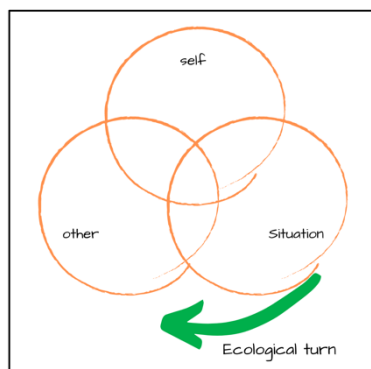


*This piece by Maggie Marriott illustrates a consulting application of ROG to organisations within the UK. The key theory maps are Self/Other/Situation (SOS) with a focus on the ecological turn, and field theory.*

## Maggie Marriott: The relief of the ecological turn

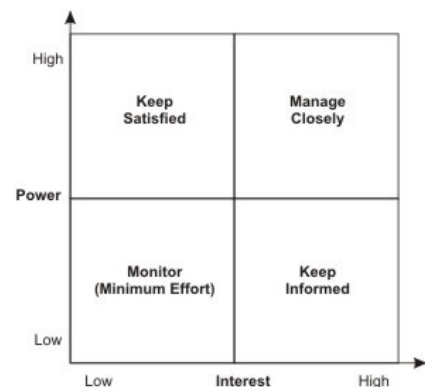
How has Relational Organisational Gestalt (ROG) impacted my work? Wow, that's a huge question! It has completely transformed my work because it transformed me. It is now 5 years since I completed ROG and it continues to influence and be the foundation of what I do and how I do it. In this article I will share with you how my understanding of field theory and the ecological turn has changed, and continues to influence, my work.



SOS model: S.Denham-Vaughan and M. Chidiac

Underneath the seeming simplicity of the Self/Other/Situation (SOS) model there is great depth, breadth, wisdom and power and a structure which I bring to all my work. I am especially drawn to the ecological turn and starting pieces of work by sensing into the whole situation and what this might illuminate about the organisational field. Whether I am working with a large organisation or an individual, the wider field always has a huge impact on what we do and how we do it, and yet it is so often omitted from the conversation.

When designing organisational change impact reports, I used to ask clients to fill in classic 4-box models, such as the one to the right. These were often dull, ego led activities that everyone wanted to finish quickly. They rarely looked at the wider field that was impacting them and/or their organisation, leading to many undocumented assumptions and invisible risks.



Now I tend to use a light touch constellation approach. I ask clients to physically show the wider field by placing stakeholders, risks, finance, etc. using items such as Lego, post-it notes, or stones in relation to themselves or the project/activity. I have found the physicality of placing items, moving around them and stepping into them to be incredibly powerful. This physicality raises awareness of the wider field that is in play and the relationships that exist. It makes visible what is missing, what assumptions are being made and what is figural. As

my clients create these models there is lively discussion, laughter, disagreements and finally, a version of the landscape they can all recognise. Of course, the information can then be captured in more classical risk and stakeholder tools but the visceral sense of them always remains and can be used in project reviews to bring the conversations to life once again.

I find this approach also works well with my coaching and supervision clients and creating the 'maps' together is always an energy filled experience.

The turn from working with the egos of people in organisations, (described in the ROG approach as explicit plans, agendas, aims and strategies), to working more ecologically, (a more emergent style of responding to "what is"), really excites me. It is about relationships and flows; about intersections and holistic connections. It's pretty messy and not easily confined to a process or a single approach. It offers a way to explore the complexity of how we can work in ways which replenish ourselves, our employees, other living beings and the planet. The use of field theory, generative dialogue and phenomenology, amongst others, offer a powerful way of raising awareness of the wider field, our place in it and our impact on it.

My ecological turn is just one part of the answer to how has ROG impacted my work and me; there are too many other impacts to share fully here but they include actively raising awareness of

- the complexity of the field,
- the assumptions we are making,
- the impact of our choices on our self, on others and on the Earth

I now work with companies and individuals as they move away from depleting themselves, others (including non-humans) and the planet towards increasing self-care, caring and connection to others. In this way, I hope we become more resilient, our interventions more sustainable and contribute towards replenishing the Earth.

### ***Maggie Marriott***



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