

# CIB on wings



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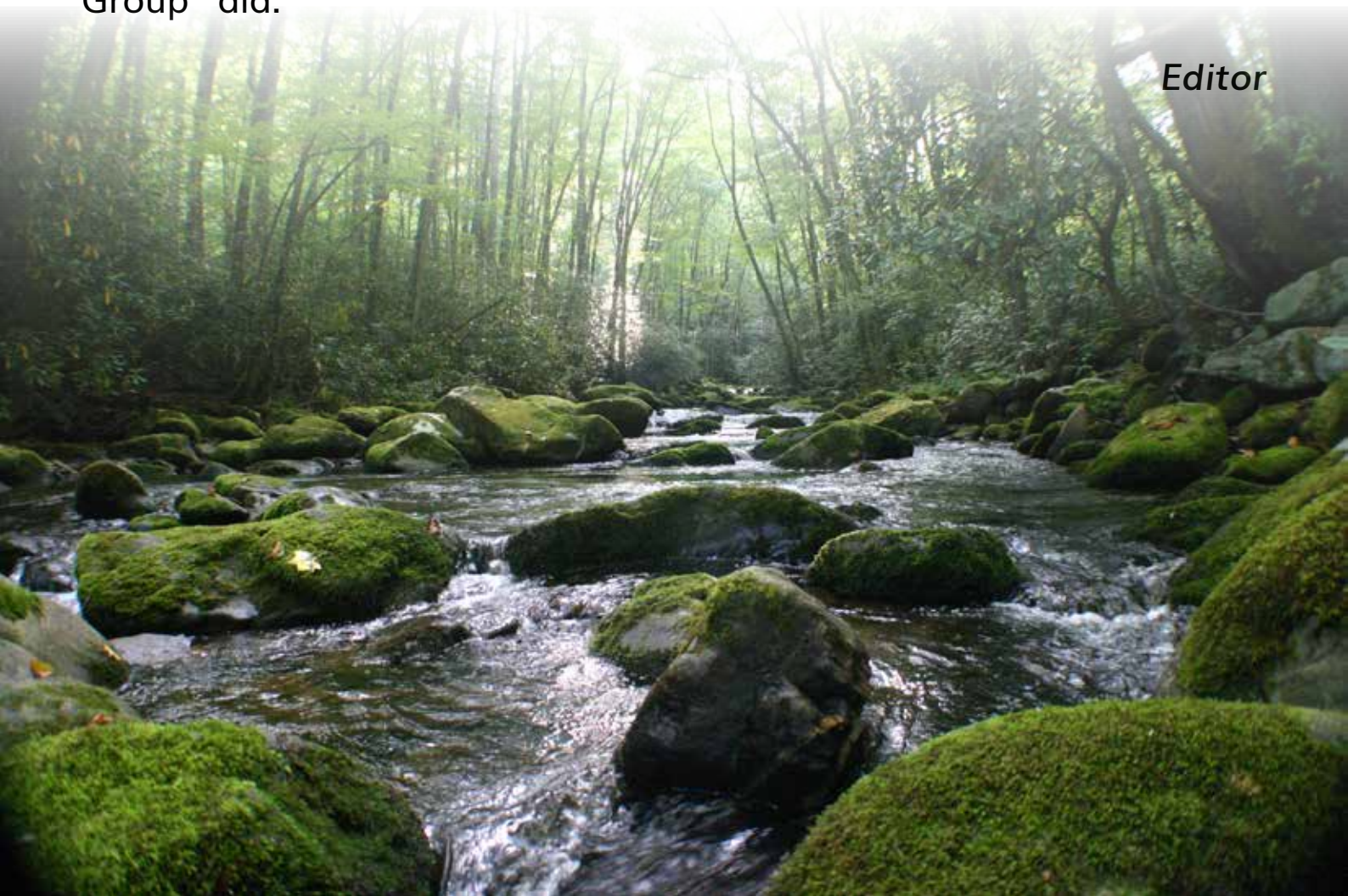
India  
 **Initiatives of Change**  
Caux Initiatives for Business

# Editorial

In this month's issue we wanted to carry a very profound writing by Frederick Laloux, the author of the book, "Re-inventing Organizations". The outcome of his approach is so close to what CIB has been advocating in its encouragement to CEOs in their quest for a sustainable business. We feel confident that you too would feel encouraged to draw lessons from him as he brings out examples of organizations that have made a difference.

The CIB India Working Group had met in Mumbai last month. This was its first meeting following the successful CEO Conclave and Biennial International Conference it had conducted in February this year. A brief report will update you on some of the work this "Working Group" did.

*Editor*



# CIB India Working Group Meeting

## A Report

A few from the Caux Initiatives for Business India Working Group met at Mumbai on May 9, 2018 to discuss plans in the year ahead. Sarosh Ghandy, Chairman of CIB travelled from Bengaluru; Luis Gomes moved from coast-to-coast by coming from sunny Goa; Charles Fernandes came down from the hills of Panchgani and met with Vivek Asrani who is based in Mumbai. The meeting was held in the office of the recently renovated Kumaram.



Much of the conversation revolved around strengthening the business activities of IofC across the globe by bringing synergy in efforts and unity in presence. The other aspect that also

occupied space was how each of the City and Country Chapters could be strengthened to be more effective. There were a number of thoughts that was poured through the funnel of discussion with the attempt to distill a plan that could be compelling to business and industry.

Based on the success of the first CEO Conclave held in February this year, it was suggested that we attempt another such event at the end of this year. Thoughts as to whether the Conclave should focus on the size of the businesses were also considered.

The team also looked at two of the tools related to Publication, one was on the business leaders that could be interviewed in CIB's collection of best global business practices which is published in "CIB eSPIRIT" and the second was a recently created documentary that asked CEO's three questions:

1. How does leadership in business impact the lives of people and yet create shareholder value?
2. Is it easy to demonstrate leading with love at the work place?
3. What is the best way for leadership to tackle the challenging times of volatility and disruption?

After screening through the short documentary it was decided that we would make this available to all digital forms of media within IofC by first uploading it on YouTube.

The team also considered the budget for the next two years and the activities that CIB should engage in.

Mrs. Rekha Shahani-Jagasia was very generous to permit the small Working group to meet in her office for which we were grateful. The meeting was recessed briefly when a wellwisher treated those present to a sumptuous lunch .



# Striving for Wholeness

Historically, organizations have always been places where people showed up wearing a mask, both in an almost literal and in a figurative sense. Literally, we see this in the bishop's robe, the executive's suit, the doctor's white coat, and the uniforms at a store or restaurant, to name a few. The uniform signals a person's professional identity and rank. It is also a claim the organization makes on the person: while you wear this uniform, you don't fully belong to yourself. You are to behave and show up not as yourself, but in certain pre-determined, acceptable ways.

Along with the uniform comes a more subtle influence: people often feel they have to shut out part of who they are when they dress for work in the morning. They put on a professional mask, confirming to expectations of the workplace. In most cases, it means showing a masculine resolve, displaying determination and strength, hiding doubts and vulnerability. The feminine aspects of self—the caring, questioning, inviting—are often neglected or dismissed. Rationality is valued above all other forms of intelligence; In most workplaces the emotional, intuitive, and spiritual parts of ourselves

feel unwelcome, out of place. Organizations are for the most part, in the true sense of the word, soulless places—places inhospitable to our deeper selfhood and to

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the secret longings of our soul.

What makes us leave so much of our selfhood behind when we go to work? There is a conspiracy of fears at play that involves employees as much as their organizations. Organizations fear that if people were to bring all of themselves to work—their moods, quirks, and weekend clothes—things would quickly dissolve into a mess. Armies have long known that people made to feel interchangeable are much easier to control. Employees, for their part, fear that if they were to show up with all of who they are, they might expose their selfhood to criticism and ridicule and come across as odd and out of place. It is deemed much better to play it safe and to hide the selfhood behind a professional mask.

Wisdom traditions from all around the world speak to this from a deeper level: at heart, we are all profoundly interconnected and part of a whole, but it's a truth we have forgotten. We are born into separation and raised to feel divided from our deepest nature, as well as from the people and life around us. Our deepest calling in life, these traditions tell us, is to reclaim wholeness, within ourselves and in our connection with the outside world.

This spiritual insight inspires Teal Organizations' second break-through: to create a space that supports us in our journey to wholeness.

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Extraordinary things begin to happen when we dare to bring all of who we are to work. Every time we leave a part of us behind, we cut ourselves off from part of our

potential, of our creativity and energy. No wonder many workplaces feel somehow lifeless. In wholeness we are life-full. We discover in awe how much more life there is in us than we ever imagined. In our relationships with colleagues, much of what made the workplace unpleasant and inefficient vanishes; work becomes a vehicle where we help each other reveal our inner greatness and manifest our calling.

Self-management goes a long way toward helping us show up more fully. With no scarce promotions to fight for, no bosses to please, and no adversaries to elbow aside, much of the political poison is drained out of organizations. There is a phrase I heard many times in the self-managing organizations I researched: *here I feel I can fully be myself*. Without a boss looking over our shoulder, without employees to keep in line and peers that could turn into competitors, we can finally let our guard down and simply focus on the work we want to do. People in these organizations often use the archetypes of Parent-Child-Adult (from Eric Berne's Transactional Analysis) to describe how self-management opens the space for healthier ways to be at work. The bond between a boss and the subordinate often makes for an unhealthy parent-child relationship. In self-managing organizations, the system pushes us to behave in adult-to-adult relationships, whatever our differences in education, seniority, and scope of work. In a peer-based system, if we try to behave like a parent (or like a child for that matter), our colleagues will quickly let us know they won't have any of it.

Brian Robertson, the founder of Holacracy, sometimes uses another set of archetypes to talk about the power

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of self-management to shift relationships to a healthier level—helping us to move from Persecutor, Rescuer, Victim, to Challenger, Coach, Creator.

*I've always appreciated the Karpman Drama Triangle model of Persecutor, Rescuer, Victim. We see it play out in organizations all the time, where people end up in this Drama Triangle pattern. ...*

*I think it's a great frame to look at the effect of Holacracy. It's really difficult to maintain a victim stance in Holacracy. It's possible, but it's difficult, because the world keeps holding up a mirror to you, saying, "You can process your tensions. If you're choosing to be a victim, that is your choice,*

*and perhaps a choice because you don't know how to do something else, but it's not because somebody else is persecuting you. It is your*

*Before Holacracy, it was easy for me to end up in a Persecutor role as I tried to lead an organization and get its needs met. ... Holacracy offers me a powerful alternative. ... Now I can be a Challenger. Now I can say, "Okay, well, what are you going to do? It's in your power. What's your next step?" I can ask questions, and I can challenge.*

*choice to stay in that pattern if you choose." Which is a nice catalyst to shift someone over to a Creator side of, "Oh, alright, let me bring a proposal, let me process a tension, let me do something to change the environment I'm in."*

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*What's your next step?" I can ask questions, and I can challenge.*

*There's a great story ... from Bernard Marie Chiquet, one of our licensees and Holacracy coaches, who talks about his own background with the Savior pattern. How easy it was for him in business to fall into that Savior/Rescuer pattern of trying to rescue others, and how Holacracy helps him shift to be a Coach, and say, "I'm done with rescuing," because in this environment, there are no victims that need to be rescued anyway.*

Self-management greatly reduces the subtle levels of fear in organizations that prevent us from being ourselves. Some organizations, like Holacracy and Morning Star, focus clinically on self-management and feel little need to add other practices to encourage individual and collective wholeness. Other organizations find that even without hierarchy, being in a community of peers is hard. We all have personal histories and baggage we bring with us to the workplace. Perhaps the presence of others brings out a need to be liked. Or a desire to be perfect. Or to be seen as competent and successful. Or a need to dominate others. Or to be dominated.

Precisely in the difficulty of fully being ourselves, Teal Organizations see an opportunity. They create practices for people to support each other in their *inner work* while doing the *outer work* of the organization. Every time our fears get triggered is an opportunity to learn and grow into more wholeness, reclaiming aspects of ourselves that we have neglected or pushed into the shadows.

*The above is an extract from the book, "Reinventing Organizations – A guide to creating organizations inspired by the next stage of human consciousness" written by Frederic Laloux. The special Indian edition to which Sarosh Ghandy wrote the Foreword is published by Knowledge Partners.*

*We are grateful to Anant Nadkarni, Kiran Gandhi and the CIB Pune Chapter team for helping publish this book in time for the CIB 2018 Conference.*

# Asia Plateau Program Calendar

## June 2018

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| 1 to 8   | Let's Make A Difference - Youth Program              |
| 13 to 16 | Heart of Effective Leadership Program for Industries |
| 18 to 22 | Education Today, Society Tomorrow - Educators        |
| 20 to 23 | Effective Living & Leadership Program for Industries |

*The design of the Effective Living and Leadership programs for industries is prepared for shop-floor workers; while that of the Heart of Ethical Leadership is for middle-level and senior managers.*

*Programs are subject to change.*

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