



Bioenergetisch-analytische Gesellschaft  
bewusst-bewegt-bezogen



**BPM 2015**

**Tutorial: Social BPM – more than software**

Nicola Burkhardt, 02.09.2015



## AGENDA

- 14:00 Introduction  
Theory  
Group work – experience  
– 15:30 Conclusion





# HYPOTHESIS

processes are only documented and hardly come to life because the social aspect in the process work is often disregarded

the content of a process is too much in focus. Not enough attention is paid to the skills of the single process member

the process manager is not really established as a manager

social skills can rarely be found in process management standards and set of methods

**with the integration of the awareness of the holistic individual into the process work process teams are more efficient and resilient**



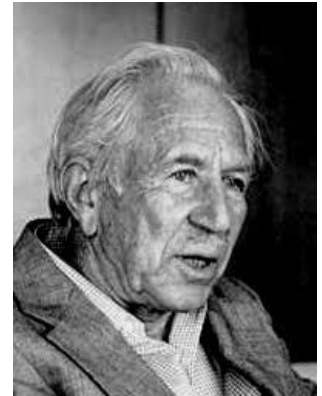
# THEORY – WHAT IS BIOENERGETIC ANALYSIS (BA)?

Founded by **Alexander Lowen**, medical doctor, 1947 in US

Fundament:

- Sigmund Freud: models of resistance and transference from the depth psychology
- Wilhelm Reich: physical phenomenons such as attitude, muscular tension, emotional expression, breathing patterns
- divided in five character types

**Waldefried Pechtl – Dr. psychology** - adapted the method for its implementation in organisations in 1980s





## THEORY – WHAT IS A CHARACTER TYPE?

- Fundamental imprint of a human being developed in its first five years
- Unconscious (physical) posture developed from conflicts
- Special method how a person deals with its environment
- Serves as a method of protection and defense
- Includes abilities/skills and constraints
- Constraints seen as potential for development





## THEORY – WHAT IS A CHARACTER TYPE?

Described by

- Physical posture
- Quintessence (Attitude towards life)
- Abilities, skills, resources
- Patterns of contact and relationship
- Patterns of defense
- Fundamental fear





## THEORY – CHARACTER TYPE - EXAMPLE

Individual- quintessence:

- I am wrong here. I don't belong here.
- The world is full of enemies.
- I fear the future.

Group/team:

- Very little contact, no group feeling
- Topic, theory, content counts
- no (time for) interpersonal relationships





## PRACTICE– WHERE CAN I USE BA?

In general:

- Self-reflexion, self esteem
- Intentional ways of being in contact with others

Profession:

- Working in and with teams
- Teambuilding
- Work life balance







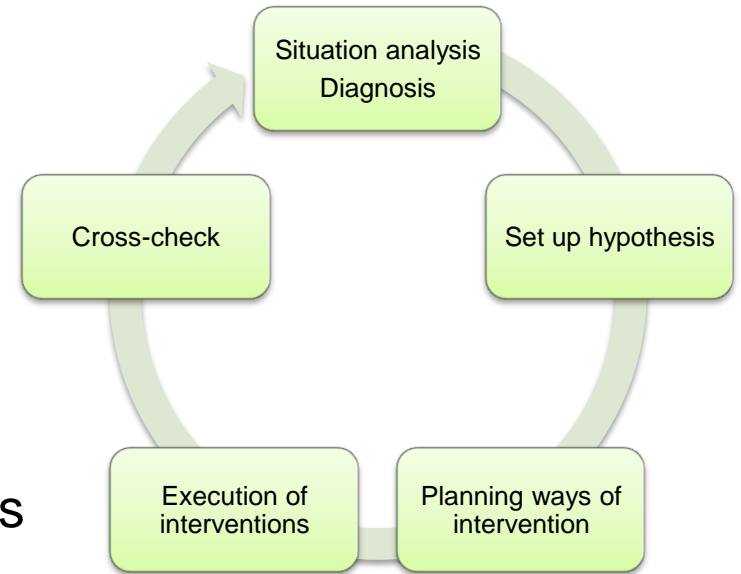
# PRACTICE– WHERE CAN I USE BA?

In the field of BPM:



## Examples:

- Lead and motivate process team
- Handling of conflicts and crisis in the process team
- Measure and improve processes ( and according culture)
- Provide organisational structure





# TUTORIAL: TARGETS & FUNCTIONS

## TARGETS

- Common experience
- Feel, look and diagnose with focus on social aspects
- Integrate body in awareness and process work
- Where do social aspects encourage or restrain process work?

## FUNCTIONS

### Lead:

- provides theory
- provides structure and tasks
- leads the tutorial

### Participants:

- active participation
- share experiences made





## GROUP WORK - SETTING

- 2 groups: players (5-8 pers) + observers
- Finding of groups
- Explanation of task, recommendations
- Execution (10-15min)
- Exchange of experiences made in small groups
- Plenary group





## GROUP WORK - TASK

You (1 process manager, 1 internal BPM coach, representatives of departments) are all working for a big austrian corporate group more detailed for the IT subsidiary with about 700 employees.

For a few months now you all have been working as a process team on the definition of a future customer ordering process – from the customer query, to definition of the requirements, internal project set up, project execution, to the customer fulfillment and the according accounting. A few workshops have already taken place, but never all representatives have participated.

In todays workshop the common work and according results sofare should be agreed on and signed of by the team. Its the first time that the whole process team is present and there are massive discussions as a lot of the common work is being questioned.





## GROUP WORK - RECOMMENDATIONS

- Confidentiality - what happens here, stays here
- Allow yourself to experiment, try something new, go unusual ways
- Courage to be trivial and simple
- Not highly sophisticated – leave behind „ I know“, „Not again...“
- Pay attention to your physical reactions
- Watch little things





## DIAGNOSE – ASPECTS FOR OBSERVATION



contact

energy

pace, rhythm

MYSELF

THE GROUP





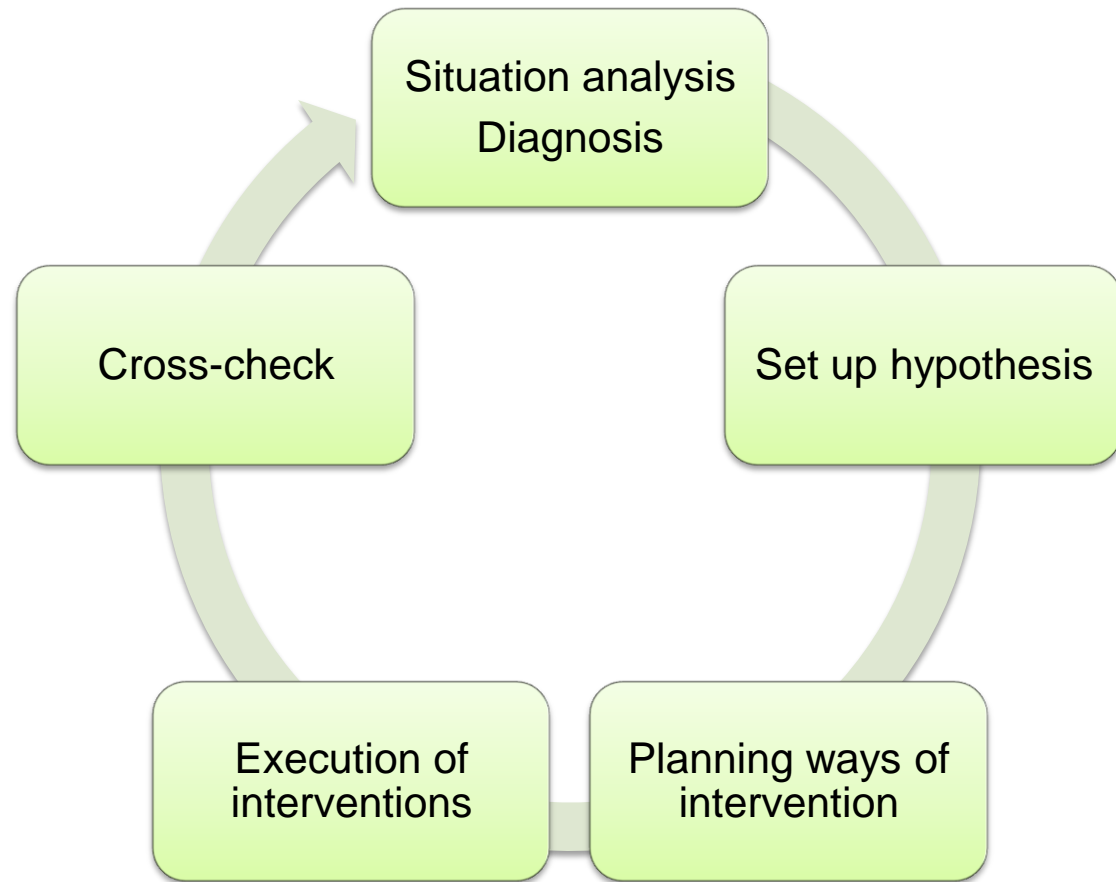
## FINDINGS – EXPERIENCES MADE

- Discuss in small groups (5 – 10 min) about
  - How did I feel?
  - What have I experienced/observed?
  - Where there circumstances influencing the experiment? Which?
  - FOCUS on: contact, energy, pace/rhythm
- Plenary group (10 - 15 min)





# HOW TO PROCEED?







## HYPOTHESIS

- Discuss in small groups (5 – 10 min) about
  - What is supportive for the team?
  - What are constraints for the team?
  - What would be the next step (for development)?
- Plenary group (10 - 15 min)





## AND WHERE IS BPM IN ALL OF THIS? - EXAMPLES

### contact

- Problems in interface between line and process organisation
- Use good quality contacts for the process work (set up of working groups, use people as multiplier)

### energy

- How high is the interest in the the topic?
- How is the level of workload?
- Does the timeline fit to the abilities and capacities?

### Pace/rhythm

- Are all part of the team?
- Why faster/slower?
- Who pushes/goes with the flow/falls behind?





According to B. Voigt (2010):

*Imagine an organisation as a skeleton ...*

*processes are muscles and the method of transportation of human life*





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