



MacMann Berg

International Organisational Development

Constructing Worlds workshop on:

Developing Strategic Organisational Reflexivity

Christine Oliver & Carsten Hornstrup

Copenhagen August 21st 2009

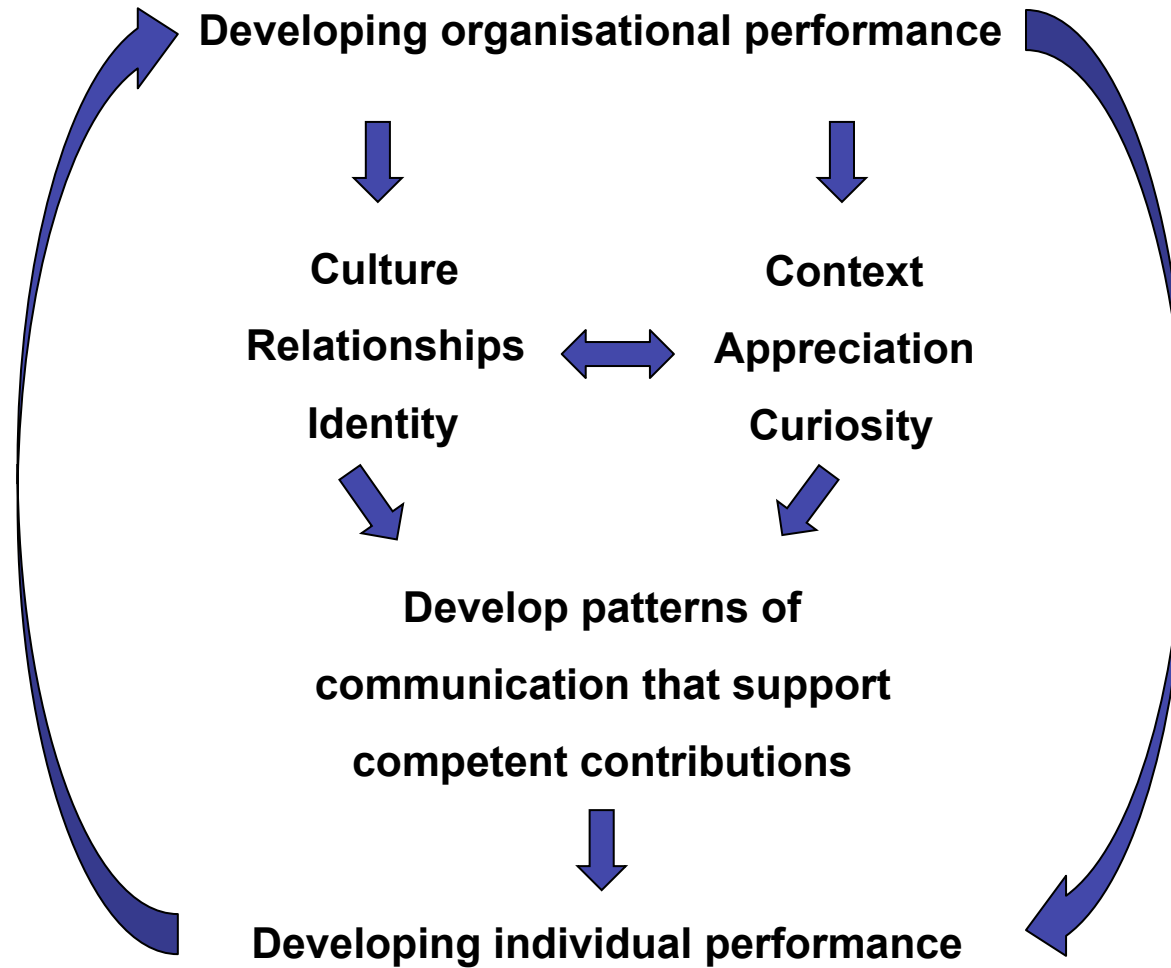


Workshop plan:

- Offer a theoretical context for strategic reflexivity
- Present framework of strategic reflexivity
- Link to organisational context context
- Practice strategic reflexivity model



Developing organisational performance thru strategic reflexivity



Conceptualising strategic reflexivity

- Builds systemic moral positioning
- Foregrounds connections between context, communication, meaning and action
- Shapes behaviour through curiosity, appreciation and sensitivity to context
- Facilitates linkage between local and global
- Connects individual and organisational performance
- Supports a coordinated organisational identity for coherent organisational development



Defining reflexivity

- Constructivist reflexivity: an individual observer uses meta-cognitive skills to observe his/her discourse and inquire into its assumptions
- Constructionist reflexivity: socio-relational processes are observed in the construction of communication including the role of the observer
 - Van der Haar and Hosking, 2004



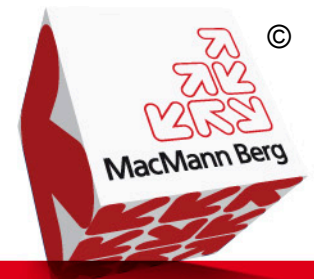
Defining strategic reflexivity

- The ability to engage in conscious situated strategic agency showing linkage between:
 - individual and organisational identity
 - individual and organisational strategy
 - and that contribute effectively to individual and organisational performance



Strategic reflexivity in action

- Example: Reflexivity as a strategic act



Reflexive leadership

- **Self-reflexivity** – being curious about and challenge my own curiosity and knowing/not knowing.
- **Other-reflexivity** - being curious about and challenge the curiosity and knowing/not knowing of the other.
- **Relational and contextual-reflexivity** – Being curious about and challenge the language we use, the relationship we create and the context we create it within.

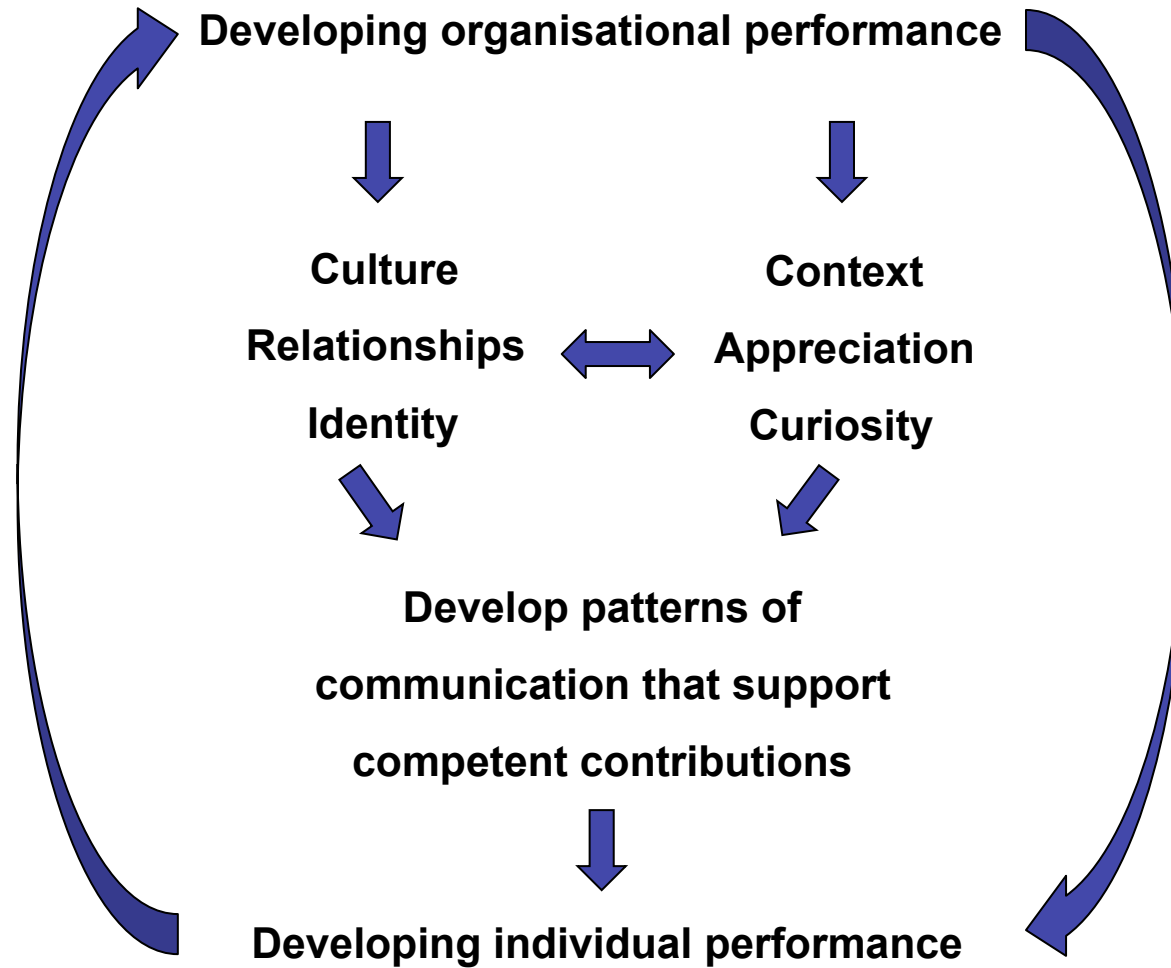


Communication as performance

- Reflexive questions
 - Transmission: what message do I want to send?
 - Construction: what messages am I coordinating with others?
 - Action: What potential outcomes does our communication create?
 - Strategic reflexivity: *How do I shape and communicate organisational rules, relationships, roles and responsibilities to best align individual and organisational storylines and actions?*



Developing organisational performance thru strategic reflexivity



Strategic reflexivity in organisational contexts

Growing organisational identity by creating
a culture of reflexive relationships – with a focus on:

Context, Curiosity and Appreciation



Strategic reflexivity:

Growing organisational identity by creating
a culture of reflexive relationships:

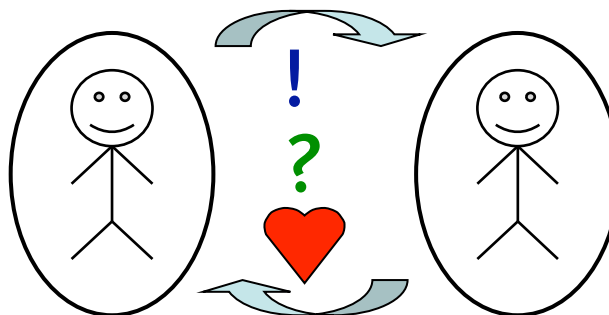
! Context:

Formulating/communicating
organisational strategy

Communicating rules and
expectations

? Curiosity

Being curious about and
challenge the language we
use, the relationship we
create and the context we
work in.

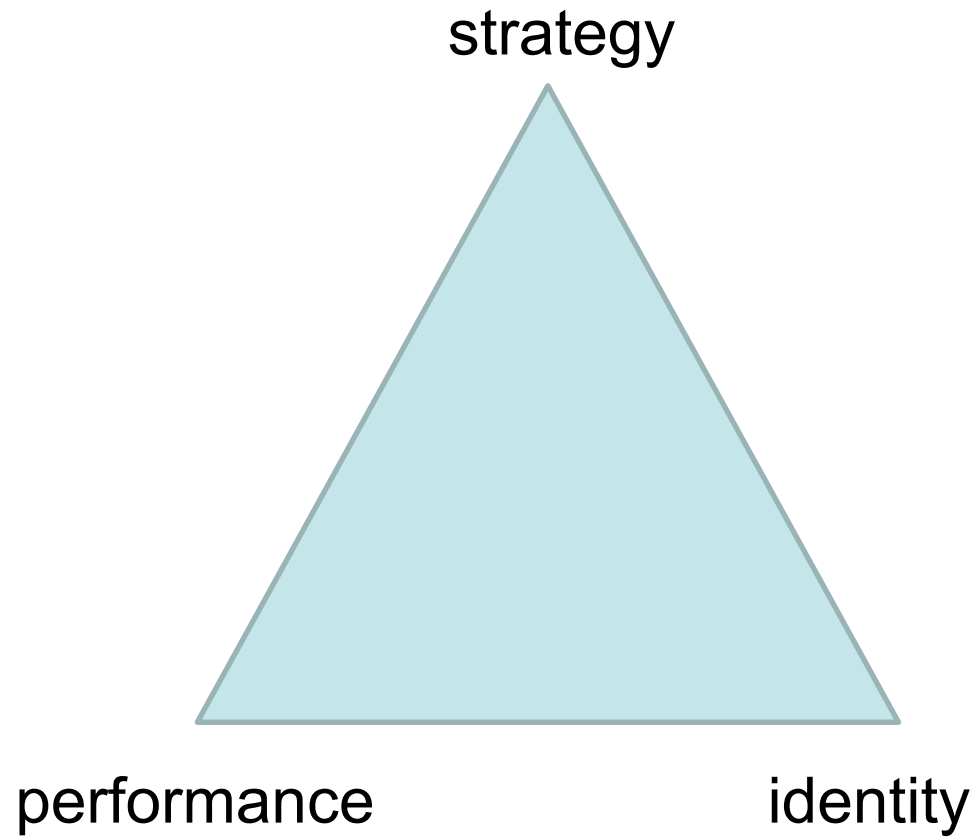


♥ Appreciation

Recognising what gives
life to the members of the
organisation

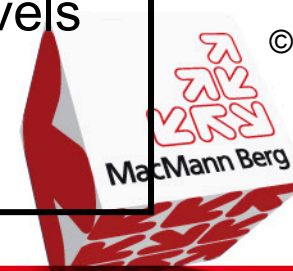


coordination and coherence



Strategic reflexivity model

	Moral logic	Moral attribution	Moral positioning
Strategic reactivity	Poor agency. Obligation to fight/flight.	Split critique (self/other); blame and helplessness central features	Systemic disconnect; organisational membership disowned.
Systemic reflexivity	Obligation to be aware of construction of agency.	Systemic critique; complex ascription of motives	Self/other connection; relational pattern owned.
Strategic reflexivity	Entitlement to act with agency; obligation to create coordinated strategic performance.	Commitment to evaluate and develop the part one plays in systemic patterns	Reflexive responsibility at individual, relational and cultural levels



Strategic reflexive leadership facilitates...

- understanding about how roles and responsibilities are taken up in the organisational system
- management and development of role in alignment with organisational strategy
- coherence and coordination of a system's purposes



Your thinking...

- In pairs/small groups:
- What inspiration does this give you?
- What suggestions and questions do you have?



Reflexive exercise

- In pairs, think of situations/episodes where you experienced strategic reflexivity
- Interview the other to identify how moral logic, moral attribution and moral positioning show themselves
- Feedback some examples



Strategic reflexive analysis

- Communication systems develop patterns over time that invoke 'storylines' and 'rules' for how to behave
- The system comprises patterned episodes of communication and contexts shaping communication such as culture, relationship and identity
- Analysis and design of organisational processes should take account and hypothesise about the unique patterns, storylines and rules of that system

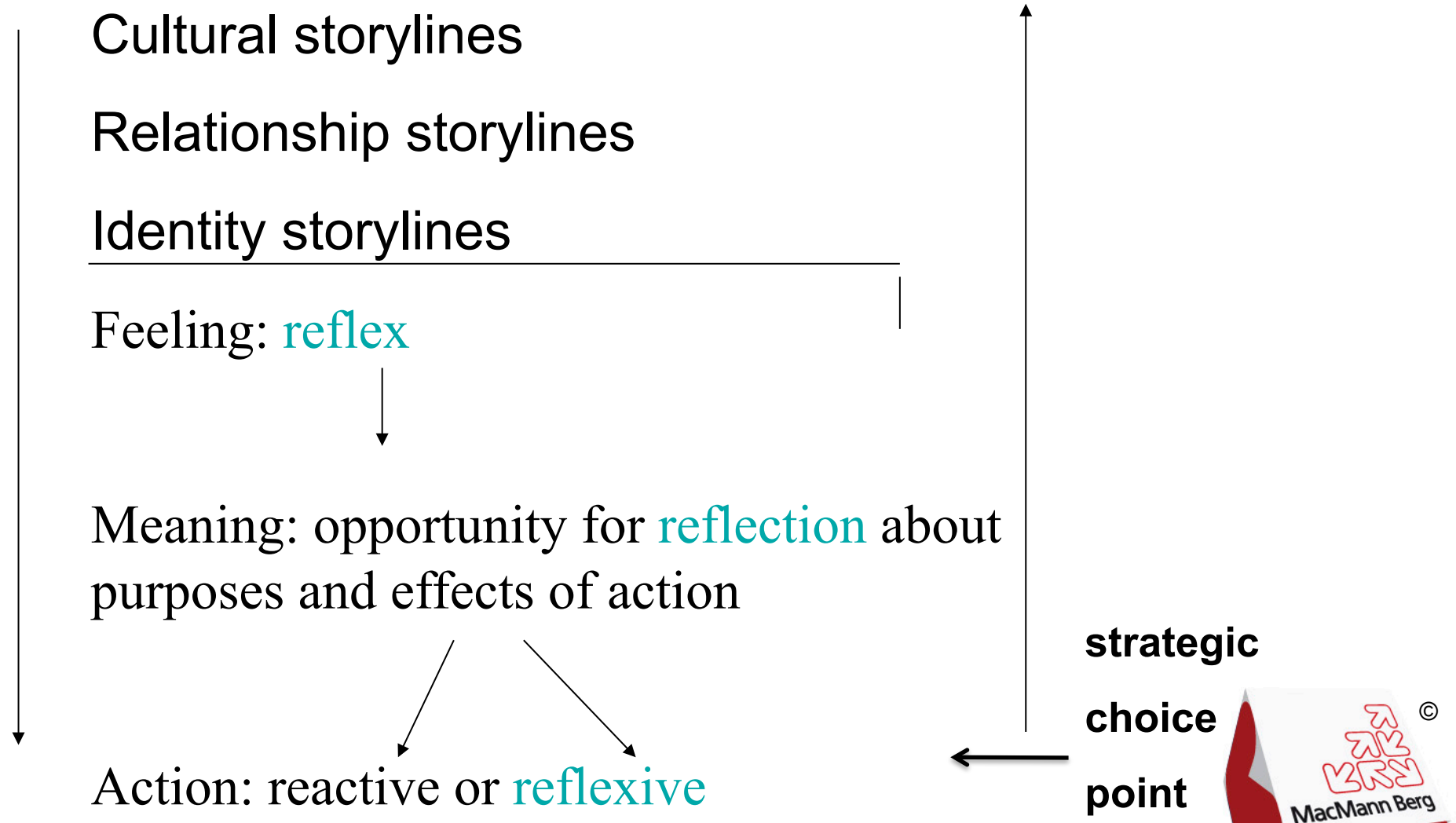


Systemic patterns and storylines ...

- Stories/narratives are post modern sense making devices
- People tell their organisational stories in bits and pieces (Boje) - **storylines**
- Our storylines shape our episodic patterns and are shaped by them



Strategic act





“What is good leadership to you?”





“Create your relations with care!”

