

CONTENTS

Illustrations xi
Foreword xii
Preface xiii
Acknowledgements xv

PART ONE Outside in, inside out 1

- 01** **Outside in** 3
Patterns emerging from your experience in professional systems 4
- 02** **Ingredients** 9
Systems 9
Systemic 11
Systemic coaching 12
Constellations 15
From coaching conversations to coaching constellations 18
Origins: constellation workshops 19
- 03** **Inside out** 23
The inner orientation of the systemic coach 23
Coaching with the system in mind 31
- 04** **Belonging** 33
The need to belong and the dynamics that emerge 33
It begins in the family 35
The cycle of joining, belonging and leaving 38
- An invitation: an experiential exercise** 41

PART TWO Principles 45

- 05 Conscience, guilt and innocence 47**
Belonging in conscience groups 47
Personal conscience 48
Organizational conscience 49
Systemic conscience 50
Personal conscience in more detail 51
A summary: personal conscience 53
Guilt and innocence 54
Coaching questions connected to belonging, loyalty, guilt and
innocence 56
Organizational conscience in more detail 56
Organizational conscience: a summary 60
Growth requires guilt 61
Systemic conscience in more detail 64
How this might be useful for you as a coach 66
How this might be useful for your clients 67
- 06 The universal language of systems 69**
The order of things 71
From individual and team to system 73
Organizational health 74
System leadership 78
The principle of acknowledgement 79
The hidden forces in systems 82
The organizing principle of TIME 83
The organizing principle of PLACE 89
The organizing principle of EXCHANGE 93
The organizing principles in action 99
- 07 The time is now 103**
When to apply this approach 103
Messages from the system 105
Benefits and settings 107
Contraindications 111
Constellation time 111
- Photographs 113**

PART THREE Practices 121

- 08** **Map making** 123
Getting started 123
Getting permission to work 123
Moving into the first stage 124
From mapping to constellating 129
Core processes 130

- 09** **Living maps** 151
Seeing patterns 151
Illuminating dynamics 152
Facilitating solutions 153

Photographs 157

PART FOUR Tabletop to workshop 165

- 10** **From tabletop to workshop: principles and practices in action** 167
One-to-one application 167
Application in leadership development coaching 178
Application in coaching sessions with two people 185
Integrating alongside your existing approach and methods 197
Phone and VOIP coaching 199
- 11** **One to many: systemic team coaching** 201
Stance 201
Principles 203
Practices 203
Walking in the field 205
Creating the conditions 206
Context or system? 206
Teams have peacock tails too 207
The inner team of the team leader 209
There are several 'I's in teams 209
Systemic team coaching exercises 210
Teams and conflict 217
Group constellations 220

- 12 Sticky moments** 233
Strategies to release stuckness 233
- 13 Extending your practice: further practices and applications** 237
Floor markers 237
The cataleptic hand 238
A note about representatives 242
- 14 Systemic supervision** 245
Coaching supervision 245
Super-vision: a summary 256
- Photographs** 259
- An invitation** 267
- PART FIVE** Familiar themes 269
-

- 15 Human being** 271
Human beings, human needs 271
The need to belong 272
The need for safety 273
The need for recognition 275
When the needs are not met 277
The problem with organizations 279
- 16 The F word** 281
The family-of-origin system 281
Mirror, mirror 287
Leadership authority 287
Resourcing yourself 288
Your client's family system 293
- Appendix: Resources and further reading* 309
Meet the team 314
Postscript 317
FAQs 319
Index 349