

## Envisioning SanTahanan – a community of artists

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What is it, a philosopher, social-scientist / OD-consultant can contribute?

Remarks on '**Building community**' and '**learning organization**' in steps describing:

- Situations
- **Challenges**
- **Responses**
- Insights

You don't have to forecast future  
but to make it possible. A. de Saint-Exupéry

Our situation in general

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Society is fragmented in 'systems'

- ... functioning to very specific ends
- ... using dynamics of ongoing functional differentiation.

Individuals are experiencing increasing uncertainty.

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Challenges nowadays

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- Gaining recognition as an individual in society and
- Developing awareness of societal situations.

Goals respectively

Creating situations for both

- Increasing a person's individual capacities and
- Increasing a person's social capacities, i. e. for social awareness and appropriate behavior.

Responses in history of modernity

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- Developing autopoietic functional societal systems.
- Developing a concept 'autonomy of art'.
- 'Urbanizing', e. g. creative individuals mobile up to living in hotels instead of homes.
- Shifting
  - from authorities setting substantial goals
  - to processes committing people to all kinds of participations / negotiating procedures
- ...

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Responses in history of arts / artists

with resp. to community building

In the 1800s

- Different naturalists grouping / moving to (rural) places / villages  
- *Willingshausen near documenta:Stadt Kassel*
- *Art Deco as Jugendstilkolonie Darmstadt*

In the 1900s:

- The '*Bauhaus*': interdisciplinary, international, societal, holistic as to arts and sciences involved.
- Andy Warhol's *Factory*

...

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Resume of arts-history

Many factors intervening, nothing is clear-cut, no linear development as to community building ....

**Autonomy of arts** is ambivalent:

- Originating from highly individual 'romantic genius-cult' and
- developing complex holistic approaches
  - of combining different media / different arts and
  - to society in general – starting from the way you are living everyday, designing house-wear and furniture ... architecture, urban-planning

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Challenges actualized

- Individuals experience uncertainty at extreme levels.
- Hence: there are reactions of very different orientation.

\* Owed to E. Garibay, i. e. talking, sleeping or not sleeping in an artist's house.

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**Moral framework of identifying us as 'selves'?**  
(cf. Ch. Taylor, Sources of the Self: The making of modern identity, HUP 1989)

Three axes show beliefs

- about the **value of human life**
- about the kind of **life worth living**
- about the **dignity** we afford to ourselves based on **our social roles and societal usefulness**

What modernity means for communities / 'Gemeinschaften'?  
Two **dimensions to direct our will to:**  
Community and / or Society (cf. "Willensrichtung" in Ferdinand Tönnies, Gemeinschaft und Gesellschaft 1887 (Darmstadt 1991))

**Community** **Society**

←-----→

Focusing on Community: **social roles** form personal identity  
Focusing on Society: **individual features** form personal identity

>> Bipolar 'space' limits and opens acting-options on both sides.  
But: Will the *socio-economic mechanisms behind our backs* take care of the rest of *social integration* – as Tönnies thought?

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Once people organize – what to remind?

**Five Learning Disciplines**

Shared Vision  
Systems Thinking  
Mental Models  
Team Learning  
Personal Mastery

Continuous Learning Innovation Improvement  
Learn and Apply Tools

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5 "Disciplines" of Learning Organizations – what to do?

Cooperative Identifying of Visions  
Thinking in complex Systems  
Flexibility of mental Models  
Learning in Teams while interacting  
Attributing self-efficacy

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What we should **not** practice or experience in Learning Organizations

~~Corporate Identity as given~~  
~~Self-stabilizing prejudices inducing conflicts~~  
~~Mono-causal Thinking~~  
~~Learning for later jobs~~  
~~Experience ourselves as fate-driven~~

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Disciplines of "Learning Organizations" and of their members – practical goals:

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Argyris and Senge describe 5 "disciplines":

- I. Members ascribe themselves **efficacy** as to processes and their results.
- II. Members are **flexible as to their mental models**, are empathetic and practice intercultural change of perspectives.
- III. Members share **visions they develop collectively and practice sustainably**.
- IV. Members learn cooperatively, i. e. **in teams**, focused on and while interacting.
- V. Members think in **complex systemic** interrelations.

What does 'learning organization mean for organization development facilitators?

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**OD-facilitator** is responsible for

- for **enabling** those persons affected to be **participants** of planning etc.,
- for **selecting methods** and procedures,
- for **sustainably** implementing them,
- for **complexity of procedures** instead of detailed truths.

It is more important to sustainably develop **methods and procedures** than 'consult in favor of' specific details.

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The poet's putting it:

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Die Veränderung der Welt  
muss zur Lust gemacht werden!  
Changing the world has to be made  
a passion / a pleasure / an inclination!  
Bert Brecht