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See Reverse Side for Services We Offer

Beyond the Horizons Consulting

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What is a Learning Environment?

In our February Newsletter, we highlighted the importance of **creating a learning environment** as your organization moves into a future that will be more and more characterized by *the interconnections* between **functions** in an organization: between goods and services, between production and outsourcing, and especially between **the persons who make up “the living organization.”** For businesses are composed not primarily of inventory, office and warehouse buildings, stock offerings and holdings, and financial records, but of human beings *whose words and actions are the lifeblood of every business.*

We also mentioned tools that help employees and



managers to know their people, each with his or her unique talents, skills, stressors, and challenges. Among these tools are the Myers-Briggs Type Indicator and Spiral Dynamics.

What we also need to recognize is that these tools are

not primarily meant to help the individual understand him/herself. Rather they are meant to help people — employees, managers, and CEOs — **understand themselves in relation to others.**

In an article entitled “Moving Forward: Thinking Strategically about Building Learning Organizations,” Peter Senge writes that “the community nature of the self challenges us to see the interrelatedness that exists in us ... When we forget the community nature of the self, we identify the self with the ego ... Encounters with others become transactions that can add to or subtract from the *possessions* of the ego.” (italics added)

I and Thou

This is the kind of attitude that Martin Buber wrote about way back in 1958 in his book *I and Thou*. Buber recognized that there was a difference between treating someone as an object (the *I-It* relationship) or treating them as a whole human being, who could not be reduced to a series of characteristics. The kind of relationship that Buber wanted his readers to adopt in their dealings with others was the *I-Thou* relationship. When you see the other as a partner in relationship, you may at any time experience something totally new and exciting about this person. **To admit that another person can change — can demonstrate a new and different behavior — is to admit that you too can change. And change in a positive direction is the essence of the learning organization.**

We are (read *exist*) in relation to others. It is not only Buber writing in the ‘50s who echoes this sentiment. Peter Senge in his introduction to *The Fifth Discipline Fieldbook*, writes, “Among the tribes of northern Natal

I and Thou, cont'd.

in South Africa, the most common greeting, equivalent to 'hello' in English is the expression: *Sawu bona*. It literally means, 'I see you.' If you are a member of the tribe, you might reply by saying *Sikhona*, 'I am here.' The order of the exchange is important: Until you see me, I do not exist. It's as if, when you see me, you bring me into existence."

This is the beginning of true dialog — "conversation that isn't polite." You can embark on such a creative course with your coworkers or employees by following these steps:

- Take a few minutes to remain silent and let go of all presuppositions. Be in touch with your own breathing.
- Now take time to reflect on your *true* feelings and thoughts about a given issue.
- Come to the meeting with an attitude of openness to dialog.
- Listen to what others have to say by being fully present to each speaker, not jumping ahead with a mental reply.
- Practice active listening: Listen not only with your ears, but with your eyes and indeed your whole body for the meaning beyond the words.

Services We Offer

Beyond the Horizons Consulting works with CEOs, managers, and their businesses to

- 1 Manage change in your organization
- 2 Maximize hidden potential of employees and teams with state-of-the-art tools
- 3 Resolve conflict through building understanding and negotiation skills

We are human engineering specialists, and we will work with your company, department, or team in the following ways:

- Executive coaching
- Analysis and resolution of conflicts
- Understanding and utilization of individual talents

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We offer the following packages for teams, groups, and departments

- Basic Understanding of Personality Type Using the Myers-Briggs Type Indicator
- Team Development Using the MBTI
- Dealing with Change as a Team
- For CEOs, Managers, and Team Leaders: Understanding and Resolving Conflict (using Spiral Dynamics)
- Interpersonal Skills for CEOs and Managers Using the DISC, an Online Instrument
- Diversity in the Workplace Using the MBTI
- My Stress is not your Stress (coping with stressors in the workplace using the MBTI)
- Implications of Personality Type for Management and Leadership
- Assertiveness Training for Employees
- EAP (Employee Assistance Services) for Businesses and Employees

Some of these programs may be offered as in-service continuing education. Others are on-going (such as EAP programs). Finally, others are arranged on a three- or six-month basis (for example, executive coaching).

We will also tailor programs to meet your company's or department's needs. Our initial consultation is always free of cost to you.