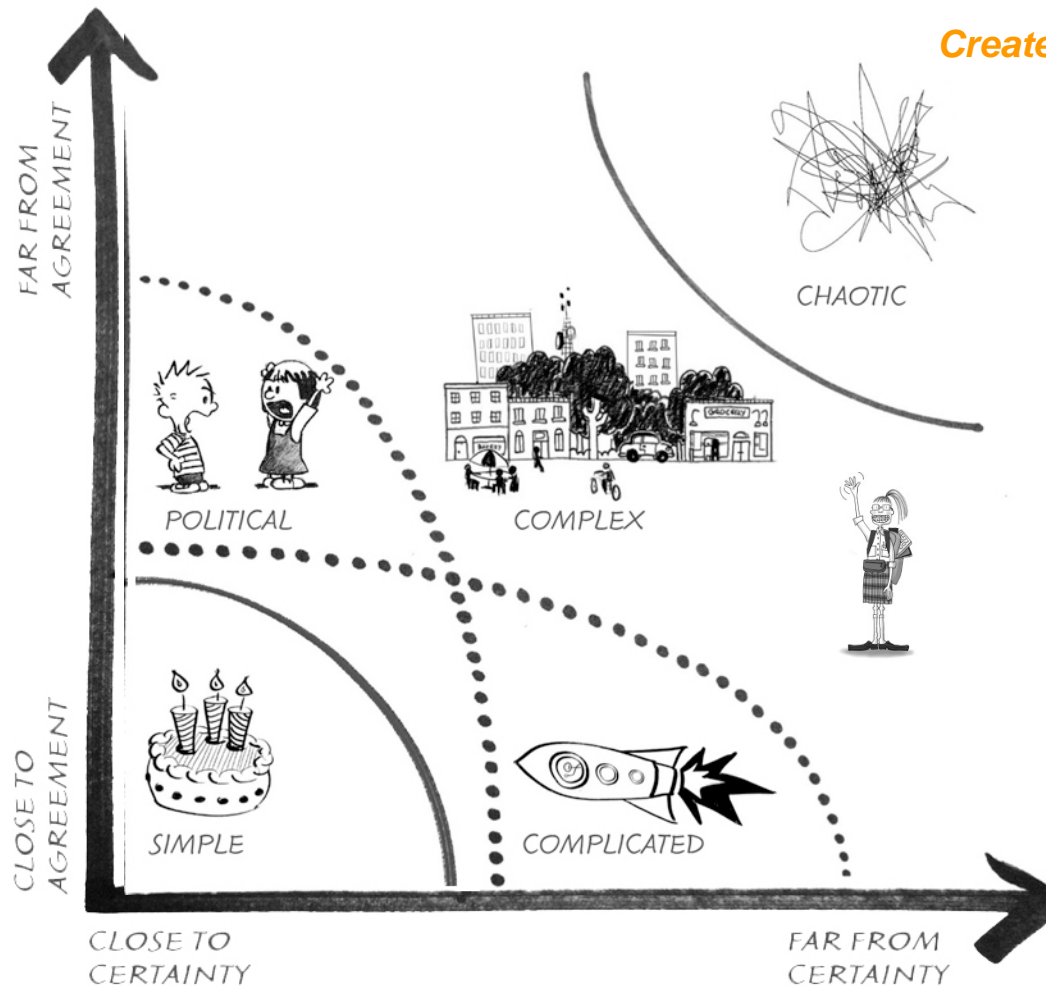
- What is the difference between:
  - baking a cake;
  - sending a rocket to the moon;
  - raising a child?



*Learn by doing with key stakeholders.*

*Create stability.*

*Develop common ground, compromise or compete.*



**Follow the 'best practice' recipe.**

*Use experts to experiment and find the answers*

# Organizing for Complex Issues

## Feature

- Difficult to frame
- Multiple root causes
- Multiple stakeholders
- Emergent
- Unique
- Paradoxes, Dilemmas

## Response

- Good enough framing
- Cross boundary work
- Collaborative & Flat
- Adaptive Learning
- Customized Responses
- Transparent coping

# The Power of our Lens

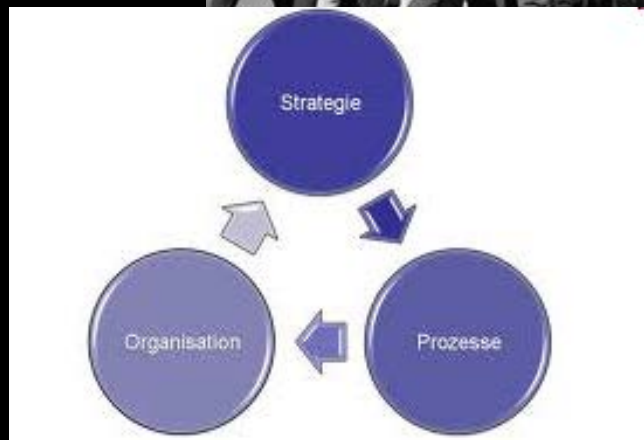
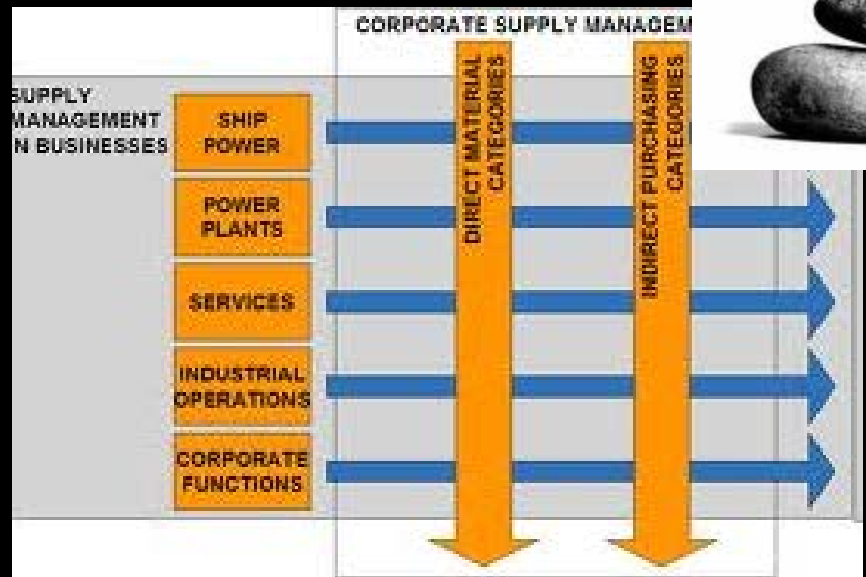
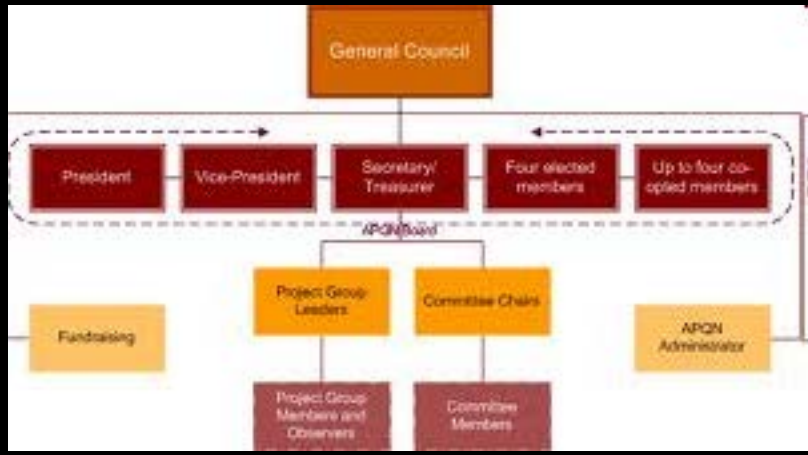
Family

Organisation

Movement









# ANTI-SLAVERY MEETINGS!

A Quarterly Meeting of the Worcester County South Division Anti-Slavery Society, to be attended by

**STEPHEN S. & A. R. FOSTER,**  
**CHARLES LENOX REMOND,**  
 AND  
**SAMUEL MAY, Jr.**

Will be held as follows: In the  
**METHODIST CHURCH, at Millville,**  
 Saturday Evening, July 1st,  
 AT 7 O'CLOCK.

**AT BLACKSTONE TOWN HALL**  
 SUNDAY, July 2d A. M. and P. M.  
 Commencing at 10 o'clock.

And again in the METHODIST CHURCH at MILLVILLE, Sunday Evening at 5 o'clock. The public are invited to attend.



What is common to families,  
organisations, social  
movements?

# HUMAN

# BEING

Structure

form

content

Experience

consciousness

awareness

# ORGANISATIONAL LEVEL

## HUMAN BEING

- Structure / organizational design
- Policy and processes
- Job descriptions
- Buildings / plant design
- Planning processes
- Professions / occupations
- Reporting / Accountability Lines
- Meeting structure / design
- The extent that the staff believe in / value their work
- ‘Meaning’ of work and link with higher goals / aspirations
- The awareness of the organisation impact – eg footprint.
- The experience of ‘clients’ who are in relationship with the organization
- Alignment between ‘genuine’ self and ‘work’ self

# Organisations for Human Beings

‘Human’ and ‘being’ are not competing concepts.  
We can’t be either a ‘human’ or a ‘being’. We  
are by nature human beings AND ..

.....We want to work in organisations that reflect  
the full experience of our being human beings.  
**THEREFORE**

.....An organisation needs to ‘hold’ the polarity of  
‘structure’ and ‘experience’ to achieve fitness for  
purpose.

*“While self-organization calls us to very different ideas and forms of organizing, how else can we create the resilient, intelligent, fast, and flexible organizations and communities that we require? How else can we succeed in organizing in accelerated pace of our times except by realizing that organizations and communities are living systems?”*

*This is not an easy shift, changing one’s model of the way that world organizes. It is work that will occupy most of us for the rest of our careers. But the future pulls us toward these new understandings with an insistent and compelling call.”*

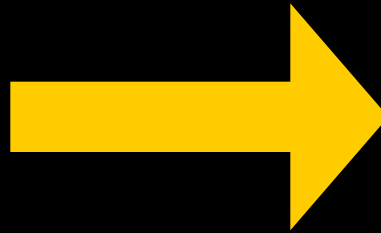
# Touchstones on our journey seeking fitness for purpose

- Founding ethos – Wesleyan Movement
- Bicultural Commitment – Treaty to present day
- Strategic Directions 2007 - 2017 – Towards an emergent organisation
  - Leadership focus – flatter, annual retreats
  - Learning focus – action learning groups
  - Practice Focus – Wesley Way, creed
  - Chaordic projects – good cents and gangs



# OUR STRATEGIC DIRECTION.....

From self  
contained  
hierarchical  
organisation



Towards an  
open, flatter  
networked  
organisation



*The Wesley Way*  
**is to engage with  
people in a way that  
brings out the best in all.**

*This means we...*

**Build respectful relationships  
based on transparency and  
our belief in their abilities**

**Acknowledge the power we  
have in our role and work to  
shift power to them**



**Use the Treaty of  
Waitangi as the base  
and resource for  
shaping our work**

**Focus more on  
what's working**

**Are as courageous  
as the people we  
work with**



**Get on-going  
feedback to guide  
the relationship  
and journey**

**Acknowledge that people  
know most about their  
lives and what could  
work for them**

**Call and  
challenge  
injustice**

**Want to do our best and are keen  
to learn by sharing what works  
and being open to new ideas.**

# Our Creed

*We are working for a just and caring society*

*We believe positive change is always possible*

*We work in partnership with people,*

*We listen actively*

*We respond with honesty and openness*

*We remain open to challenge, change and growth*

*We work ...*

*...As members of communities*

*...Out of compassion*

*...As facilitators of positive change*

# One story of change





# Hints for the journey

- **WORLD VIEWS** - We need to be listening to the emerging (or re-emerging) world views
- **THINKING** - Appreciate when to use 'both/and' and 'either/or' thinking
- **SPIRITUALITY** - Create symbols and rituals that link staff to your essence as an organisation



- **CULTURE** - Foster open appreciative inquiries across the organisation.
- Blur the external boundaries (dig a well as opposed to building a fence)
- Hold paradoxes (don't rush to decide or eliminate them)
- **DIRECTION** - Have clear intentions, engage in focused planning while maintaining an openness to change
- Continually link to the 'big picture'

