



The Requisite and the Unintentional

“What does the organic growth of an egalitarian, consensus seeking “New Age” Spiritual Community have in common with the principles of a Requisite Organisation?”

Quite a lot, it would seem!

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Context & Purpose of this Article

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This paper will look at Findhorn Foundation for the existence of Levels of Work Complexity (Structure), Talent Management, specifically capability usage (People) and its fit to the three sets of requisite competencies that comprise Effective Managerial practices (Leadership). These three strands and their specific characteristics constitute RO.

Requisite Organisation (RO) is the name given to a holistic body of work that offers proven principles and practices around how organisations should be designed and operated, based on building and maintaining strong relationships aimed at achieving goal directed outcomes.

RO, also referred to as scientific management, was pioneered by Dr Elliott Jaques (-2003) and developed into an integrated set of models, tested principles and global applications across different industries over a period spanning more than fifty yearsⁱ.

I was personally exposed to it the mining industry and I saw, apart from achieving business objectives, how effective it was in healing the damage of apartheid and allowing ideologically opposed groups focus on delivering business outcomes together.

RO comprises three integrated facets: Structure, People and Leadership and has documented applications globally, across industries such as Defence, Telecommunications, Mining, Energy, Construction, Health, Government, Financial Services, Hospitality and Religious Organisations.

A classic case of its use was the deliberate intervention (as opposed to organic growth) and restructuring of the US Army and US Surgeon General after Vietnam when Dr Jaques and his colleagues were called in to help assist the Four Star Command set up to drive this new way of being, doing and knowingⁱⁱ. Its first public outcome was in the First Gulf War when a new army; equipped with a new doctrine, a command structure, a new leadership approach and having the most advanced high tech weapons and communication technologies made its first impact. The US Military have used RO for over four decades and have used it consciously to structure and lead over one million employees (more than any other company in the US) and who operate with a staggering budget of \$ 159 billionⁱⁱⁱ.

So what could such a behemoth as this or any other organisation shaped with intent into a Requisite Organisation possibly have in common in with the Findhorn Foundation, a “New Age” spiritual, consensus led community situated near Findhorn, a small traditional village in northern Scotland?

Fifty years ago in November 1962 a quiet experiment in co-creation was started by Peter and Eileen Caddy and their friend Dorothy MacLean, aided and abetted by three children and the confines of an old caravan. Co-creating is defined as “a life based on co-operation between the human, natural and spiritual realms.

This experiment led initially to the evolution of an unintentional, though possibly ‘intended’, community and to the creation of an ecovillage; a model based on ecological, economic, social, cultural and spiritual sustainability. The Foundation now has over £5 million worth of assets, 120 full time staff, a volunteer group and is supported by a wider community of some 400 -500.

It also has a network of thousands of supporters globally. Findhorn is visited by over 14,000 guests a year, a significant proportion of who take part in residential workshops. An accredited college has also been established. Findhorn Foundation issues its own local currency which is used within its local economic sphere.

A trading arm, New Findhorn Directions operates a number of businesses. In 1998 the Foundation's Ecovillage project was accorded NGO status with the UN where it contributes to dialogue about sustainability, values and spirituality. Findhorn has spread its influence globally through a network of resource people who are advocates for a more holistic way of living and for furthering sustainability.

Some Theory – the Growth of Organisational Complexity

Organisations are complex adaptive systems and evolve by creating, adding, modifying or discarding pieces on their journey. New levels of work emerge to meet demands generated by higher level of contextual complexity, which may be self-directed or environmentally imposed. Organisations continually shape shift in response to their environments.

Ilya Prigogine's^{iv} (Nobel Prize winner) work showed that any system, in response to increasing energy, will eventually implode (fail) or transform to something new at a higher level of complexity. Ashby's Law of Requisite Variety states that internal complexity must match internal conditions and no perfect state is ever reached or reached for long.

This messy, unpredictable and stressful process of transition offers no guarantee of success. Failure is all too common, but when successful, a new order emerges and a new level of work complexity is created; the organisation moves into a new state of existence.

Findhorn Foundation is egalitarian and consensus seeking. RO believes that effective organisational structures are based on hierarchy; not one of power or prestige, but one that differentiates on how value is added. The general rule is that each level of work is there to create conditions for the level below to flourish, to subsume its function in times of failure or severe crises and to add its own unique value.

Successful organisations become more complex over time. Nature abhors scarcity and equilibrium, loving abundance (growth), seeming chaos and simplicity of design. The Findhorn Foundation, its associated community and business entities has grown organically over fifty years into a successful, abundant and complex medium sized business.

Levels of Work Complexity¹

RO states that in order for an organisation to be successful it needs to have clearly separated Levels of Work Complexity, with each theme performing unique functions². Figure I depicts the Seven Work Levels within **three domains of work**.

- ✪ Each work theme has a unique value add that is not the same as any other level
- ✪ Each work theme has a naturally occurring decision making time span, defined as **the amount of time before the level above can judge the outcome of the most complex decisions** (Jaques,

¹ The analysis is based on interviews and documentation. It is not derived from any structured interviews or surveys such as Levels of Work Reviews, Leadership Scans or Capability interviews

² Furthermore, in accordance with Nature's frugality of design, the themes of these Levels of Work reoccur at more complex levels, using fractals patterns, thus Work Level 1's theme reoccurs at Work Levels 3, 5 and 7 and 2, 4 and 6 are also similar, but operating on larger scales.

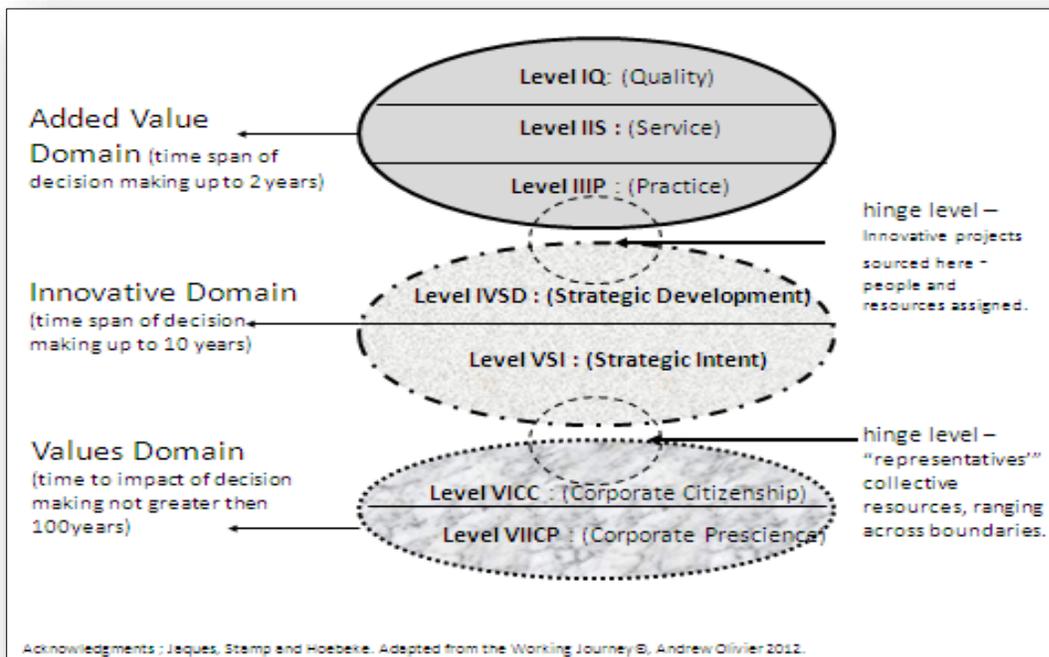
1989). At Work level VII, it may be up to fifty years before the real impact of the decisions can be felt.

- ⊛ Each work theme is based on increasing complexity. *“Complexity may be defined in terms of the number of variables operating in a situation, the clarity and precision with which they can be identified, and their rate of change”* Findhorn talks about spirituality and *“acting in a way that acknowledge there is something beyond the physical here and now beyond which we can perceive with our senses of touch, taste, smell, sight and hearing.... an ability to live in the realm of chaos and uncertainty... honouring the intuitive, managers who say “I don’t know....”*”

The **Added Value Domain** is where operational efficiency, productivity and expertise is critical. It is where most businesses operate and is focussed on achieving outputs in the most cost effective manner, providing efficient services and being able to respond or initiate quickly. Work is about serving a known client base with known products and services and asking if the systems, processes and procedures are still doing what they should be doing and is it possible to do them more effectively. Here pride in the work, its quality and delighting customers and guests is important as it holds reputation, brand and image.

The second “work chunk” is the **Innovative Domain** and is the executive levels of management. Here strategic direction is set and frameworks created to take the organisation forward over a time span from three to ten years. This domain is responsible for stakeholder and shareholder relationship management, the forging of Joint Ventures, new products, services and innovative ideas. This is the top end of an independent company or division within a large group. There are two work levels found within this domain.

Figure I: Domains and Work Levels



The third domain is concerned with the management of multinational and global enterprises and has two work levels. The **Values Domain** is about shaping business units within their individual contexts,

sensing changing values, nascent trends and patterns and making them tangible and real to stakeholders and shaping institutions that are able to interact with these new forces. Changes at these levels are across boundaries and cultures and deals with multiple and diverse unified whole systems. The impact of decisions made at this level may not be felt for 50 years. The US Army regards its four generals as Level VII executives^{vi}.

I carried out a preliminary analysis of Work Levels and leadership roles in Findhorn Foundation through various interviews, discussions and document analysis³. Far from being a rigorous analysis, as we would normally conduct, it provides an indicative analysis, although one that in the main, representative. A clearly hierarchical structure geared around unique value adding work emerged;

Descriptor of Work Level: Work Level I or Quality Work is defined as using skills and training to produce an output which is largely prescribed, tangible, measurable and meets a specific need, within a specified time. This work is critical because it ensures the organisation's viability and represents the first point of contact with the public and needs great care and attention. Pride in work is hugely important as is the understanding of products, the values of the company and being embodiments thereof. This Level of Work involves managing self or immediate team on day to day basis.

Roles in this Work Level are Co-workers; both staff members and live in long-term guests. They are allocated work departments through a process that caters for both organisation and individual needs. Doing what needs to be done, wherever is required to keep Findhorn functioning. This Work Level includes programme guests who are allocated roles within the work team.

Team Leader or Supervisor in the Theme of Quality – any member of the community may accept “to hold” or ‘focalise’ (Findhorn terminology) the purpose of the task or “focus”. Work is in the now, with short time spans. Saturday “home care” is an example as is a staff member focalising a work group put together for a specific purpose and which will disband on completion.

Descriptor of Work Level: Work Level II or Service work is the application of knowledge and experience to a particular situation or issue. This includes ensuring availability of resources, dealing with and resolving issues so that image and reputation of the organisations is enhanced. This would all take place within the prescribed boundaries and available resources. The concern remains to ensure Quality outputs. Managing a permanent team or being a specialist

Roles in this Work Level were Focalisers – this term in Findhorn may be used to denote a formal team leader or Line Manager. While titles of roles are still evolving, such a formal role holds accountability and authority, such as a departmental focaliser – for example the person “holding the energy” for a work area such as Cluny or Park Kitchen or homecare in Cluny or Park⁴.

Such roles are accountable for task assignments of the team; use of resources and equipment, setting an annual budget, ensuring adequate team members and approving expenditure. Some departmental focalisers operate larger teams than others but as the work force is transitory and largely composed of guests, there is no formal process for rewarding performance. Removal from the team may happen due to a number of reasons. The role includes ensuring guest satisfaction of the learning experiences and ‘holding the spirit’ of Findhorn. Formal training is required to become a focaliser. Focalisers are also appointed to run workshops and programmes which may vary from a week in duration to three months or more. Formal training is required and often these workshops are of a nature where specialised experience and subject knowledge is required. These are specialist roles.

³ This analysis is based on some interviews and documentation, neither of which has the validity of a Levels of Work analysis.

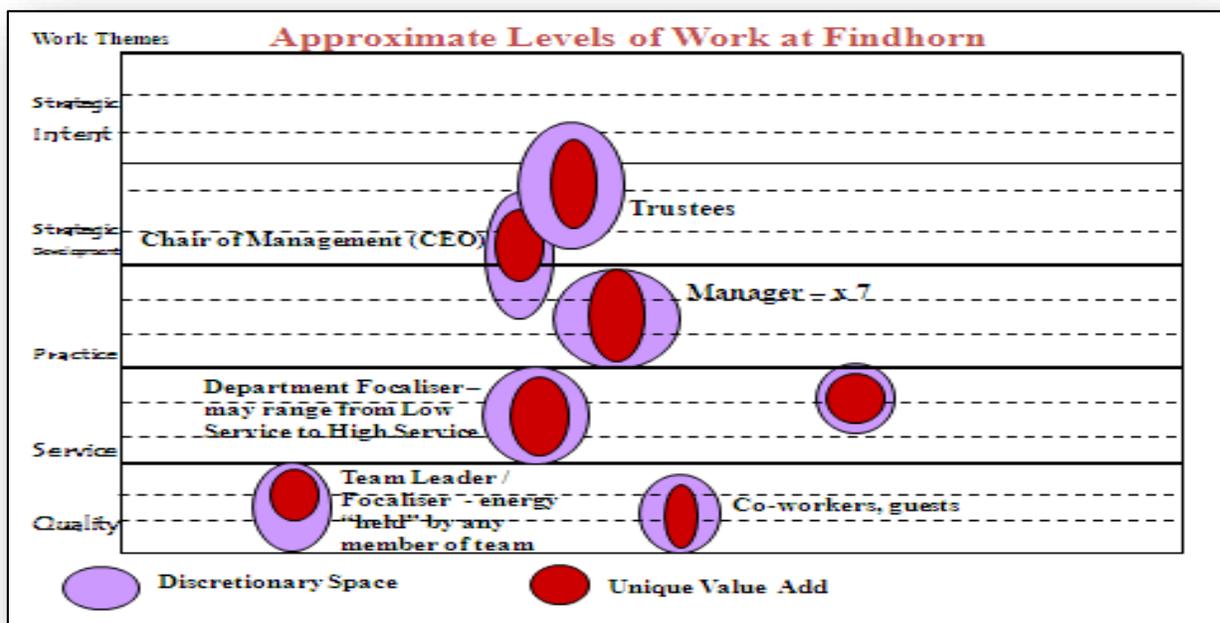
⁴ These are the two main campuses of the Findhorn Foundation and are geographically separated.

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Descriptor of Work Level: *Work Level III or Practice work is the work theme of senior management and is concerned with the co-ordination, integration, planning and management of people and resources in order to achieve specified outputs in an optimal manner.*

Roles in this Work Level were The Management Team, known as Management Focalisers / Line Managers or Area Focalisers. There are eight areas of responsibility each headed up by a team member who is represented on a Management Team. The core work of these roles is the management of operations across a spectrum of activities and each manager is accountable for their listed area of functional responsibility. Managers meet, liaise and co-ordinate their work with that of other Areas at regular and frequent Management meetings. This is a minimum of the Practice Work Level^{vii}.

Figure II below shows approximate Work Levels.



The Findhorn Foundation is in a state of dynamic growth, with focus on redeveloping existing infrastructure to allow for growth across a number of fronts. Much of its focus is internal with a Time Span of decision making may be at a maximum of five years.

The two executive work levels - Strategic Development (Work Level IV) which translates the strategic intent of an organisation into business plans, performance and operational objectives, manages continuity and change and Strategic Intent (Work Level V), which sets direction and is accountable for viability, establishes governance and regulatory frameworks are held in a state of dynamic tension by three bodies;

The Council is a self-selected group of about 30 committed and experience members of the community that act as a sounding board for management /who works closely with them. Council sets the Strategic Directions for the Foundation which is then implemented by the Management Team.

The Director's (also referred to as chair of management team / CEO) role which is in the work theme of Strategic Development (the first of the executive levels of work) and serves to integrate, prioritise and coordinate across the value chain. The role is akin to a general management role. The Director works closely to make the Foundation as effective as possible. For example, she has developed the organisation's financial planning and instigated a Finance Group of Managers, Accounts team members and Trustees to "orchestrate finance" making clear differentiations between operational maintenance expenditures and those areas requiring development. Regular business meetings are held and she had devoted substantial time to stakeholders, so as to engage and take members on the journey. Business plans, based on priorities exist for different areas.



Fig III: Meeting of Trustees with Community. December 2012

The Board of Trustees (Figure III) are the legal authority that is accountable for the maintaining the licence to "operate". This is the board.

Longer term Strategic Intent is a mixture of aspirational desires rather than outcome statements to be manifested through deliberate strategy.^{viii} Some strategic objectives are articulated clearly however, but again these are not tied to desired outcomes and time spans are often open ended. For example, there is a strong intention to work in the Values Domain (the global) and that is manifest in ways to influence globally, primarily through being a thought leader, but it is unknown to the author if coherent longer term strategies exist to give direction and purpose to the aspirational intention.

The confusion in the strategic levels is indicative of transformation and the possible emergence of a new work level. It may also be indicative of the consensus nature of decision making and that the Trustees, Council and the Management Team collectively hold the executive levels of Work Levels IV and V (strategic development & strategic intent) of direction and viability and the strategies to achieve these. This "holding" of the culture, intent and direction is not requisite and while boards hold this with the CEO, it is unusual for workplace democracy to hold the status and authority of the Council⁵.

The natural trend is for these work themes to separate out over the longer term. Risk to the enterprise is stalled development and shrinkage.

People

Human Capital management and development is key to both Requisite Organisation and The Findhorn Foundation. The Findhorn Foundation is highly labour dependent. Leadership development at Findhorn is viewed as one that must cultivate resilience and sustainability and as a practice encompassing three levels; 'I', 'We' and 'World'^{ix}

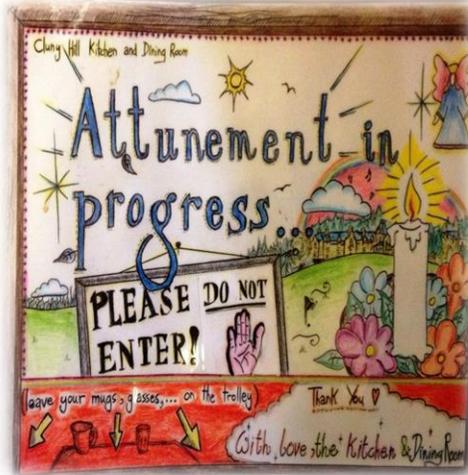
⁵ See the classic, Ricardo Semler's 1993 *Maverick*, New York, Warner Books on work place democracy and commentary on this by Olivier, A (2013) *Organisational Design: What Your University Forgot to Teach You*. Xlibris Press. Pages 37, 241.

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On the 'I' level resilience is about developing the personal capacity to not only survive, but to thrive in challenging circumstances. The capacity to meet situations confidently is dependent on the individual's physical, emotional, mental and spiritual strength. At the personal level the Findhorn Foundation seeks to encourage individual resilience in each person through spiritual development and having a spiritual practice (non-denominational).

Work is also seen as a means of self-actualisation. Achieving a task is important, but how the task is accomplished and the individual's experience of task is seen as equally or even more important.

To understand this, one of the community founders, Peter Caddy, said that "work is love in action" and this core principle of service has been adopted by the community. All work should be done with care, love and gratitude. This clarity of purpose runs throughout Findhorn and this exists in all of its guests/co-workers, management, members and staff to varying degrees. This can be summed up by the Findhorn philosophy to "love where you, what you are doing and who you are with" (a derivative of Teddy's Roosevelt's famous dictum "Do what you can, where you are, with what you have") Work is about service and the greater good and this informs and underlies not only the entire talent management system but the ethos of work.



The idea of work as service and for the common good is reinforced continuously throughout the organisation – for example each work shift has a process of 'attunement' dedicated to welcoming people to work and releasing them at the end of a shift. This process has significant merit and is discussed again under Leadership

Work is held with a specific attitude of being of service and while integral to life at Findhorn it is something that is held in balance. Work is not our entire reason for being. Balance is sought across the entire individual with a fifth journey⁶ added, the Spiritual Journey. Findhorn is a spiritual centre and the Foundation is set up as a non-denominational religious trust. Understanding spirituality in personal development *and* in work is central to the Findhorn Journey. Robin Alfred, Chair of the Trustees sees five linked dimensions^{IV} in how Spirituality is seen at work. Three are directly related to the individual and two to leadership which is addressed elsewhere in the article.

Firstly it is working towards the realisation of the highest potential in each individual. This is done through collaboration rather than competition and involves seeing the good in each person that we relate to, be they co-worker, client, manager or competitor. It means working from a basis of trust instead of mistrust and through tending, with support and development rather than neglect. (Tasking, a third part of the managerial leadership competence is not specifically focussed upon in the



⁶ Gillian Stamp articulated four Journeys; the Work Journey, the Public and Private Journey and the Journey of the Self (our innate growth of capability). To this may be added a fifth journey, the inner Spiritual Journey which Findhorn announces in a non-denominational way.

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Foundation. Tasking for performance is not part of the culture and in the most part, is reliant upon personal responsibility to do the work.

Secondly Spirituality at work is to embody spiritual values (love, acceptance, compassion, forgiveness, integrity, honesty) in all that is done and in all relationships. Members admit this is rather easier said than done but it is an essence in all responses – the yardstick to live by and something to feel good about when it is done and the conscience is felt clear. To enable this each Findhorn Foundation member is encouraged to have a spiritual practice and this is discussed further under Leadership.

RO believes that through having mutually understood and daily managerial leadership practices there is a continual building of Trust, Fairness and Transparency. Findhorn Foundation's spirituality is a deepening of these values. Many organisations spend a great deal of time and money on analysing culture and values and have aspirational statements of how they want to be, but unfortunately these so often remain little but statements of desire.

Thirdly, making space and time for all that stops us – what is called working with the shadow⁷, the 'inner critic' or judge. The belief is that all of us need to look at our shadows; to examine the blocks that will stop us achieving at a personal level all that we set out to achieve and all that we are capable of achieving. This is our past experiences, our fears, our hurts, our inner critics and the voices in our heads. If we don't stop from time to time to unpack our bag of shadows so as to release their trapping poison, hurt and disappointment festers away, blocking our true nature and capability.

So how does this relate to Levels of Work and Requisite Organisation?

Our Growth in Capability and the Challenges we Seek

Jaques's research and that of others shows that over time an individual's capability unfolds at a predictable rate and generates the need for different and larger work challenges as our way of processing information changes. This deep organic need to seek new challenge is often unnamed, but it is a call to adventure that cannot be ignored.

As our capability for decision-making unfolds so our need for challenge increase. In response we seek different roles (paid or unpaid) with greater complexity. This rate of change differs from individual to individual, but all take place within seven Growth Modes. Depending on our Growth Curve we move through different transition points at different ages, entering and growing into new levels of cognitive complexity (our ability to handle ambiguity and uncertainty in exercising judgement when we do not and cannot know the details) and thus work themes or levels.

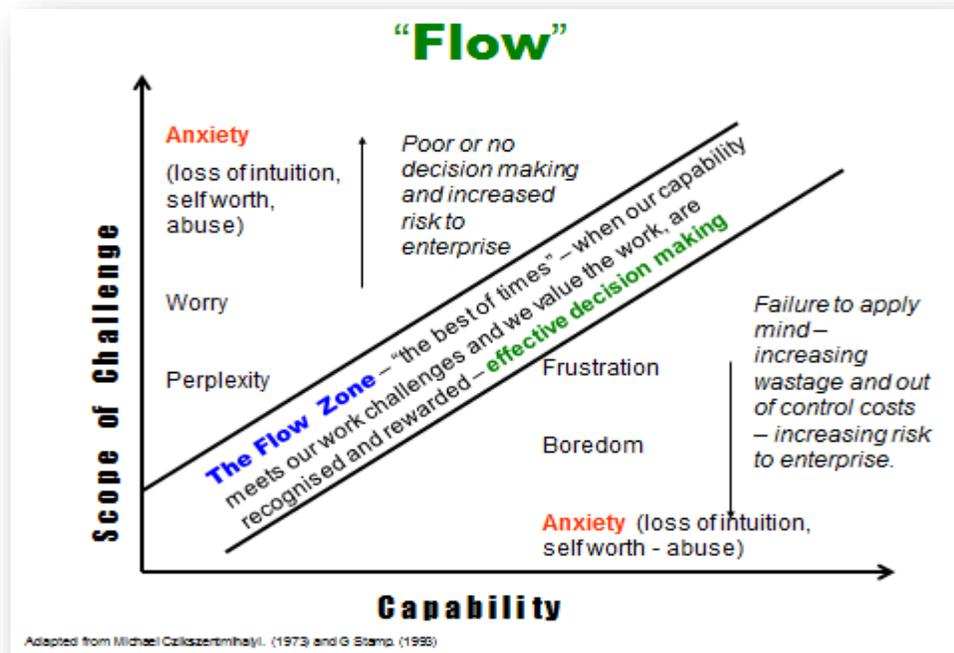
Entry and exit transition points from each cycle can be traumatic, if we are finding ourselves under-utilised. If we are in flow, meaning we are appropriately challenged and enjoying what we are doing, we hardly notice this transition. Sadly, too often this is not the case. The challenge is finding the right roles at the right time. If we do not we become underutilised (not using our given capabilities to the full) or overextended (the work challenges take us out of flow and make us uncomfortable).

⁷ The Shadow can inhibit our progress and sabotage our best efforts when we do not acknowledge our fears. The higher the level of work the more destructive shadows can be. Fear can take many forms in the Work Space, fear of making a mistake, fear of speaking out, fear of taking leadership roles, being secretive, being competitive, being underutilized, being overextended, gossiping, bullying, blame, workaholism.

“Flow” is a sought after state when we are really connected with our work challenges (paid or unpaid) and find life is fun, stimulating, meaningful and often reflects periods we look back at with fondness⁸. We often tend to forget ourselves during such periods as time and work and fun become one. We feel connected or as a Findhornian would say “we are being guided or filled by “spirit”

This is illustrated in Figure below, the “Flow” graphic below used in the management of Talent Pools:

Figure IV: Flow



Organisations often map the capability of their talent pools to meet current and future organisational needs. The key reason for this is to ensure availability and “flow” between tasks and those with the need for the challenge.

Findhorn sidesteps the issue of staff talent management because it is an intentional and spiritual community where *all roles are self-nominating*. *Increased remuneration/reward from a material sense is not part of the equation*. Staff receive board and lodging and the same monthly allowance, regardless of role and accountabilities. People choose if they want to be involved in leadership roles and anyone may apply for any role. They are then interviewed and selected by a combination of peers, the line manager and someone tasked with focusing on how this step would assist (or not) their spiritual development.

It is possible that the screening process, the egalitarian nature of life and its associated pace of change may mean high potential individuals, whose growth curves will take them into Work Level V and beyond, will not find this work system attractive, even if they hold similar group values. Their “individualism” and deeper need for “flow” will be seen to be at odds with the collective group values system (in Spiral Dynamics terms “Blue and Green vs Orange and Yellow”).

⁸ See also “My Bliss” – see the work of Joseph Campbell – *The Power of Myth* Anchor Doubleday.

High potential individuals with pronounced individual value systems may leave the Foundation and form independent businesses within the community or leave completely. One long term Findhorn member said “when I was playing the transition game the message came through so clearly, that here I was, teaching sustainability, but I was completely unsustainable. It was then I understood - I needed to make myself sustainable before trying to teach others. So I left and practiced right living and earned a sustainable wage”.

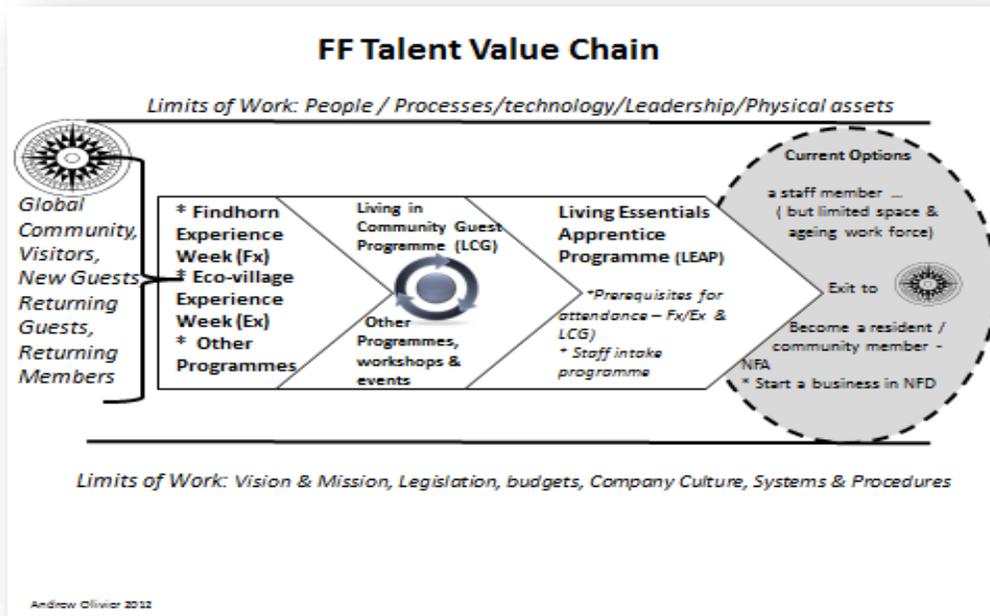


Figure V: Ensuring a Work Force and a Staff Talent Pool

Findhorn does however operate an effective Talent Pipeline through its longer term live in community programmes. Figure V indicates the Talent pipeline. Guests pay an affordable rate to come to Findhorn and to participate in community life. Part of each programme is called “love in action” where guests are allocated to a work department for a number of daily shifts for the duration of their stay. Some of these programmes are prerequisites to attend other longer programmes such as LCG and LEAP, where long term LEAP may ultimately lead to possible staff positions.

However, the talent pipeline does not take into account the growth of capability and the need for diversity of challenge, especially for young high potential individuals in programmes such as LEAP, where the need to find “flow” may not be satisfied by offering extended periods of work at the Quality level. This is a challenge for the organisation and one that may see it generating a number of creative options in its transition economy.

Effective Managerial Leadership

Requisite Organisation has through its research and observations identified a number of core managerial leadership competencies that needs to be used in daily and longer term practices. Many of these practices are aimed at building trust and fairness. RO is formal and clear in the use of how to design a business

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from the ground up, including structure, role types, authority and accountably mapping to role type, and the minimum necessary managerial authorities and in effective tasking.

Findhorn on the basis of a limited study would appear naturally requisite through organic evolution. Not only that, it has much to offer of its own in terms of a set of unique offerings to relationship management.

For example, an important PROCESS that takes place at the beginning and end of a work shift a standard process is deployed throughout the organisation. This is the process of sharing and “attunement”. The sharing process at the commencement and conclusion of each shift, invites all parties to discuss how they personally are feeling and the space they are in before the work commences. This allows co-workers the opportunity to ‘see’ and ‘hear’ their colleagues as a whole person, the focus on both the ‘I’ and the ‘we’. As relationships between co-workers deepen over time and focus on more than the one Journey, the quality and interactions of relationships improve.

This sharing process is then followed by an attunement in which the focaliser (who holds the authority) or whoever is holding the energy (accountability) for the work to be done asks people to let go of their own “busyness” and to be present in the moment and to bring their presence to bear on the work or shift before them. The group is asked to do the work to their best ability, be guided by intuition and be fully present in what they are about to undertake. This is followed by a period of silence and then on closure, allocation of work or updates and the shift commences. The process is reversed at the end of the day and the work and the day released. The importance of this ritual is to encourage the aligned focus of a team on achieving the tasks in hand; the practice of work as spiritual practise and the development of the individual across a broad spectrum. Here “I” and “we” come together. Figure VI illustrates this.

All meetings and gatherings follow this same process, from work in the Quality Theme, to meetings of Trustees, Council and the Management Team. It ensures widespread development and alignment of the ‘we’ with the highest intention of the work, while honouring the unique contribution and place of each individual. It is one of the places where the ‘I’, ‘We’ and “World’ come together.

Team Business Meetings, Team Brainstorming and Team Work (RO specific team processes) are mirrored at the Findhorn Foundation, although at Findhorn sharing may take longer but the essential business tools are requisite; e.g. use of agenda, minutes - a focus of the week or month ahead.

On the group level, (‘we’) the primary practice is to develop awareness by consideration of several important questions. For example, how is the group operating and what my place within it. What enables the group’s energy to grow and what diminishes it? How is leadership emerging and how is it being taken and resisted? When are we being collectively intelligent and collectively stupid?



Findhorn Foundation has developed and utilised a range of practices to assist in this – these are Process Work (multi-disciplinary, transpersonal psychology); the home grown Game of Transformation; Open Space and World Café processes, Appreciative Inquiry, and others. While one may argue there is no real difference between these tools and those that business and other goal directed enterprises have available

to use, what is different is the desire and willingness to move beyond judging, ego driven, separate self and to offer one's contribution in service to the whole. This translates into identifying more with the "collective good" ("corporate vision") and purpose rather than serving individual career opportunities or ego needs. It requires developing an intention of aspiration to the greater good and the capacity to serve.

Findhorn Foundation uses "Integral Leadership", an approach identified by Robin Alfred which arose from its early days when Peter Caddy, Eileen Caddy and Dorothy MacLean worked closely together. This integrated set of three principles can also be articulated as:

Table : Integral Leadership

TASK	PROCESS	RELATIONSHIP
Vision	Decision Making	Membership
Purpose	Meeting Methods	Group Dynamics
Product	Communication	Conflict facilitation
Goals	Supervision	Networks
Strategy	Feedback loops	Environment

Task, Process and Relationship is a nested hierarchy, holding the importance of all three aspects – I, We and World. Findhorn Foundation has developed practices for Relationship Management that go far beyond the limited bandwidth of the corporate world and adds an underlying "spiritual intelligence" to the Relationship Management competencies.

Conclusion

So what does this New Age intentional community organisation have in principle with a deliberately structured enterprise, such as the US Army or a resource giant like BHP? Remember requisite refers to "as required by nature" and that this means complying with certain basic principles of design and leadership.

Findhorn Foundation evolved by conforming to and working with Nature. So it is not surprising to find that it evolved naturally. Findhorn Foundation conforms to RO structural requirements, with a naturally emerging hierarchical structure based on value adding functions of decision making. Essentially a four level formal structure, with a fifth level held in a dynamic relationship between the three leadership groupings.

From a people perspective it has a people management system for talent that may result in the people with the capability emerging naturally to handle the level of work complexity being elected to the role. This was not quantitatively checked and is dependent on the composition of the talent pool. A restricting factor is that it is a semi closed system as external candidates may not find the "package" attractive. However, this is balanced in part by a highly mobile and efficient talent pipeline that attracts a diverse range of individuals. The learning and development system ensures those who elect to join have a similar set of values, which in itself has positive and negatives. A proviso is that this mobile talent force needs to be effectively utilised where special skills and high level capability exist. It is not readily apparent that this is indeed so.

In the **relationship management** competencies whereby individual roles are linked to strategic intent, values and ethics, Findhorn Foundation *has much to offer other enterprises*. Findhorn Foundation through its community life offers a level of caring and development not found elsewhere. It might be

argued that a greater personal caring could improve low engagement scores, although how transferable these practices are remains untested.

Some fairly simple processes could be used by corporates to align the role of every person with the organisation's strategic intent. These practices could impact on organisational resilience and sustainability, and nurture and build the individual, the team and the organisation. For the corporate world, and specifically for the CEO willing to do something different, who has a risk appetite, real possibilities lie here. Here the map is not marked with "There be dragons", but "There be angels".

Hmm, but on second thoughts, maybe it's not such a risk, after all. Findhorn like RO has been around for half a century!

References

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ⁱ See - Jaques, E., *Requisite Organisation*. Cason Hall Publishers. Jaque, E. and Clement, S (2002) *Executive Leadership: A practical guide to managing complexity*. Blackwell Publishers. (First published 1991; reprinted 1994, 1995, 1996, 1997, 1999, 2000, 2002). Shepard, K (2007). *Organization Design, Levels of Work & Human Capability. Executive Guide*. GO Reading Series. Canada.

ⁱⁱ After Vietnam the US Army and Surgeon General did its biggest restructure; using RO principles – case study <http://www.globalro.org/en/2010-09-13-08-13-06/us-army-use-of-ro.html>

ⁱⁱⁱ See <http://www.foxnews.com/story/0,2933,74845,00.html> for US Army facts.

^{iv} Prigogine is best known for his definition of [dissipative structures](#) and their role in [thermodynamic systems](#) far from [equilibrium](#), a discovery that won him the [Nobel Prize](#) in Chemistry in 1977. In summary, Ilya Prigogine discovered that importation and dissipation of energy into chemical systems could reverse the maximization of entropy rule imposed by the [second law of thermodynamics](#). Seen at http://en.wikipedia.org/wiki/Ilya_Prigogine on 8/03/13.

^v Alfred, R and Shohet, R. (2002) *Developing Practical Spirituality in the Work Place*. 1st International Conference on Organisational Spirituality. University of Surrey, Guildford, England. Pg4, 5.

^{vi} US Army Behavioural College. Various publications.

^{vii} Findhorn Foundation. Organisational Structure & Area Responsibilities Chart. May 2012

^{viii} Findhorn Foundation; Vision and Mission Statements, Strategic Direction and Common Ground. Sverre @ Cluny. Undated.

^{ix} Alfred, R. (undated) *Resilience*. Findhorn Consultancy Service.