

A 'Five Energies' framework...

... supporting institutional change and leadership development in service of a sustainable future



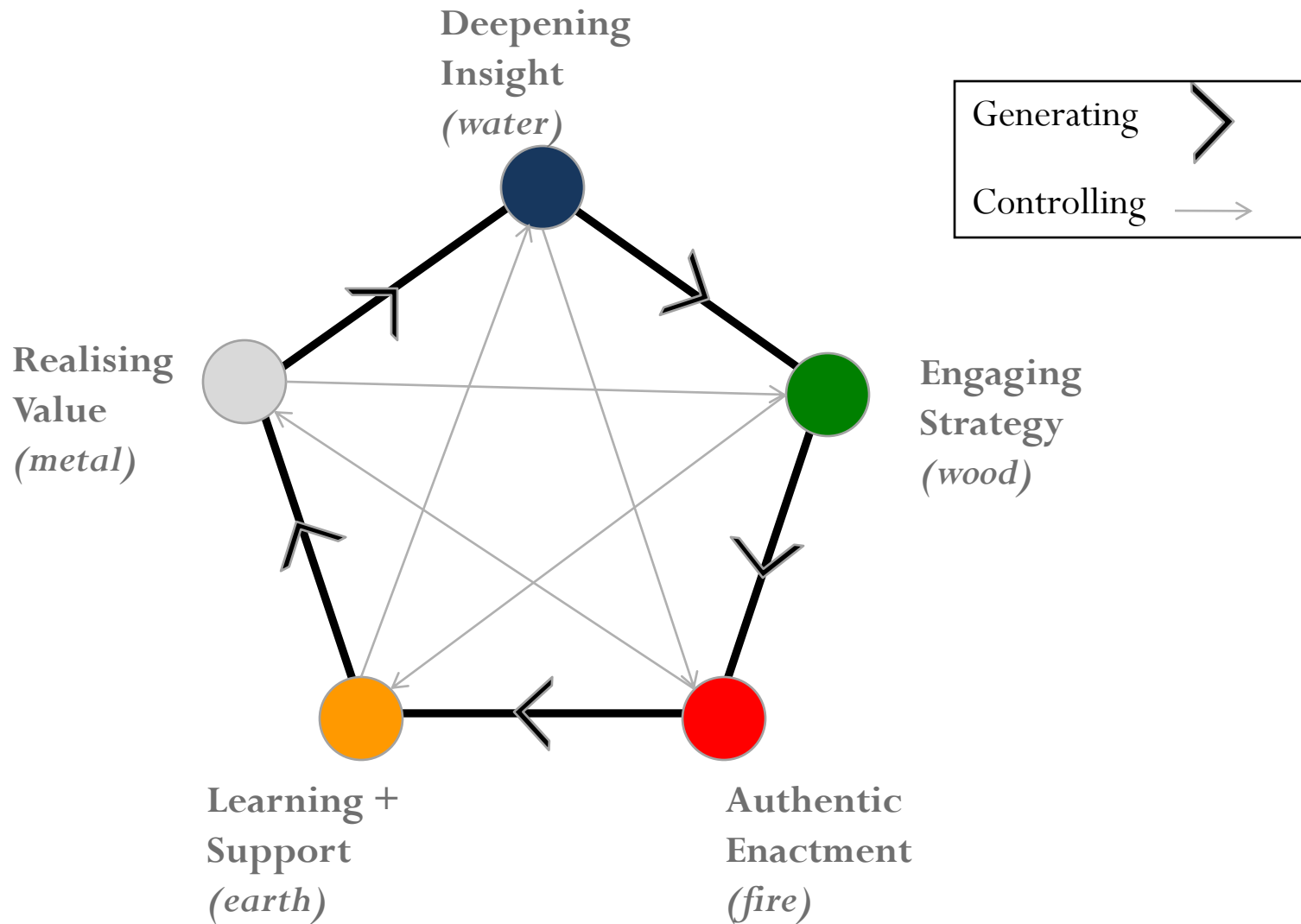
The 'Five Energies' Framework

A tool derived from ancient Chinese wisdom which helps integrate the global and the personal – and brings together sustainability, business change and leadership development expertise. Specifically, it can support:-

- **Identifying and growing individual 'change leadership for sustainable development' skills** – while building wider human capacities simultaneously
- **Planning and moving through a comprehensive change pathway** – which enables working emergently and can be applied at individual, team and organisation levels simultaneously
- **Diagnosing strengths and weaknesses across a whole-system**, including inter relationships within and between the operating environment, the organisation, teams and individuals
- **Culture change** – providing participative forms of cultural diagnosis, and creative ways of shifting and/or deepening particular aspects of an organisational culture
- **Holding 'difficult' and/or 'refreshing' conversations** - getting to the root cause of problematic issues and opening up new, 'conversational spaces' about important matters
- **High-quality engagement and participation** – in both the diagnostic conversations above, and the change strategies being taken forward.



The 'Five Phases' Change Pathway ©



The Five Energies - and some key correspondences

- Water – winter, kidneys, blue/black, seed, reserves, stillness, purpose, wisdom, basic survival. Initial Idea. Terror – Courage.
- Wood – spring, liver, green, growth, vision, creativity, ‘making it happen’ ... Strategy. Growth. Anger – Dynamism.
- Fire – early summer, heart, red, warmth, connecting, relationships, communication, inspiration. Articulation. Hysteria - Joy
- Earth – late summer, stomach, yellow/brown, support, empathy, nourishment, digestion. Reaping the Fruits. Anxiety - Empathy
- Metal – autumn, lungs, white/silver, precision, structure, rhythms and routine. Clarification, measurement and judgement. Grief - Truthfulness



Water energy: potential manifestations

Individual

balanced

imaginative, wise
courageous,
reflective

deficient

addicted to adrenaline,
'a survivor'
obsessive determination

in excess

lack of will,
highly introspective,
obsessive fears

Organisation: management + processes

long-term mission, contingency planning,
original thinking, shared purpose,
innovations, time-outs, flexibility

short-term focus, hyperactivity, cultural
reliance on caffeine

abstract thinking, no tangible results,
vagueness of task and process

Wood energy: potential manifestations

Individual

Organisation: management + processes

balanced

bold, direct, decisive,
strategic

clear direction, goal-setting, dynamic, conflict
resolution, growth-oriented, strong contracting,
good execution

deficient

ineffectual, lacking
direction, erratic

lack of vision, no strategy, poor execution

in excess

aggressive,
confrontational,
overly competitive,
macho

incoherent strategy, driven, insensitive to human
needs, highly directive, stop-start dynamic



Fire energy: potential manifestations

Individual

Organisation: management + processes

balanced

lively, warm, open
passionate,
communicative

inspiring, good team working, celebrating
success, networks

deficient

secretive, closed,
inaccessible

lack of community, no sense of centre,
poor team-work, bad stakeholder relations

in excess

chaotic, panicky,
disorganised,
scatty, confused

disorganisation, fragmented activity,
loss of integrity, burn-out



Earth energy: potential manifestations

Individual

Organisation: management + processes

balanced

caring, grounded,
centred, secure,
supportive

inclusive, good welfare policies, practical,
collaborative, attention to staff development

deficient

needy, insecure,
worried

work environment in disrepair, snatched
lunch breaks, undervalued personnel, dying pot-
plants, no time for reflection and learning

in excess

meddling, greedy,
suffocating

complacency, no 'edge', excessive attention to
people process, inter-personal issues stultify



Metal energy: potential manifestations

Individual

Organisation: management + processes

balanced

clear, honourable,
precise, disciplined

clear lines of reporting and accountability, sufficient rules and regulations, time-tables, accounting, filing, security, beautification of work-place

in excess

depressed, hypocritical,
unable to let go,
muddled

unclear process, excessive paper, piles and clutter;
poor time-keeping, little accountability, stuck in tradition, continual re-invention of wheel






deficient

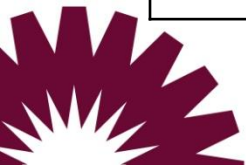
perfectionist, strict,
judgemental, distant

aloof decision-making, strict hierarchy, mistakes not tolerated, culture dominated by rules and procedure, nonsensical evaluation tasks, silo working



The 'Five Energies' of Change Leadership

Five Energies	Leadership - focus and qualities
 Water	<p data-bbox="614 319 1725 479">Holds purpose and values strongly; skilful inquiry; adaptive working with change; takes risks and sponsors innovation; confident in aloneness and uncertainty; brings wisdom and will-power - and long-term perspective. Shows quiet courage.</p>
 Wood	<p data-bbox="614 529 1688 646">Holds and articulates integrative vision; clear strategy; skilful framing and reconciling different perspectives; dynamic decision-making; motivating goals; solution-oriented; has break-through abilities.</p>
 Fire	<p data-bbox="614 715 1692 868">'Walks the talk'; sponsors networks and connectivity; high-quality communication; shows compassion for self and others; encourages openness; enables feedback; stands at centre of their world, serving as 'attractor' for the wider system.</p>
 Earth	<p data-bbox="614 929 1725 1046">Carries a whole-system perspective; brings stability, safety and containment; acknowledges and appreciates multiple forms of value; supportive; demonstrates self-nurture; encourages and models learning.</p>
 Metal	<p data-bbox="614 1115 1731 1268">Demonstrates authority and accountability; demands high-performance; is precise and clear about targets; shows skilful use of structures and processes; creates space for what's important; brings discernment and good judgement; builds trust; manages talent well.</p>



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