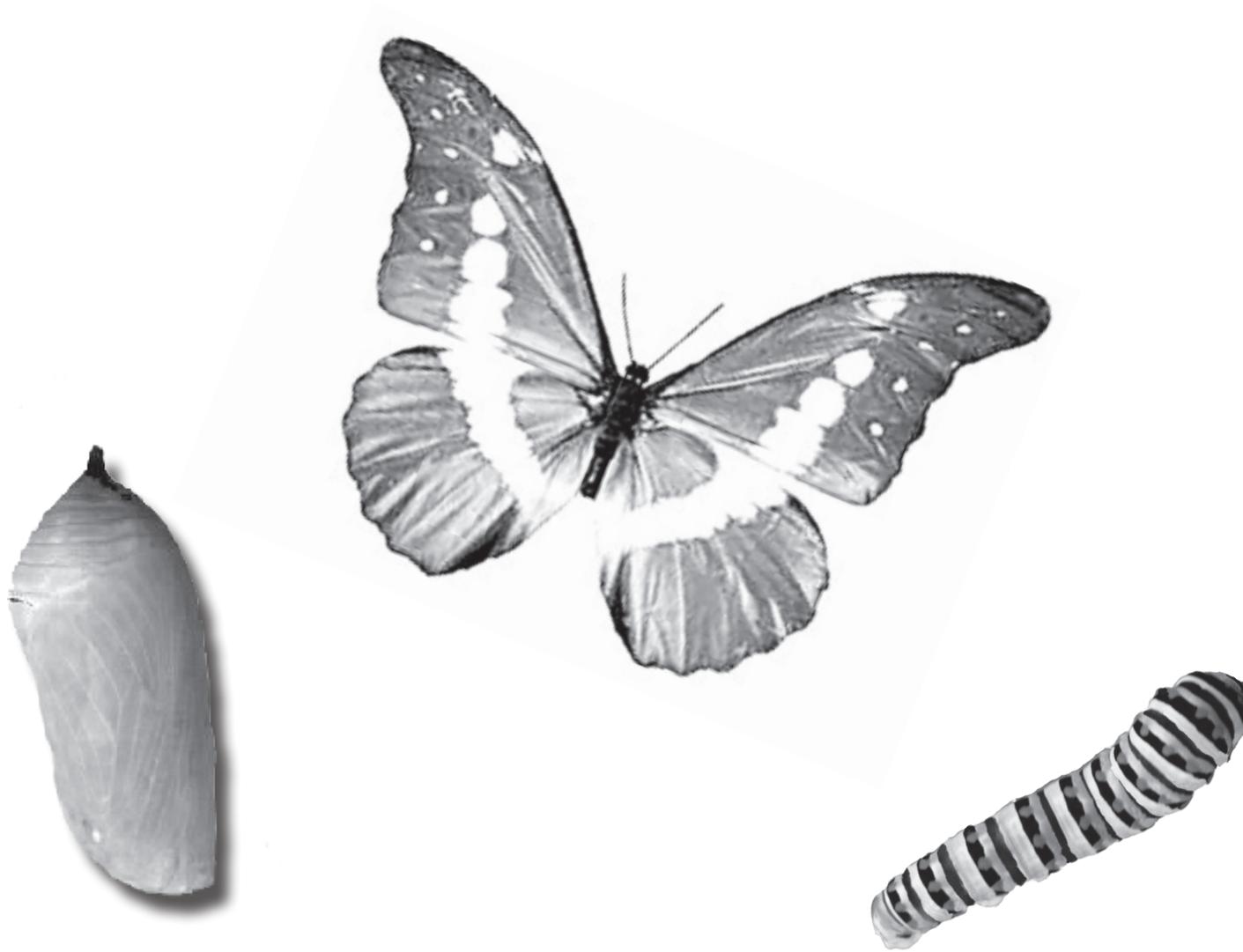


# Development phases

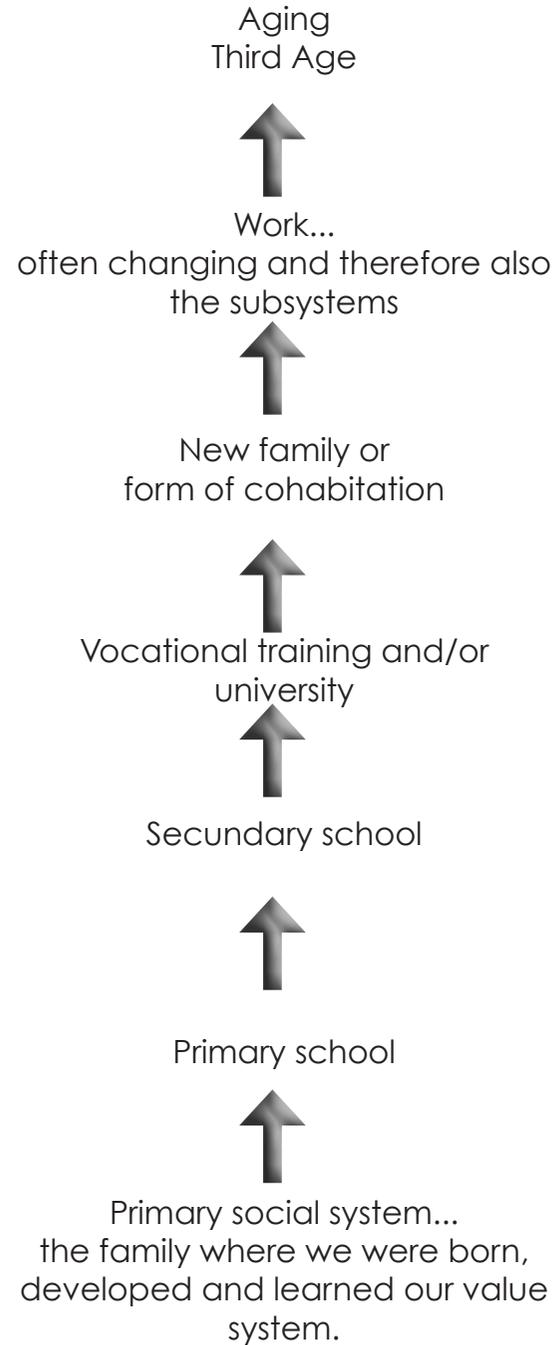


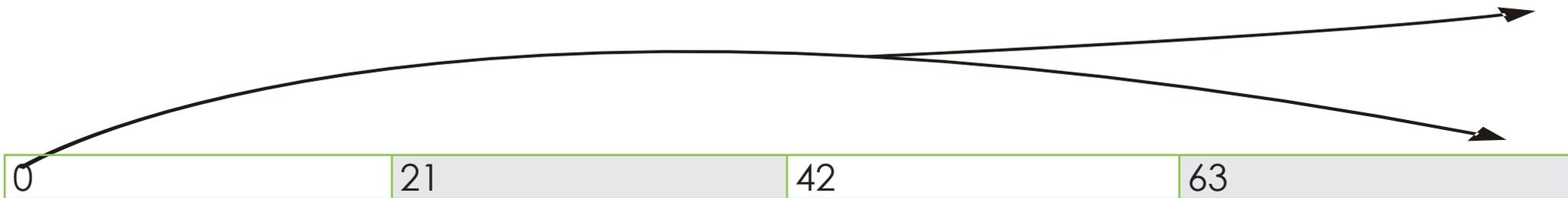
Facilitadora: Rita Muckenhirn

# Development phases of a person



# How are personal and social systems constructed?

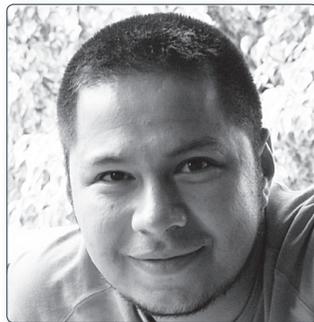




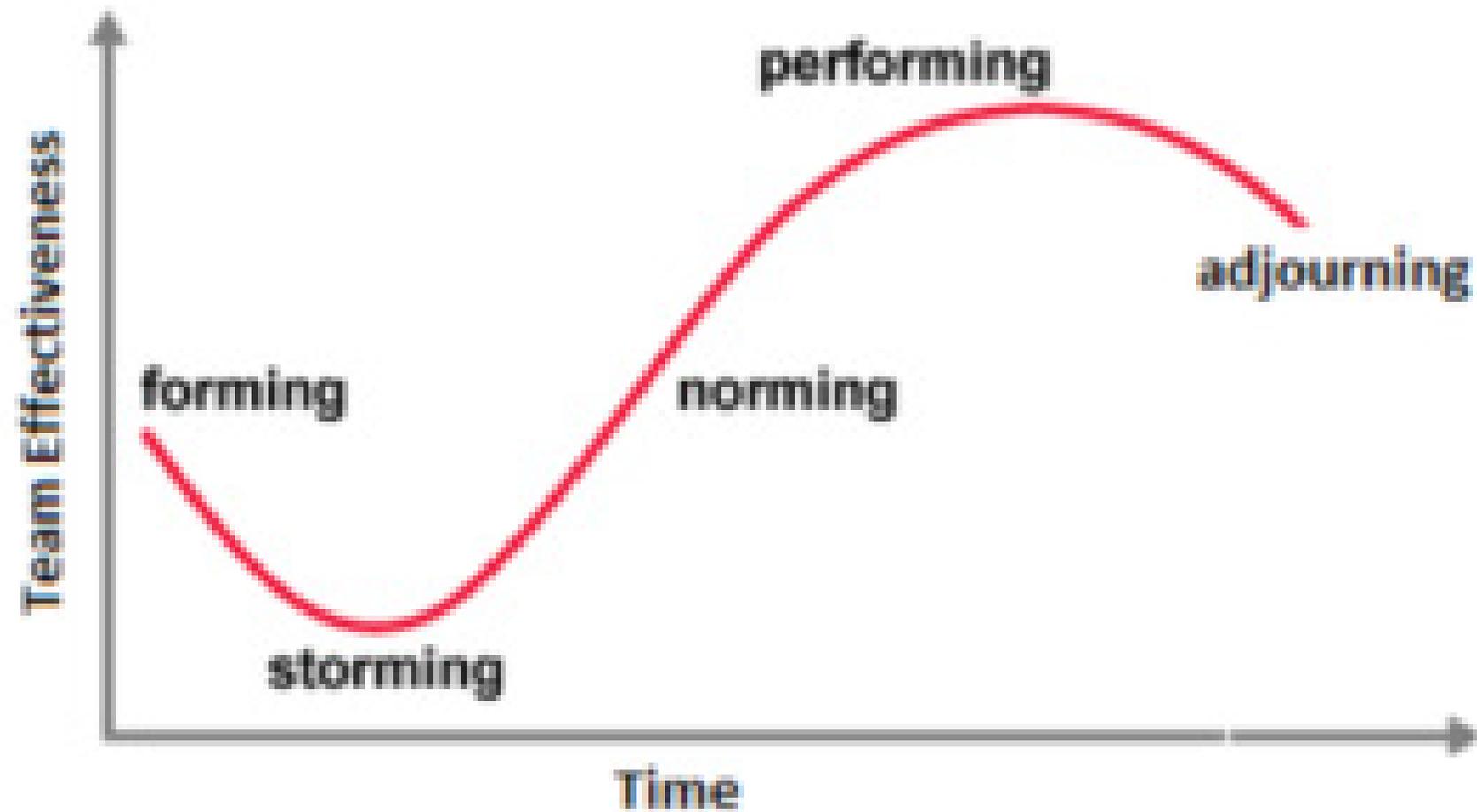
0	21	42	63
<b>Childhood/Youth</b>	<b>Adult life</b>	<b>Maturity</b>	<b>Aging</b>
Learn Receive Unfold Growing into the world Dependent	Fight Be active Experience Question and confront the world Independent	Becoming wise Create Foster Making an impact on the world Responsible	Being wise Deepen Internalise Freeing oneself from the bonds of the world Enabling responsibility

...and at the same time increasingly responsible in relation to:

Your own life	Your own life	Social contexts	Next generation
<b>Receptive phase</b>	<b>Active phase</b>	<b>Social phase</b>	<b>Spiritual phase</b>



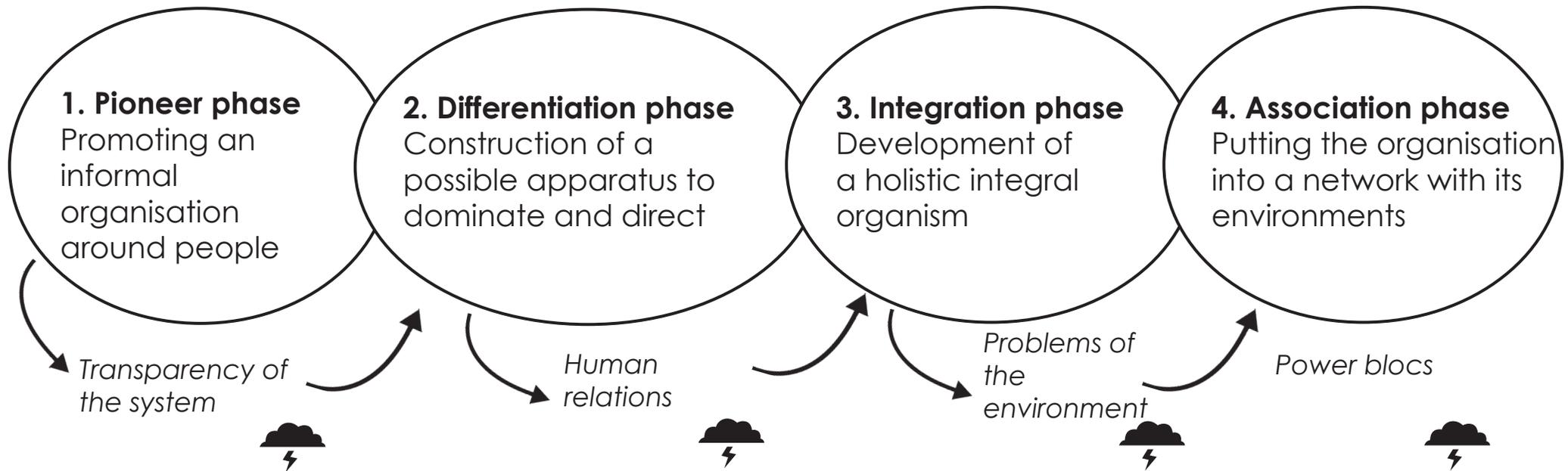
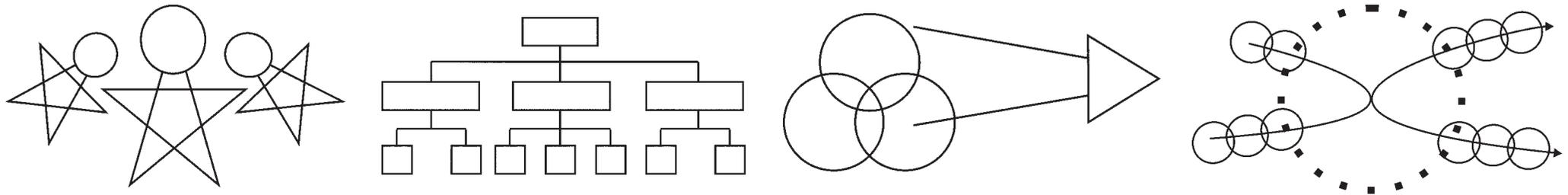
# Development phases of a team



# Development phases of a team

<p><b>1. Forming</b>          Searching for contacts, testing, trying out...          What am I worth here?          Orientation based on external symbols and standards</p>	<p><b>3. Norming</b>          The group gives itself rules in relation to success, decision, sanctions.          Rational determination of guiding ideas and values.</p>	<p><b>4. Performing</b>          Breaking role and style determinations.          De-constructing clichés.          Developing ideas, potentials and the intentional level for performance and achievement of the proposed results.</p>	<p><b>5a. Reforming</b>          The group masters self-renewal          Objectives, values, roles, structures, procedures are situationally constructed.</p>
<p><b>2. Storming</b>          Testing combinations of roles          Forming sub-groups          Fighting for leadership</p>	<p>“Duality of leadership” for team climate care and experts’ authority.          Tension between rational and emotional tendencies.</p>	<p>Becoming a Learning Partnership          Being developers.</p>	<p>Groups can be formed and dissolve quickly and effectively.          Being creative in building new team constellations.</p>
			
			<p><b>5b. Closing</b>          Project is coming to an end          Team members moving off in different directions.          Well-being of the group</p>

# Development phases of an organization



**1. Pioneer phase**  
Promoting an informal organisation around people

**2. Differentiation phase**  
Construction of a possible apparatus to dominate and direct

**3. Integration phase**  
Development of a holistic integral organism

**4. Association phase**  
Putting the organisation into a network with its environments

Transparency of the system

Human relations

Problems of the environment

Power blocs

**Risks:**  
Chaos and arbitrariness  
Lack of staff autonomy  
Cult of personality

**Risks:**  
Over-organise  
Over-formalise  
Partition walls  
Rigidity  
Bureaucracy

**Riss:**  
Tendencies towards independence  
Discussions of goals and strategies become an end in themselves

**Riesgos:**  
Power blocs through strategic alliances  
State within the state, beyond democratic controls

# Development phases of networks

<b>Initiation phase</b>	<b>Stabilization phase</b>	<b>Constancy phase</b>	<b>Dissolution</b>
Idea and impulse Establishing the cooperation Network development plan Network rules Decision-making structures Communication Installation	External cooperations Team building Clarification of roles and competencies Product/service/output/results development Process coordination Knowledge management	Gaining partners Staff/team development Sectorial expansion Expansion of the network Expansion of the intranet Quality control	



## Development phases

<b>Person</b>	<b>Receptive phase</b> 0 to 20 years Learning Receiving Unfolding Growing into the world Dependent	<b>Active phase</b> 21 to 41 years old Fighting Being active Experiencing Questioning and confronting the world Independent	<b>Social phase</b> 42 to 62 years old Becoming wise Create Foster Making an impact on the world Responsible	<b>Spiritual phase</b> 63 years to... Being wise Deepening Internalising Freeing oneself from worldly attachments Enabling responsibility
<b>Team</b>	<b>1. Forming</b> Searching for contacts, testing, trying out... What am I worth here? Orientation based on external symbols and standards	<b>3. Norming</b> The group gives itself rules in relation to success, decision, sanctions. Rational determination of guiding ideas and values. “Duality of leadership” for team climate care and experts’ authority. Tension between rational and emotional tendencies.	<b>4. Performing</b> Breaking role and style determinations. De-constructing clichés. Developing ideas, potentials and the intentional level for performance and achievement of the proposed results. Becoming a Learning Partnership Being developers.	<b>5a. Reforming</b> The group masters self-renewal Objectives, values, roles, structures, procedures are situationally constructed. Groups can be formed and dissolve quickly and effectively. Being creative in building new team constellations.
	<b>2. Storming</b> Testing combinations of roles Forming sub-groups Fighting for leadership			<b>5b. Closing</b> Project is coming to an end Team members moving off in different directions. Well-being of the group
<b>Organi- zation</b>	<b>Pioneer phase</b> Promoting an informal organisation around people  ☛ <i>Transparency of the system</i>	<b>Differentiation phase</b> Construction of an apparatus possible to dominate and direct  ☛ <i>Human relations</i>	<b>Integration phase</b> Development of a holistic whole organism  ☛ <i>Environmental problems</i>	<b>Association</b> Connecting and networking the organisation with its environments  ☛ <i>Power blocks</i>
<b>Network</b>	<b>Initiation phase</b> Idea and impulse Establishing the cooperation Network development plan Network rules Decision-making structures Communication Installation	<b>Stabilization phase</b> External cooperations Team building Clarification of roles and competencies Product/service/output/results development Process coordination Knowledge management	<b>Constancy phase</b> Gaining partners Staff/team development Sectorial expansion Expansion of the network Expansion of the intranet Quality control	<b>Dissolution</b>

# Reflexion 1

- What phase of development are most of our co-partners in at the moment?
  - their individual members
  - project teams
  - organisation
  - platform
- What are the main areas of tension, the weak signals or indicators that should lead to a new phase in your teams, your organisations and/or at the level of the platform?

# Sources

In addition to the already cited sources, the presentation is based on insights from the following authors:

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