

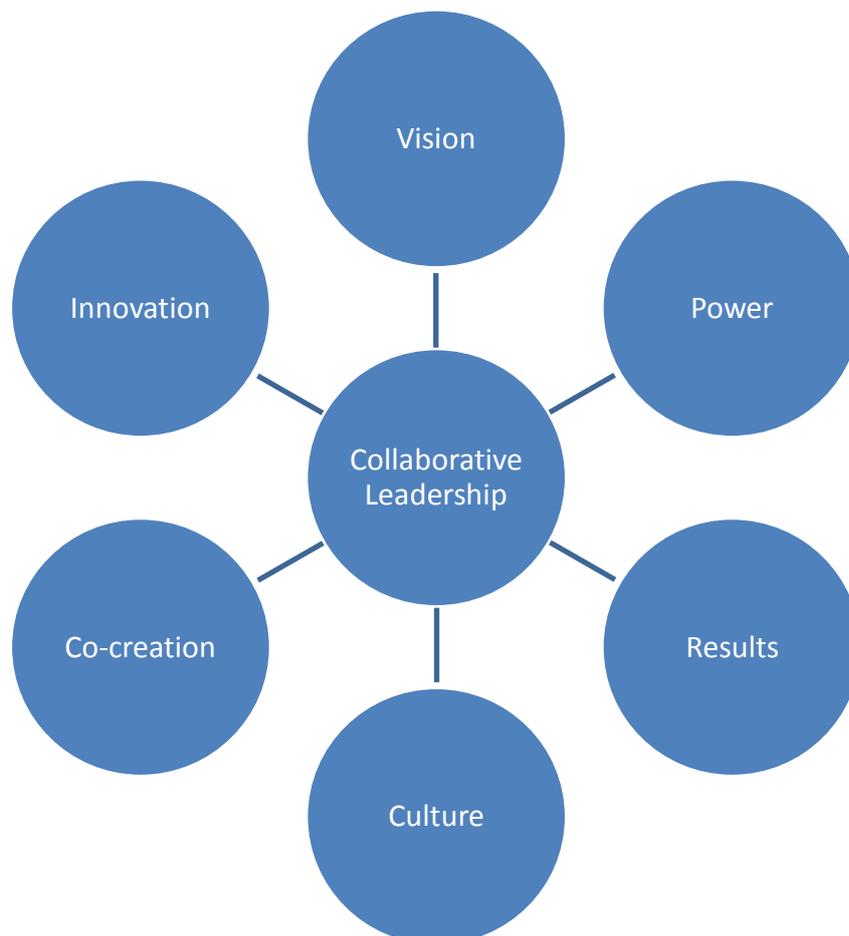
The Six Pillars Model (6PM)

Abstract

6PM is a systemic model enabling us to become aware about tensions, contradictions and paradoxes happening in human systems while the system is learning and transforming. They are all linked to people resistances, opposite views, lack of understanding, stress, blaming and conflict.

Model overview

The Six Pillars Model (6PM) has been tested many times over the last few years as systemic model to support leaders and teams engage organizational transformation. This simple and innovative model poses that any human system might be approached through the following six pillars:



Each pillar could be considered as an active organizational lever. Beyond the diversity of the six pillars, the 6PM offers three systemic innovative approaches allowing us to embrace complexity:

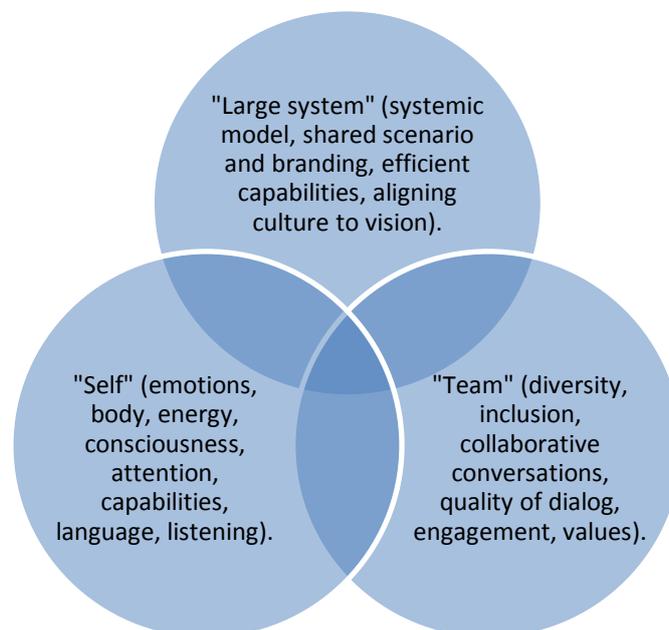
- The first innovative approach is the antagonistic relationship between levers:
 - The business vision is antagonistic to the business culture; there are two ways to represent the shared vision: from a branding perspective, the shared vision corresponds to the way the system would like customer aspirations to be represented. From a business future perspective, the shared vision corresponds to the shared business scenario. The business culture corresponds to desired values and capabilities; business culture should be aligned to business vision, never the opposite.
 - The power is antagonistic to the team co-creation; the power means here “power over” other people; power is mostly represented by the vertical line (orders, priorities and control); teams in co-creation mean “power to” influence team conversation and is mostly represented by the horizontal line (collaborative conversations).
 - The innovation is antagonistic to business result; product, service or process innovations are generated with the purpose to regenerate business results. Innovation is strongly connected to shared vision (business scenario and branding positioning).
- The second innovative approach is that there are three levers helping the human system to open up to external market or to the overall eco-system; these levers are: the vision, the innovation and the team co-creation. Subsequently, there are three system levers

that deal with closing up positions, these are: the power, the results and the culture. Therefore, on the one hand the system requires learning and adapting (visioning, innovating and co-creating), on the other hand the system requires reproducing (controlling, repeating and memorizing). Both are relevant.

- The third innovative approach is the introduction of dynamic balance across the six pillars. Intuitively, we tend to believe that leadership implies pushing the system towards stable or static position. The 6PM states that system leadership implies keeping a dynamic balance among the six pillars. This won't be possible without collaborative leadership.

Collaborative leadership

Collaborative leadership implies influencing large system learning and system adaptation through the selected systemic model (ex.: 6PM), while we are sensitive to individual and team resistances to learn and to adapt. Therefore, collaborative leadership implies raising awareness at self, in order to contribute to team and to get a team collaborative conversation, in order to promote dynamic balance at large system.



Most of the complexity we are encountering in business those days is due to:

- The fact that we prefer to use mechanical models, at the same time we claim those models are systemic.
- The fact that we prefer simplistic leadership approaches as they preserve power as a main argument to embrace complexity.
- The fact that leaders ignore how to embrace self, team and large system.