

## Team and Personal Development with the Outsider Scale

### ➤ Step 1 – An Introduction to the Four Rooms of Change

We will kick off the workshop by exploring some of the dynamics of personal and organizational change by introducing The Four Rooms of Change® theory developed by Claes Janssen. In fact, rather than have the facilitator 'present' the theory, the group participates actively in the process and co-creates the theory through their own insights and experiences. To begin with, each of the participants completes the 24 questions that make up the Outsider Scale and this is followed by process in which the four rooms are constructed using the language of the participants. This approach is significant as it ensures that resistance to the theory is essentially avoided and people can identify personally with the theory. The four rooms - or psychological states of mind – are then labelled Contentment, Denial, Confusion and Renewal and the facilitator briefly explains the boundaries and the doors, the movement through the rooms and the transitions from one room to the next. Finally the group may briefly explore how the theory of the Four Rooms of Change can apply in a broader system; so at the individual, the group and the organizational level.

### ➤ Step 2 – Scoring and Exploring the Outsider Scale

We would now ask the participants to return to their completed questionnaires and calculate their own score based on our instructions. Next all of the individual scores are collected on a flipchart so that the group can how their group is distributed along the yes-no continuum. Overall, the research demonstrates a normal distribution of scores from those people who have completed the Outsider Scale to date. At this point, we can generally observe clusters of scores – often referred to as 'No-Answers', 'Yes-Answerers' and 'Mid-Scorers'. In terms of self-disclosure, this is the only information that will be shared in the group. How people answered the individual questions and their second 'integration score' are not usually – or usefully - shared with other group members.

### ➤ Step 3 – Group Dialog Process

In this session, we begin to explore the dialectics in the room by exploring and valuing differences before seeking commonality. What have we noticed that is similar in terms of our views, perspectives, approaches and works styles with others who fall within our group on the yes-no continuum? What brings us together? What do we have we noticed that is different about other groups? How do we experience those differences and what might we do to start bridging those differences? After some small group discussion, some proposed actions may then be presented in the larger group.

### ➤ Step 4 – Personal Dialectics, Reflection and Development

Next we will review the second score from the Outsider Scale; the integration score. This captures our level of comfort with what is known as the 'yes/no conflict' within ourselves or, put simply, our ability to integrate each of the four rooms – or psychological states of mind – in our own lives and when needed to 'keep the doors open' and move freely between the four rooms. What action could we now take as individuals to develop that other – perhaps less preferred - side of ourselves? This process of personal dialectics is often referred to as Carl Jung's principle of the 'magnificent both/and' and there are clear connections with Chinese Yin-Yang theory from the 'I Ching' (Book of Changes).

### ➤ Step 5 – Me and My Four Rooms

We might close the day by giving each individual the opportunity to reflect on how they are experiencing the Four Rooms of Change in their own lives. What are their past or current experiences of moving between Contentment, Denial, Confusion and Renewal both in their professional and perhaps also in their personal lives. There is no pressure on any individual to 'share' here but can be a very rich and productive exchange which leads to a deeper understanding of the Four Rooms of Change. One important learning here is that often we can be in different rooms – or psychological states of mind – in different systems or 'life spaces'. In other words, I might be highly content in my personal life whilst highly confused about my career and – of course – vice versa.