INTRODUCTION

One helpful way of representing organizational life is as a relationship of three dimensions—each of which symbolizes a cluster of stakeholders, core values, and ways of exercising power that are characteristically present within institutions.
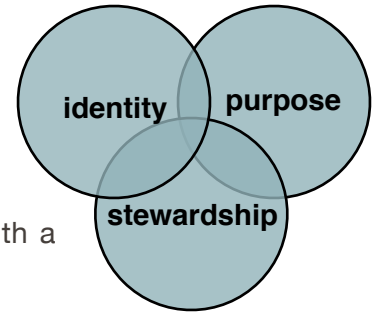
Each of these dimensions has its own unique set of preoccupations, along with a field of influence within which these preoccupations seem to dominate.

There are predictable and legitimate tensions among these three dimensions and, at times, these tensions can operate destructively within the life of the organization. Clearly they form part of the dynamism of organizational life.

A challenge in organizational life, indeed within all of life, is to see things whole. In a healthy organization, these three dimensions function not as separate fiefdoms, but as a commonwealth of collaborative service.

In a larger sense, however, seeing things whole means more than simply integrating the existing self-interests of each of these areas solely for the betterment of the organization. Rather, a commitment to see things whole invites us to regard the entire organization within the broader context of the needs of the world around it. From such a perspective, the work of seeing things whole compels us to strain to understand what it means for any given organization to move in ways that reflect a disciplined mindfulness of its relationship to this larger world which itself is groaning towards wholeness.

This piece invites you to explore summary overviews of each of these three dimensions—the dimensions of Identity, Purpose and Stewardship. In each instance, the dimension is defined briefly and its *principle stakeholders* are identified. Also identified for each dimension are *Testimony* and an accompanying set of *Queries.* The use of testimonies and queries is borrowed from the Quaker tradition which, in the interest of helping their own fellowships to "stand under the lights," has developed this discourse as a way of framing core convictions and the pressing questions that flow out of these convictions and into our lives.

It is also true that implicit within each of these dimensions is the possibility of a more destructive or perverted expression to which that particular dimension may be prone. Consequently, in each instance we have indicated the possible contours of each dimension's *shadow* expression.

Finally, following the consideration of the three dimensions, there is a diagram of *strategic lenses* for seeing things whole, suggesting possibilities for expressing in action each of the three dimensions.

TYPICAL STAKEHOLDERS
STAFF, EMPLOYEES, COWORKERS

DEFINITION OF THE IDENTITY DIMENSION
The dimension of Identity is preoccupied with:

- How the organization structures the quality and character of its life.
- Creating an environment that reflects its core values.
- Drawing those who work for the organization toward their fullest potential.

This would include how an organization designs its work spaces; how it recruits, hires, evaluates, rewards, and dismisses its employees; how it disseminates information; how it distributes over and assigns accountability; how it models investment in and commitment to its core values.

TESTIMONIES
We believe that the organization's Identity is rooted in the truth that organizations, like persons, are:

1. uniquely gifted,

2. called to exercise those gifts in the service of others,

3. accountable for how well they serve the greater good and steward their resources.

Faithfulness in the dimension of Identity is enhanced when:

1. this identity is consciously shaped by the organization's most deeply held values.

2. when its private and public life are congruent and consistent with these values.

3. when it willingly confesses or acknowledges where it has fallen short.

4. when the members of its work force personally resonate with these values, consciously embrace them, and find fulfillment in them.

STRATEGIC LENSES

CELEBRATING
Acknowledge the truth of the situation so as to affirm the challenge

HOSTING
Providing the environment which nurtures, heals, encourages and empowers risk taking

MODELING
Embodying the core values and vision in policies and practice

POSSIBLE SHADOW

1. A preoccupation with being ritually or politically correct.

2. Caring for people in ways that reflect a lack of commitment to the mission and vision of the organization of lack of concern for its long term viability.

identity   purpose

stewardship

2
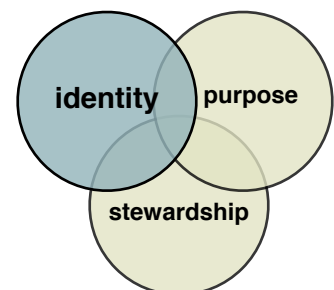
Queries

1. Are we clear about the values which shape out life together in this organization and which form out service to others?
2. Are the talents of all staff and co-workers identified and utilized?
3. Is the organization a safe environment for risk-taking that encourages staff development and commitment?
4. Are staff members clear about their own personal vision and values, the organization's visions and values, and how the two are connected?
5. Is the organization known for its honesty and integrity?
6. Are achievements celebrated and failures used as an opportunity to learn and grow?
7. Is compensation internally equitable and externally competitive?
   Is there a spirit of collegiality in which individuals are committed to each other's growth and to the organization achieving its full potential?
8. Does the organization provide sabbatical for reflection on personal and organizational wholeness?

ORIGINAL FOCUS CHALLENGE

KEY IDENTITY CLARITIES OR QUERIES RELEVANT TO THIS SITUATION

KEY IDENTITY STAKEHOLDERS IN THIS SITUATION

IDEAS FOR AN IDENTITY-FOCUSED RESPONSE TO THIS CHALLENGE

TYPICAL STAKEHOLDERS
CUSTOMERS OR CLIENTS, SUPPLIERS, COMPETITORS, THE NATURAL WORLD AND THE HOST COMMUNITIES REPRESENTED BY THEIR GOVERNING BODIES.

DEFINITION OF THE PURPOSE DIMENSION
The dimension of Purpose is preoccupied with:

- the kind and quality of products or services which the organization provides.

- how well these products or services serve its "customers" and to the common good of the larger human and natural worlds.

This would include clarity about the organization's vision and mission and how it projects itself publicly through different media; how it structures the processes for making or producing a "good" that is needed and valued by others; how it markets or sells this good; and how it serves the client or customer in the use of the good. Also included here would be the way in which the organization rolls up its sleeves and involves itself in the life of the community around it. In summary, this dimension is focused on how the organization justifies its existence to the larger society.

TESTIMONIES
We believe that the organization's Purpose is an expression of:

- its commitment to serve the well-being of the world around it, and

- its conviction that there is a vocation to which it is called and accountable.

Faithfulness in the dimension of Purpose is enhanced when:

1. the mission to which the organization is committed offers a serious response to the real needs of the world.

2. its vision of service is clear and compelling.

3. its vision incarnates its core values and calls forth the best efforts of its staff.

4. the organization seeks to make itself accountable to the public for the exercise of its mission.

5. its understanding of service leaves those who are server better informed, less dependent, and more empowered in the faithful exercise of their own potential.

6. the organization continually reviews its mission, and remains open to modifying it so as to better embody its values in a changing world.

7. its performance are constantly being adjusted to minimize negative impacts and improve positive contribution to the wider human and natural communities around it.

STRATEGIC LENSES

TEACHING
Sharing information and providing knowledge which empowers and illumines

CRITIQUING
Being accountable through ongoing evaluation of performance to ensure excellence in service to the public

ENVISIONING
Developing a vision of serving the common good which taps into the life energy of the organization

POSSIBLE SHADOW
1. Inflating itself in disregard of the other two dimensions, so that it champions the vision to the exclusion of any discernible concern for the well-being of staff and the viability of the organization.

2. It issues "false prophesies" which reinforce the dominant culture's blindness and narcissism.
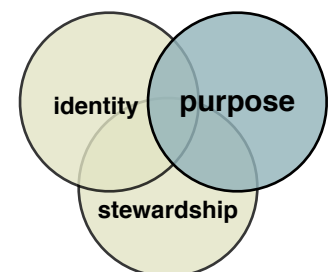
Queries

1. Are we clear about our vision so that it provides energy and focus to our individual and collective action?
2. Do we openly share information with staff and others in ways that empower them to act and encourages collaboration and partnership?
3. Is the empowerment of our customers, clients and suppliers a deeply held value?
4. Do we welcome criticism and seek to grow from our mistakes?
5. Do we continually strive to improve our products or services?
6. Do we regularly assess our impact on the well-being of the wider human and natural worlds and adjust our performance accordingly?
7. Is the product or service we provide valued by our staff as a resource we would choose to have or share?

ORIGINAL FOCUS CHALLENGE

KEY PURPOSE STAKEHOLDERS IN THIS SITUATION

KEY PURPOSE CLARITIES OR QUERIES RELEVANT TO THIS SITUATION

*IDEAS FOR AN PURPOSE-FOCUSED RESPONSE TO THIS CHALLENGE*

TYPICAL STAKEHOLDERS
MANAGEMENT, INVESTORS, TRUSTEES.

DEFINITION OF THE STEWARDSHIP DIMENSION
The dimension of Stewardship is preoccupied with:

- how the organization utilizes its resources (human, financial, and material)

- so as to sustain its viability, and

- balance the legitimate needs of each stakeholders and those of the wider community.

This would include how an organization secures the essential resources for its mission; the efficient management of these in service to its overall purpose and core values; careful monitoring of the resources with a commitment to their sustained viability; the balancing of interests among the various stakeholders within the life of the organization; the resolving of disputes that may arise among these stakeholders; and the mobilizing of resources in a way that enables the organization to achieve short-term objectives while at the same time helping to shape a sustainable future for itself and the larger community to which it belongs.
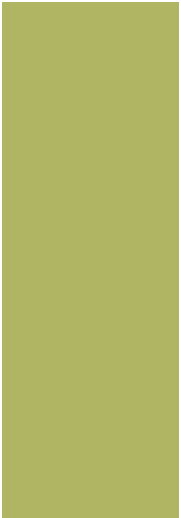
TESTIMONIES
We believe that the organization's concern for Stewardship is rooted in the recognition of:

- the sacred trust the organization holds in its fulfilling its responsibility for governing its gather life, and

- the similarly sacred trust involved in using well the many resources that fall within its field of influence.

Faithfulness in the dimension of Stewardship is enhanced when:

1. the management and utilization of material and community resources is carried out in ways that express confidence in the long-term sustainable future of all involved.

2. leadership and governance within the organization are exercised in ways that facilitate inclusive and empowering decision-making.

3. decisions are made so as to seek a balancing of contending interests and just resolution of disputes.

4. there is a commitment to creating and modifying structures and systems that enable fulfillment of the mission and sustain the capacity of the organization to serve into the future.

STRATEGIC LENSES

BUILDING
Creating structures and systems which empower and sustain the capacity to serve

GOVERNING
Ensuring that all processes balance contending interests, enhance teamwork and build accountability to all stakeholders

MANAGING
Utilizing human, material and financial resources so as to fulfill its mission and steward those resources as a sustainable trust

POSSIBLE SHADOW
1. Becoming tyrannical in its exercise of power in unjust governance—lording it over others in organization.

2. The pursuit of profitability as an end itself and at all costs.

3. A preoccupation for short-term gain that compromises investment in long-term sustainability.

identity   purpose

stewardship

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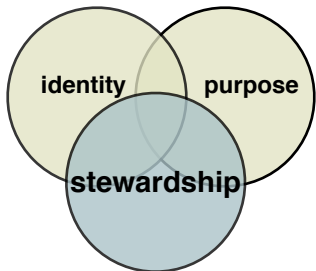
Queries

1. Does our stewardship of the resources at our disposal reflect our understanding of them as a precious and sustainable trust for future generations?
2. Do we ensure that everyone is heard on issues in which they have a stake and empowered to exercise and be accountable for the exercise of power around these issues?
3. Do the interests and concerns of the other two dimensions receive equal weight and creative balance in making organizational decisions?
4. Are risks carefully weighted in relationship to our core values including the examination of both short and long-term considerations?
5. Do we operate in ways that honor the human and natural communities which host us?
6. Do the structures and systems we develop enhance our ability to serve our various stakeholders?
7. Do these structures and systems facilitate the building and sustaining of human community within our gathered life?
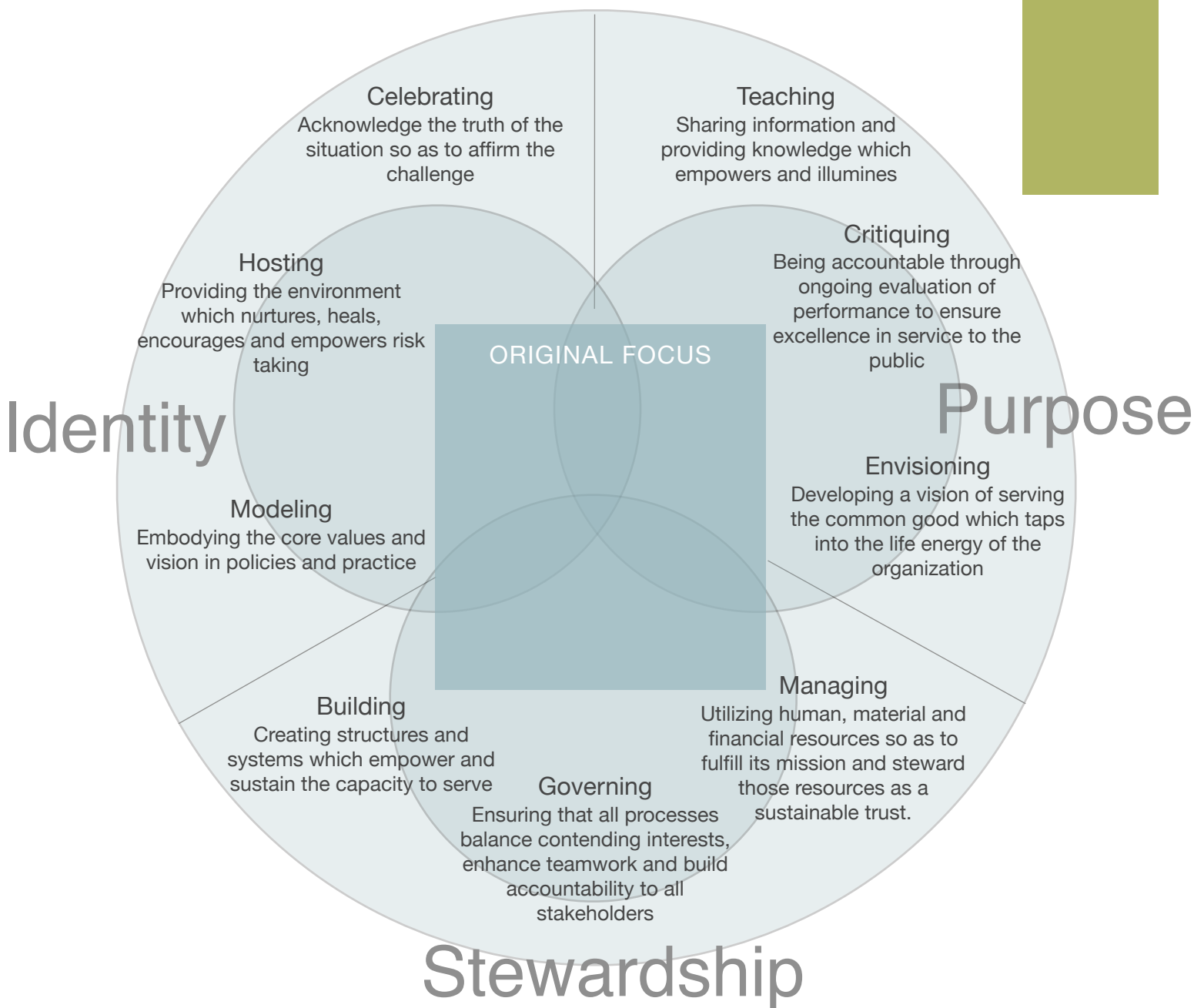
ORIGINAL FOCUS CHALLENGE

KEY STEWARDSHIP STAKEHOLDERS IN THIS SITUATION

KEY STEWARDSHIP CLARITIES OR QUERIES RELEVANT TO THIS

IDEAS FOR A STEWARDSHIP-FOCUSED RESPONSE TO THIS CHALLENGE

7

Nine Strategic Lenses for Seeing Things Whole

Each of these three dimensions within the organization finds strategic expression in three ways. The dimension of Identity expresses itself through the lenses of Celebrating, Hosting and Modeling. The dimension of Purpose is expressed through the lenses of Teaching, Critiquing and Envisioning. And the dimension of Stewardship expresses itself through the strategic lenses of Building, Governing and Managing.

Celebrating
Acknowledge the truth of the situation so as to affirm the challenge

Teaching
Sharing information and providing knowledge which empowers and illumines

Hosting
Providing the environment which nurtures, heals, encourages and empowers risk taking

Critiquing
Being accountable through ongoing evaluation of performance to ensure excellence in service to the public

ORIGINAL FOCUS

Identity

Purpose

Modeling
Embodying the core values and vision in policies and practice

Envisioning
Developing a vision of serving the common good which taps into the life energy of the organization

Building
Creating structures and systems which empower and sustain the capacity to serve

Managing
Utilizing human, material and financial resources so as to fulfill its mission and steward those resources as a sustainable trust.

Governing
Ensuring that all processes balance contending interests, enhance teamwork and build accountability to all stakeholders

Stewardship

Strategic Reframes of the Focus Challenge

the purpose of developing strategic reframes of the focus challenge is to offer the presenting organization an opportunity to regard their challenge from a variety of new angles through which they might gain fresh perspective on the challenge facing them. Using the 'How to...' format of the original challenge statement, use the space below to create some draft reframes based on one or more of the strategic lenses on the previous page.

HOW TO...

HOW TO...

HOW TO...

HOW TO...

HOW TO...