



GO Global Organization
Design Society



Readings in Global Organization Design Articles

How RO entered in my life...

By Décio Fábio de Oliveira Júnior

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How RO entered in my life...

Even during my studies as a medical doctor and my post-grad as pediatric surgeon, I always have felt there is something more behind disease. This perception led me to study other apparently unrelated disciplines of Chinese medicine, biofeedback, hypnotherapy and finally psychotherapy.

While studying this last field, I became very impressed about systemic psychotherapy, about how systems have such a great power to induce behavior. For the last seven years, my wife and I have worked intensively with a very powerful familial systemic approach developed by the German philosopher Bert Hellinger, and we were often faced with families in turmoil, a situation that sometimes included a family business.

Hellinger discovered that in human groups require three great needs be addressed to establish harmony: balance between give and take, order (hierarchy) and belonging. Hellinger demonstrated that when such needs aren't well balanced inside human groups, individuals assume dysfunctional behaviors that are very difficult to solve until the three basic needs are addressed and restored. In spite of great success of Hellinger's method to solve familial and personal issues, the approach has been very difficult to adapt to the enterprise environment. So, in the last years I was in a constant search for a way to adapt or establish a better language to approach systemic point-of-view in the business world, without much success.

Then, I had a fortunate event: I found Jerry Harvey's book with its article on Dr. Elliott Jaques. I could say I became so enthusiastic because Dr. Jaques's conclusions totally aligned with the results I had seen for so many years in my own work. Dr. Jaques and I were speaking about the same principles: hierarchy, balance, respect. But he had done lots of research, great studies, with very significance rates of statistical validation, for very long periods of time, in a very abroad spectrum of enterprises. He not only described the main principles, he mapped the territory's details.

During the next few months, I studied as much material about Dr. Jacques's work as I could get and began to experience his concepts myself at an enterprise I had been counseling, a stratum III business. I was amazed how closely the theory could predict the problem spots and then provide simple measures to solve them. I searched exhaustively on the Internet and finally found the wonderful theoretical work of Ken Cradock and the GO Society website. I then established a very pleasant contact with Ken Shepard. The gentle and careful way he answered all my interruptions

only reinforced for me the greatness of Jacques's work and personality, for great masters have great followers. Following Mr. Shepard's orientation, I got to know several other members of RO community – especially at Argentina where I could attend a meeting recently, through which I have the pleasure to know several gentlemen: Harald Solaas, Ricardo Gutierrez, R. Timmerman, Frederico Zamborini and others.

The simplicity, humanity and generosity of such people, who have worked with RO and have known Elliott personally, touched me very deeply.

All this only reinforced my perceptions about RO, its creator and its followers and practitioners: this approach has something that goes beyond the simple business consulting field and goes more towards a very deep and respectful inner posture that helps business people, employees and investors to build organizations that are more productive, profitable, challenging, responsible and more pleasant to work in.

Finally, I want to repeat some words from Jaques (*Human Capability*, p. xii) which have stayed in my mind since I read them: “..., *people seek, in the very deepest sense, to be recognized and appreciated for what they really are – neither more nor less.*”

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OUR PURPOSE

The Global Organization Design Society is a not-for-profit corporation registered in Ontario, Canada to promote the following objective:

The establishment and operation of a world-wide society of academics, business users and consultants interested in science-based management to improve organizational effectiveness for the purposes of:

Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.

Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources.

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