Organisational transformation for equality, justice and peace: A holistic approach

The starting point for our approach to organisational transformation is the idea that a holistic view of human experience demands attention to four interconnected domains.[1]

	Interior	Exterior
Individual	**A** **"I"** Personal meaning and sense of self	**B** **"IT"** Body and interpersonal behaviors
Collective	**D** **"WE"** Culture and shared values	**C** **"ITS"** Institutions, systems and processes, nature

When applied to organisational context, this simple framework becomes a tool to surface the ways in which organisations reflect and replicate existing **power hierarchies** (such as gender, class, race, caste and ethnicity) in their structures, cultures and functioning.

- **Individual consciousness** (upper left quadrant). Regardless of the nature of the organisation, those who enter it bring with them the baggage of their own gendered socialisation and patriarchal conditioning. This conditioning is coded into the internal sense of self and underlies the unthinking acceptance of everyday subordination and the equally unthinking exercise of everyday privilege. It moulds the individual's sense of entitlement and perceptions of value, dignity and respect.
- **Individual behaviour/bodies** (upper right quadrant). Bodies and behaviour are the outward expression of the "internal self". For instance, individuals reveal themselves in the ways they voice their ideas and concerns; express and respond to power at different levels of the organisational hierarchy; express their sexuality and engage with the sexual expressions of others; claim their rights and entitlements and respond to the claims of others.
- **Organisational systems** (lower right quadrant) are the formal structures and rules that guide the functioning of the organisation. They are a means of validating and perpetuating hierarchies of roles and functions and setting formal boundaries of acceptability and legitimacy. They provide the operational guidelines for the exercise of leadership, decision-making, allocation and use of resources, claims to rights and entitlements, performance of roles and tasks, distribution of rewards and penalties, and accountability for successes and failures.
- **Organisational culture** (lower left quadrant) is the "we-space" of shared meaning, understanding and beliefs created by the interactions between individuals. Organisational culture is expressed through the unwritten codes and standards for the day-to-day life of the organisation: in definitions of what is "acceptable" and "unacceptable", "appropriate" and "inappropriate", "useful" and "useless", who is "in" and who is "out".

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1 In developing this approach, the authors have drawn on the following.
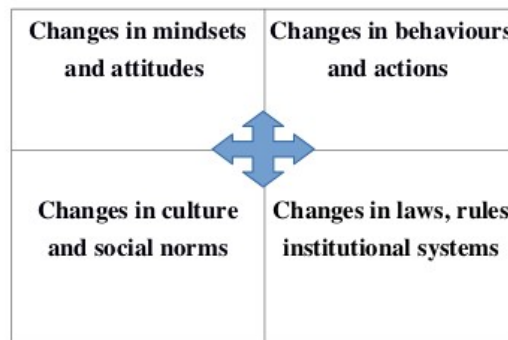   1. Wilber, K. 2006. Introduction to the Integral Approach (And the AQAL Map).
   <http://www.kenwilber.com/Writings/PDF/IntroductiontotheIntegralApproach_GENERAL_2005_NN.pdf>
   2. Gender At Work Framework <https://genderatwork.org/analytical-framework/>
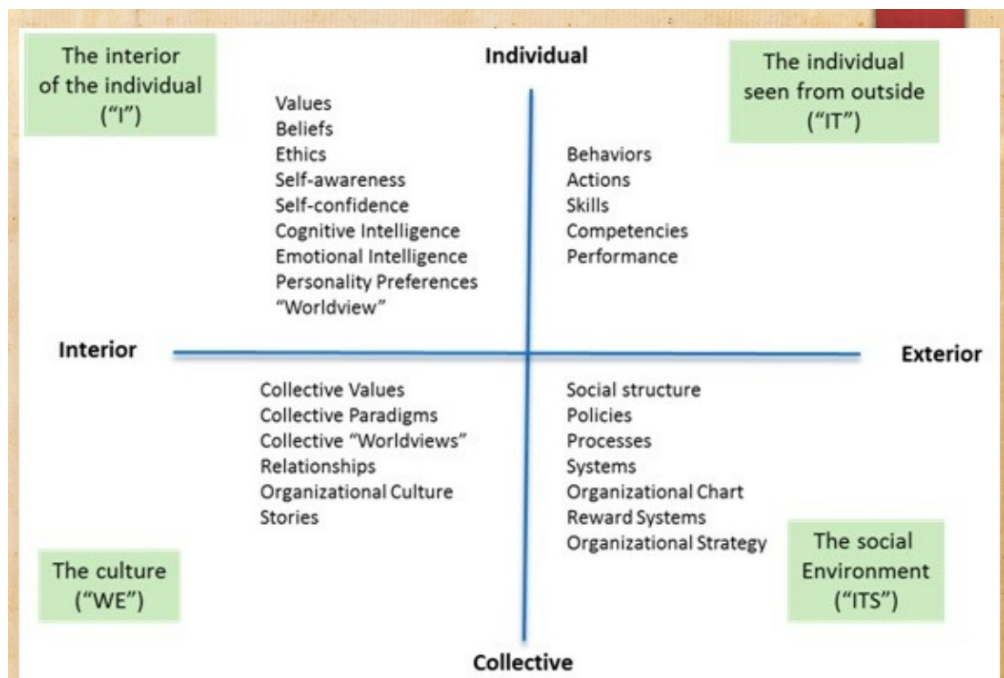
This framework can be used as a template where organisational transformation is visualised as an outcome of synchronous and synergised actions for change in each of the four quadrants.

Changes in mindsets and attitudes	Changes in behaviours and actions
Changes in culture and social norms	Changes in laws, rules institutional systems

An organisation where everyone can count on
- equal treatment
- equal access to resources
- zero tolerance for violence
- respect, dignity and justice
.....regardless of their gender, race, ethnicity or position on the hierarchy