

## Where I get my inspiration...

### Preface & context

"How do you link your inspirations to your offer?"

*This document was written in response to that question.*

*In the end, it was a very interesting thing for me to do, as I gradually became someone else through practice and changed my profession, without it ever being a definite choice, or me really seeing it. I followed the needs of the field...and became passionate about all the human dynamics. Because if something is stuck, it is always there...*

*This writing work, which I enjoyed doing, allowed me to go back to the drawing board and to take ownership of my journey, in yet another way. It's fun to imagine that "you're doing something and you're trying to define what it is" and which box it fits into... That's also why my offer is complicated to catalogue and why it can't be completely pigeonholed. I can say what drives me and who I am, more easily than what I do... because it varies according to the needs.*

*This document is dense, it's a kind of "modelling of the obvious" but that we don't necessarily see and sometimes don't feel anymore. A bit like an equation that is endlessly unfolded to get to the essential and then redeployed to understand the essential again...*

### Multiple inspirations

I have found inspiration in different approaches that I freely express and hybridize, without dogmatism. They all converge and consist in acquiring more **awareness and distance**, in equipping oneself with **tools** and **spaces to identify and deal with tensions** of all kinds, while remaining anchored in the **concrete**, in the **facts** and in the **operational**.

I put these inspirations into practice in my work as a facilitator, in conflict resolution and in individual and group coaching. In short, I help to "get the mayonnaise going and people to understand, decode



and translate themselves", I help to see and unblock. The Ariadne's thread is authenticity, intimacy, truth.

How I inhabit space...

### Facilitation and the method of analysis of professional practices (APP)

From my training and coaching in **facilitation/cooperation/collective intelligence** (Jürg Bichsel, Marc Thiébaud - cooperer.org), I keep **facilitation** as an art, a kind of magic. An art that can only be learned by experimenting and feeling. I keep the work with **metaphors, creativity** and the **method of analysis of professional practices (APP)**. This allows the strength of the group and all its subjectivity to be used in order to achieve a great deal of objectivity. A "funnel" work that helps to channel the steps and energies to arrive at a result and that the elephant does not give birth to a mouse. Channelling the power of fireworks. Caring for 4 dimensions to encourage cooperation of the tetrahedron of Marc Thiebaud and Jürg Bichsel and bringing **REFLEXIVITY** and **HINDSIGHT** to regulate and improve the functioning of the group.

- **SHARED SENSE** To what extent are we always clear and in tune with our goals and priorities?
- **ORGANISATION and METHODS** How effectively do we prepare and deliver the set-up, framework, steps and process of group work?
- **RELATIONSHIPS and CLIMATE** How do we care for our group communication, the flow of words, the development of mutual trust and our synergies?
- **INVOLVEMENT OF INDIVIDUALS** What place and value does everyone find in the group work? How does each individual invest in it?

## Shared governance

Facilitation is also the key element of **shared governance**. Without good facilitation and the right use of spaces, the system may turn out to be even more rigid than the one you want to move away from. From my training in **holocracy** in Paris with **Bernard-Marie Chiquet**, and from my various contacts, essays and readings in the field of shared governance (**Université du Nous, Cellular Governance**, etc.), I have retained tools that considerably improve the functioning of the meetings, which gain in efficiency and clarity. A methodology based on small concrete steps and the idea of trying..., a management style that does not wish to get rid of tensions, which are necessary to move forward, but which provides itself with tools and spaces to deal with them. I also keep a process that empowers, that allows you to choose rather than to suffer, and in which you learn to formulate demands. I have found a lot of tools in it but I don't see it as a new church. I am convinced that we must avoid dogmatism and create hybrid functioning in small steps, depending on the historical context and the company culture.

The tools of shared governance are in the same line as those of the APP and complementary to them. I take care to remain in the concrete, in the possible, and not to hinder the operational. Dream sessions also have their place, but this is a separate space.

I accompany groups to train in self-facilitation (see realisations).

## Inside the self

From **Peter Senge at SOL**, I remember that "you can't look at anything outside yourself without looking inside yourself". "Why should people risk going there? "Only if they really care for something". This brings us back to the importance of shared meaning, trust and hindsight.



All these notions and tools complement each other and are found in a perpetual cycle. Presence, distance, trust, communication, personal alignment, it's a permanent work but it's ok if you are aware of it and it's exciting. That's what life is all about.

Finding the balance, like riding a horse, is a constant search. As soon as you take things for granted, they freeze and the "authentic" disappears.

### Varying the tools to open doors and become aware

My proposal is to vary the tools and the focus to open doors and explore.

As [Anthony de Mello](#) says, "you can only act on what you are aware of". And you can only become aware of yourself. Any attempt to make someone aware of something that is not asked for will only reinforce their defences.

From my work with Jürg Bichsel in communication, I have kept many tools to [encourage feedback](#) (communication and feedback workshops, self-evaluation tools between peers) and to [reduce the blind spots](#) that we all have, as well as the Face to Face Revealing day which allows us to become aware through the contribution of the horse.

Gradually become aware of our patterns and [discover the space between stimulus and response](#) ([Stephen R. Covey](#), [Viktor E. Frankl](#)). Seeing what is in our power, choosing to respond rather than react ([response-ability](#)) (power day and different workshops related to power).

It also requires us to become aware of our emotions. Learning to observe, recognise, name and let go. To feel an emotion is not to be the emotion ([Vipassana - S. N. Goenka](#), [Somatic experiencing](#), [Anthony de Mello](#)).



## Understand before you are understood and nurture the links between people

In addition to the inspirations mentioned, there are many others. We are constantly "reinventing the wheel" and that is normal, because we have to discover for ourselves, experiment and rediscover constantly to keep alive. We can go back to Aristotle and his legendary "theory of persuasion": **ETHOS PATHOS LOGOS**. This describes the steps to be able to make our arguments heard.

First: Ethos, that's the link. For you to agree to listen to me, I must be worthy of your trust, be credible. Whether it is in the context of meetings, mediation or full-fledged activities, **it is essential to take care to encourage, develop and maintain links**. It is the link that makes things possible. Pathos, logos is Covey's "**understanding before being understood**". Understand where the other person is talking from, their need. Asking what it is like in one's own country (because we all have an inner country, less obvious to see than a geographically separate country, but the difference is no less important than between someone who lives in Switzerland and someone who lives in Australia, only there it is clear because it is visible), before planting the flag of our own country and singing the national hymn. To take care to see with the heart what is impossible to see with the eyes, as Antoine de St-Exupéry so beautifully said.

## Acknowledge the message

To make it visible and to make it exist: Really listen, without preparing our next sentence and verbalise, reformulate what we have understood by practising **active listening**. As long as the other person does not feel really heard and that we have not acknowledged the reception of his or her message (sender-receiver), he or she will continue to transmit, since the message has not been delivered, and will remain deaf to what I am transmitting. Welcome before justifying. **Marshall Rosenberg's non-violent**



communication can be found in the background everywhere (a bit like VAT in accounting LOL). Everything can be said, if you talk about yourself and if you talk in the right space. In my services I offer this SAS, which is often necessary to process information, to sort it out and to direct it to where it can be processed

### Permaculture

Welcome and get out of the struggle (without becoming a doormat). Turning obstacles into opportunities is one of the things I retain from permaculture. There are no weeds, every plant has its place. Take care of the soil and encourage complementarity and mutual aid between plants. An invasion of slugs can be an opportunity to transform the slugs into eggs with the help of the duck.

Some pretty fun approaches to create the link and change the angle  
It's a puzzle, different angles. All these approaches aim to bring awareness, reflexivity and hindsight. You can't work on everything at once, so change angles, change doors and take small steps.  
To do this and to accentuate the focus, I sometimes take inspiration from image theatre and theatrical improvisation or from horses, which constantly bring us back to the moment and offer us a non-deforming and non-judging mirror. These approaches are quite fun and also allow us to develop links and to do a form of what we call team building today (creativity workshops and Face to face revelation).  
Use these tools and... at the same time... don't freeze, let it emerge.  
The Bible is not faith...

### The contributions of shamanism and symbolic language

I see in shamanic practices a possibility to foster **emergence**.  
**Foundation for Shamanic Studies, Ulla Straessle, Carine Roth.**  
 From my **shamanic** experiences and seminars, I keep the sacred circle, sacralising the opening and closing of a container space...ensuring safety, inclusion. We find the PPA but with an extra soul. These practices allow us to connect with others, to consider each other fully and again, to foster connection (the GRAAL), to find answers in the forces of nature, in the forgotten symbolic language (which is the only universal language **Erich Fromm**). They also allow us to draw inspiration from the knowledge of the elders, from the medicine wheel and its questioning, to find our North, to give, to give up, to claim. The exchanges in the circle, as well as the **learning stories**, allow us to **give body and meaning to our own stories**, to **anchor the positive** (related workshop). From shamanic counselling, I keep the strength of the question, the trust in intuition.

### Mediation

From my experiences and training in **mediation**, I keep in mind not to try to agree but to try to understand each other, to separate the person and his needs, which are sacred, from his behaviour. I separate spaces, help to verbalise and reformulate. I offer important individual time to decant and prepare the meetings. I also make sure to see what can be put in place so that people can deal with the tensions that will still arise. I also keep in mind that sometimes this is not possible and that a dignified way must be found for everyone to stop if priorities do not match.

### Musical metaphor

All these practices are like making music. Everyone chooses their own instrument and is responsible for tuning it. A good cooperation is like a jazz concert where everyone is a virtuoso and listens to each other to know how to play and when it is good or not to play a solo and in what tone. Some musical ensembles need a conductor, scores. Some musicians have to start by doing their scales...



It's a life path that extends far beyond work, but that's what life is all about, seizing the opportunities we are given to grow and open up.

### Humour and relativisation

Not forgetting humour and relativisation. Learning to laugh at oneself, without derision. I will quote here the **360 degrees** technique and the contributions of **Paul Watzlawick** (The workshops involving theatre)

Working on acting on what is in our power, accepting what is not and making the difference between the two...

I will finish with Anthony de Mello who, while he says to himself "he should think about practising what he preaches", takes himself back to say that no... "he should only preach what he practises"... I try to do this as best as I can, because it is only what is authentic that motivates me.

### What does this have to do with numbers?

What does all this have to do with numbers? Numbers are a helpful factual key. In a divorce, it is always the numbers that get in the way, but it is not possible to settle the numbers without putting the emotions and needs into words. An unrecognised need will make its demand in numerical form... Numbers are also helpful in identifying our past and future choices, strategies and priorities. Numbers are simply another representation of reality. I therefore use numbers in my coaching and divorce support and also offer "accounting coaching" to understand and master your numbers. Knowing where they come from, where they go, the impacts and how to build dashboards for steering.



## Networking

I rely on a collaborative network for elements that are not in my field of competence and/or for which working together is favourable. My network is also invaluable to me for constantly questioning myself, sharing representations and experiences and continuing to move forward.

## Afterword

Comment from a friend after reading this text: it is like a weaving, or rather a network of channels, where one can circulate, discover buildings and places, see it at other times from another angle, from behind, and then return to it by another path.

One metaphor leads to another...

Arriving here in Australia, at first I used the GPS for everything. Then you find a way and at first you always go through the same place, so you don't get lost, and then ... without realising it a map is created ... and then ... you see where to go ... you see the connections, the cross-streets, you locate yourself in space and soon you don't think anymore ... you know ... but on the other hand you don't look anymore ... and you forget that you are in Australia ...

## Conclusion of the conclusion

This document crosses the visions, makes dialogue between concepts and thoughts... I am not inventing anything, I am connecting everything at the most... Everything has already been said and re-said but each one must rediscover by himself reinventing his own wheel.... Take a step back from what is happening and see, feel, be present. It's a cycle: see to be present, but be present to see, feel and trust etc... it's a perpetual alignment... You never get anywhere, it's a permanent journey... hence the spaces, the steps and the navigation tools that favour sometimes one aspect, sometimes another.

## Recommendations

Mental models and collective beliefs, Scenarios and power games :  
Jean-Philippe Challandes ([70](#)) [Jean-Philippe Challandes | LinkedIn](#)

Vision quests, medicine walks, rites of passage: Carine Roth [CEUX D'ICI - Ceux d'ici \(ceuxdici.ch\)](#)

Visual communication : Epsilus, Sophie Ménard [www.epsilus.ch](#)

Design Thinking: Valérie Bauwens [Design-thinking, innovation, intelligence collective, co-création, Lausanne \(human-centricity.com\)](#)

Ericksonian hypnosis: Guido Albertelli [Liberate life! - Guido Albertelli](#)

Bernard-Marie Chiquet IGI Partners : [Excellence in Holacracy - iGi Partners](#)

David Hertz Wakan Spirit in Business and Life. Coaching and training with awareness and intuition: [HOME - www.wakan-sib.com](#)

Marc Thiébaud [Formaction | Learning to act - acting to learn](#)