

Providing Formal Supports in Informal Settings:

Moderating tensions that can arise

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Some Features of Systems

- *What individual members pursue*
 - *Stance towards members*
 - *What members seek for other members*
 - *The language & idiom*
 - *What they pursue*
 - *Nature of membership*
 - *Means of influence*
- **Advancement, power, status & prestige**
 - **Replaceable, interchangeable, allocated tasks, minimal accommodation to individual differences**
 - **Conformity**
 - **Prosaic, leaden, stiff, humourless**
 - **Power, eternity & wealth**
 - **Tending toward involuntary**
 - **Hierarchy, control, surveillance, force, fear, social distance, stratification, segmentation, control of world-view**

Some Features of Systems

• *How things get done*

• Formalisation, objectification, bureaucratisation, commands down, reporting up

• *The highest authority*

• Officers, rulers & their embodiment, e.g., laws

Some Features of Communalities

• *What individual members pursue*

• The “good things of life”, friendship, actualisation, involving all members

• *Stance towards members*

• Support for individuals talents, identity, shortcomings, roles adjusted, created

• *What members seek for other members*

• Growth in ideals, personal growth, civility, collegiality, creativity, fulfilled calling, harmony – even at cost of honesty & consciousness

• *The language & idiom*

• Loose style, relational, song, story-telling, art, drama, humour

• *What they pursue*

• Living out an idea, an ideal, relationships, an alternative vision of a better world order

• *Nature of membership*

• Voluntary, chosen

Some Features of Communalities

•Means of influence

•Cultivate ideas, relationships, persuasion, consensus, shaping of world-view

•How things get done

•Internalised reference to faith or ideals, shared vision and values, identification with charismatic leaders or peers, informality

•The highest authority

•The “faith”/ideal/vision is supreme, everything else is a means

In summary, the features of bureacracy-

- Stratification,
- Specialisation
- Formalisation, and
- Routinisation

undermine resilience, innovation,
engagement, connection and growth

(Hamel & Zanini, Humanocracy 2020)