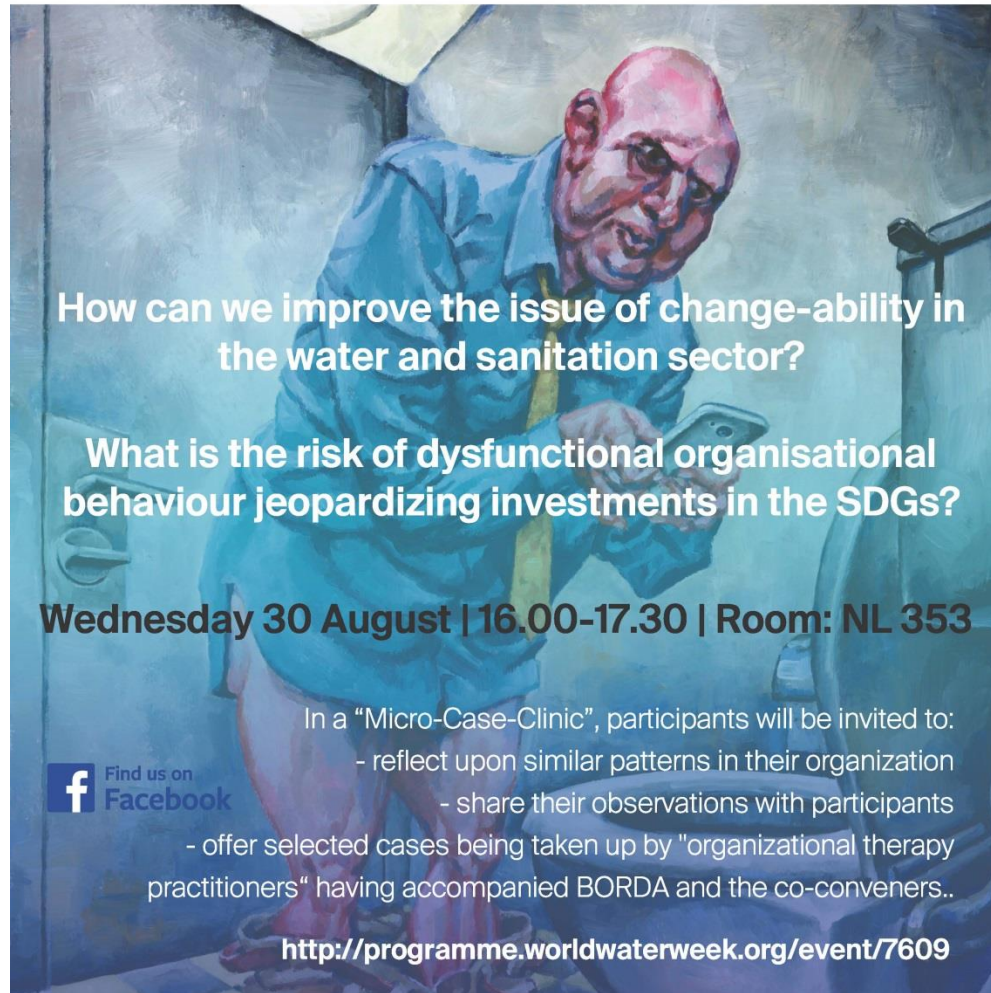


Scaling wastewater services

Reconciling change and organizational health



How can we improve the issue of change-ability in the water and sanitation sector?


What is the risk of dysfunctional organisational behaviour jeopardizing investments in the SDGs?


Wednesday 30 August | 16.00-17.30 | Room: NL 353

In a “Micro-Case-Clinic”, participants will be invited to:

- reflect upon similar patterns in their organization
- share their observations with participants
- offer selected cases being taken up by "organizational therapy practitioners" having accompanied BORDA and the co-conveners..

<http://programme.worldwaterweek.org/event/7609>

 Find us on **Facebook**



**Sustainable Holistic
Integrated Transformation:
Scaling-up
a multi-sectorial perspective
on systematic paradigm shift for
sustainable sanitization
of the poorest of the poor**

Marc-André Bünzli

Swiss Agency for Development and Cooperation

Healthy Growth

- reconciling change and organizational health -

World Water Week

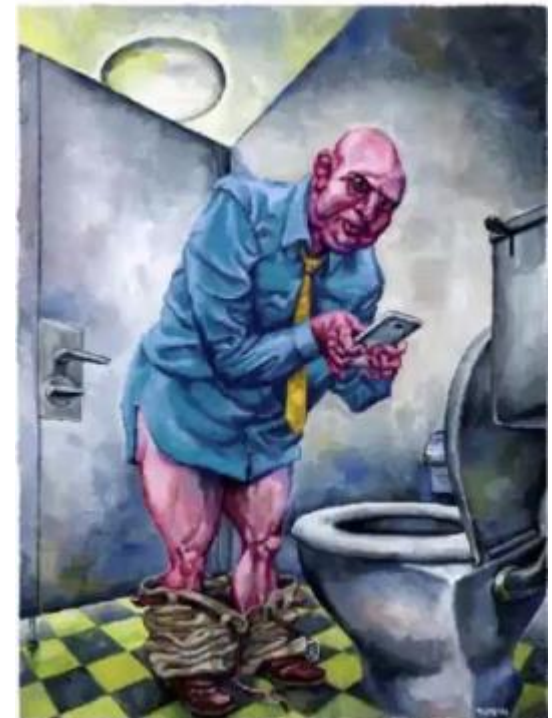
Stockholm 2017

Reference WWC Stockholm 2016

The showcase tries to take up again the ideas of several WWC 2016 events, like

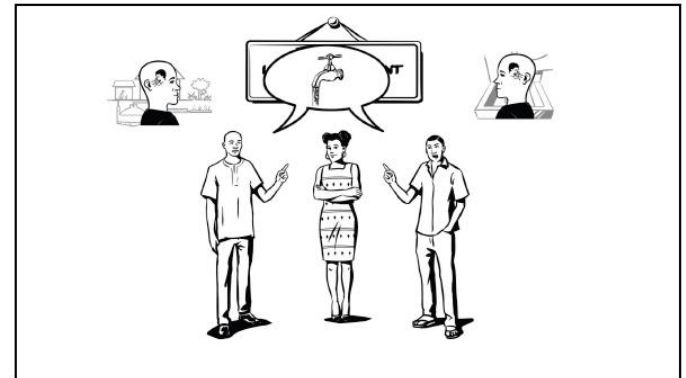
- Freud & Sanitation
- Washaholics anonymous – “confessions “
- UN water session on behavioural change

all addressing the issue of **how to improve changeability – i.e. the capacity of creatively adjusting to challenges from a changing environment as a key element of organizational health – among actors in the water and sanitation sector.**



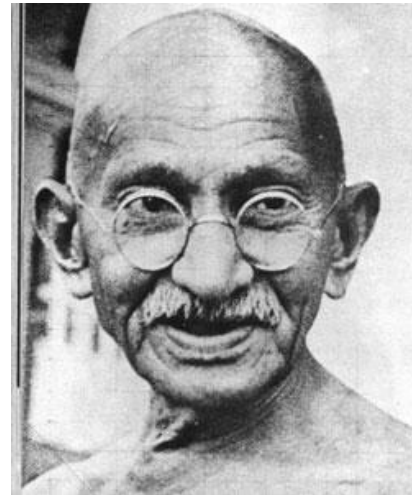
Organizational Therapy Approach

- **Helping organizations to identify neurotic behavioral patterns** (responding to persistent challenges with structurally similar interventions having visibly failed before, e.g. large scale programmes based on expert heavy interventions, such as Waterdecades, MDGs,...)
- **Achieving awareness of introjects** (introjects = unquestioned adoption of external/historical experience, e.g. sanitation solution = large sewer + western world WWTP, or beliefs taken over from earlier phases of an organization's lifespan without the context of those ideas being collectively remembered)
- **Making the assimilation of introjects a core element of change** (Empower the organisation to distinguish the useful part to be retained from the dysfunctional part to be discarded like in the food digestion process, bringing back the dissociated original context of a coping strategy)
- **Thereby enhancing changeability in place of eroding it** (With every introject assimilated, self-awareness increases and cultural obstacles to change are removed, rather than – like when traditional change projects in quick succession add to the introjects – making the organization ever more neurotic and averse against creative adaptation to new challenges)



The case...

Be the change you
want to see in this world!



...it's us!

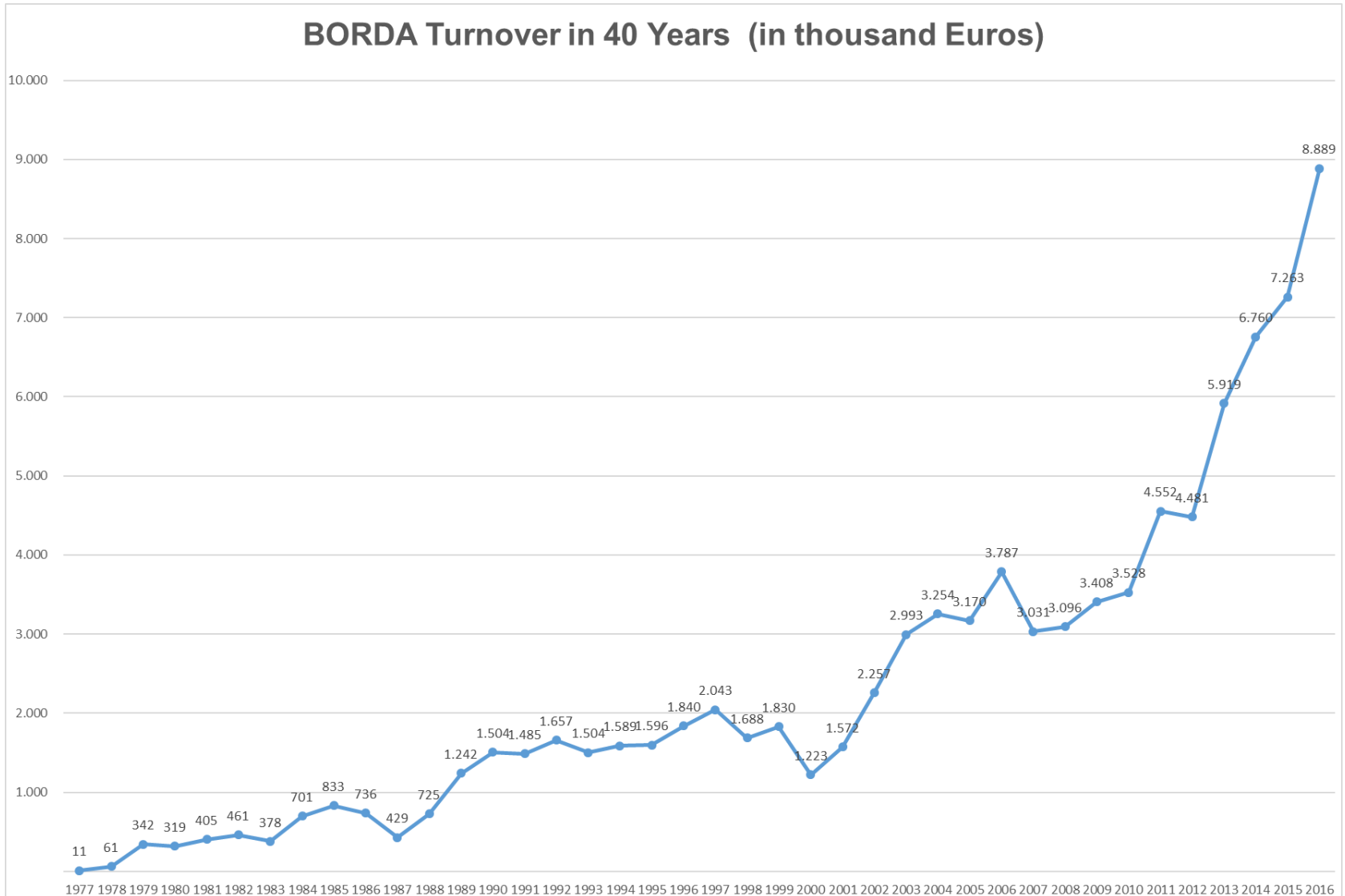
BORDA and partners in late 70s



The Sino-Indo-German Biogas Knowledge Team 1978 in China



Growth that we are proud of – but it didn't come without pain...



Where we got stuck along the way – recurrent dysfunctional behaviour (1)

- Scaling up DEWATS – **Introject 1**: to serve communities, you need an all-grass roots, artisanal approach
- Scaling up DEWATS – **Introject 2**: being an NGO is not as professional/efficient/ etc. as being a private enterprise

Assimilation: both artisanal construction and pre-fabricated systems have their place, depending on local conditions. There are things NGOs (most of the time) do better, like community sanitation, there are others, that private companies (most of the time) do better, like operating pre-fab production facilities.

Where we got stuck along the way – recurrent dysfunctional behaviour (2)

- Postponing again and again the building of the structural elements of our value proposition (QMS, certification, strategic steering through balanced scorecard etc.) – **Introject** : jumping on opportunities is the way to survive

Assimilation: jumping on opportunities is important for survival and even more for healthy growth, but the capacity for doing so has to be built systematically

Where we got stuck along the way – recurrent dysfunctional behaviour (3)

- Working harder and harder and harder and... – **Introject** : only self-sacrifice will finally save our organization [and the world ;-)]

Assimilation: we do need strong commitment, at times we even need some heroic action, but every good thing has its limits; we need to make sure that we don't burn out collectively.

Where we got stuck along the way – recurrent dysfunctional behaviour (4)

- Privileging above all the immediate demands of the local/ national/regional project one is working on, failing to contribute to the larger structure – **Introject** : success “on the ground” is the key to survival

Assimilation: we have become aware that on the one hand “all empowerment is local”, demands very specific interventions and forms of organizing that can generate such interventions, but on the other hand to achieve impact and organize (sector wide) learning, the “industrial” mode of organizing (standardize where ever possible and try to achieve economy of scale), is required we need to strike a balance with the industrial model without privileging one over the other

How we did that “assimilation” work

- At the outset there would be some scratching of our heads, being annoyed about things that did not work out the way we would like them to – the “D” like **dissatisfaction the change people would say** (they would even try to make you believe that this whole change business can be put in a formula $D*V*F>R....$)
- Our process consultant would ask us even more annoying questions and, to add insult to injury, he would cite a certain Mr. Lewin “For your information, I ask you a question”...
- We would try to pin down patterns in our actions that “helped” us to fail (remember that communication guru Watzlawick who wrote a whole book about “How to fail most successfully”?)
- The process consultant would ask us funny things like “what was this pattern of behaviour once useful for?”, “How did it help you to survive?”, “And in how far do you think you still need it?” sometimes parts of our history would emerge that only the very old (these people having passed the age of 50) could still remember...
- In a Harry-Potter-like memory modification operation we would arrive at a new shared narrative of what is BORDA and how it became what it is...

Interactive part: Micro-”Case Clinic”

Do you see any recurrent dysfunctional patterns of behaviour in **your** organization, like

- auto-sabotage that thwarts the effort to achieve the self-set goals;
- trying to solve a large variety of problems with basically a single type of approach;
- trying to solve problems with basically the same approaches that have brought those problems about;
- ...

Whisper groups on round tables, sharing between participants, selected taking up of cases by organizational therapy practitioners having accompanied BORDA



Stefan Reuter, BORDA e.V./Bremen,

in cooperation with

Dr. Thomas Rieger, Como Consult/Hamburg

como/consult