

CHAPTER THREE

People to people

Creating and working with relationships in organisations

“ Love is higher than opinion. If people love one another, the most varied opinions can be reconciled ”

Rudolph Steiner

HI, I'M RUBES...

Don't skip this chapter! We are going to try to explore the importance of relationships in organisations and social change... We will talk about "power" in relationships and how to build healthy relationships that make a difference.



CHRISSEY TELLS THIS STORY...

Early in my 2-year placement as an OD advisor in Nepal with a local NGO it became clear that the frequent shifts in their purpose as an organisation were most likely a result of an ongoing tug-of-war, an underlying power struggle. The past and current presidents had distinctly different views of the future direction for the NGO, and each had their group of supporters. As personal ties strengthened or weakened one side would appear to be "winning", hence the constant shift in direction and inability to move forward with agreed goals. Being recently arrived I was not, as yet, mixed up in the personal dynamics of the NGO. Many junior staff discussed this power struggle with me as they were able to open up to me as an outsider, as they hadn't been able to do with each other, or with their superiors. With that in mind, and given the sensitivities and personal relationships involved, it was essential that I found a way to subtly and indirectly

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