

The Systemic Constellations as a method for Career planning – on the way to personal responsibility

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Abstract

Career development is a development process that requires from us to make the key decisions on which area we want to succeed. This requires from us a personal responsibility for life and work. It is a lifelong process and requires an adequate motivation, work, effort, additional education and a lot of activities, which at the same time increases the possibility of choosing different types of employment with greater personal satisfaction. Proper career planning and personal awareness of available resources make it possible for us to choose the most suitable path for us and to succeed. In the paper we will briefly present the method of systemic constellations, which we used in the planning of young people's careers. Participants of the Model M Slovenia project, young people aged 15 to 29, have been acquainted with the methodology of systemic constellations in years 2017 and 2018. The project was attended by 118 young people, and more than 50 young people found their job. After 6 months, more than 80 % of the project participants retained their employment. That's why we upgraded the method in terms of career planning for all generations, not only youth.

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Key words: youth, employment, organizational constellations, systemic coaching, social responsibility, career, plan

Sistemske postavitve kot metoda načrtovanja kariere – na poti k osebni odgovornosti

Povzetek

Razvoj kariere je razvojni proces, ki od nas zahteva ključne odločitve o tem, na katerem področju želimo uspeti. To od nas zahteva osebno odgovornost do življenja in dela. Je vseživljenjski proces in od posameznika zahteva primerno motivacijo, delo, trud, dodatna izobraževanja ter veliko aktivnosti, ki mu hkrati ob večjem osebnem zadovoljstvu povečujejo možnosti izbire različnih vrst zaposlitev. Primerno načrtovanje kariere in osebno zavedanje o razpoložljivih virih nam omogočata, da izberemo za nas najprimernejšo pot in uspemo. V



prispevku bomo na kratko predstavili metodo sistemskih postavitev, ki smo jo uporabili pri načrtovanju kariere mladih. Udeleženci projekta Model M Slovenija, mladi v starosti 15 do 29 let, so se z metodo sistemskih postavitev seznanili v letih 2017 in 2018. Projekta se je udeležilo 118 mladih, zaposlitev je našlo več kot 50 mladih. Po 6 mesecih je zaposlitev ohranilo več kot 80 % udeležencev projekta. To nas je vzpodbudilo, da smo metodo nadgradili v smislu načrtovanja kariere za vse generacije, ne le za mlade.

Ključne besede: mladi, zaposlovanje, organizacijske postavitve, sistemski coaching, družbena odgovornost, kariera, načrt



1 Introduction to the method of System Constellations

System constellations are an innovative and quite recent instrument for describing relationships within a system in a spatial arrangement (Groth 2004: 171). They are based on family constellations, first mentioned by Alfred Adler, an Austrian psychotherapist, and developed and used as part of family therapy by Virginia Satir (1984, 1998) in family reconstruction and family sculpting and further developed and popularized as family constellations in Germany, Switzerland and Austria by Bert Hellinger (cf. Hellinger 1994). Family constellations allow participants to see the underlying dynamics of problems and develop a new understanding, thus changing people's perceptions in order to help them to explore and solve their problems in a creative manner. The method was influenced by different therapeutic approaches, mainly by psychodrama (Moreno), hypnotherapy (Erickson), development-oriented family therapy (Satir), transaction analysis (Berne), phenomenology (Husserl) and family constellation with figurines (Schönfelder) (see: Varga von Kibéd/Sparrer 2002; Grochowiak/Castella 2002). At the end of the 1990s several authors from other countries in Europe tried to transfer the method to organizations and other systems (cf. Weber/Gross 1998; Weber 2000; Varga von Kibéd 2000; Sparrer 2000; Grochowiak/Castella 2002; Varga von Kibéd/Sparrer 2002; Groth 2004; Gross 2005; Sparrer 2006; Baumgartner 2006). (Martinuzzi & Kopp, 2009)

Systemic constellations are a way of working with issues within human systems. Developed by Bert Hellinger, a German psychotherapist, they originally focused on family systems to disclose the deeper forces that unknowingly influence our thoughts, behaviors and emotional experiences through multiple generations. Family Constellations create a model of the family system to reveal and transform hidden patterns that are difficult to understand and change. Over time this systemic approach has been applied to other human systems including organizations, our connection to nature and larger issues in our communities and the world. Together these Systemic Constellations approaches explore ways for understanding our relationships as well as giving us options to resolve our most complicated problems. (NASC)

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The "Family Constellation" process is a trans-generational, phenomenological, therapeutic intervention with roots in family systems therapy, existential-phenomenology, and the ancestor reverence of the South African Zulus. Although the Family Constellation process is sanctioned by family therapy associations in Europe and is being integrated by thousands of licensed practitioners worldwide, the work is virtually unknown in the United States. (Booth Cohen, 2006)

2 Why to use Organizational Constellations?

With this tool it is possible to take a close look at the actors in a learning oriented, theory-based evaluation, and thus consider the relevant inter-linkages between the behavior of the actors and the program results. Thereby systemic constellation do not focus on the single causal relationships, but create a view of the whole program as a system. Systemic constellations can be applied as a heuristic tool to rapidly give an insight into formal and informal relations between program actors. They provide an opportunity to reveal and to visualize the implicit knowledge of the persons responsible for the program by using images and visual metaphors. They can be comprehended more easily and often show more details than official program documents that sometimes lack all the relevant information or are



“sugar-coated”. The insights gained during constellations work can offer a basis for more actor-centered program theories and evaluations. (Martinuzzi & Kopp, 2009)

3 How does the method work?

Although different types of systemic constellations have been developed, all approaches share the common feature of observing and analyzing the interaction and relationships between actors of a system to find out if and how they work (Rosselet 2003: 48f). Systemic constellations aim at understanding the interrelations of parts of a system in order to be able to develop new solutions and to promote change. This is done by visualizing and externalizing an internal picture that the client has of the relationships, orders, hierarchies, dependencies and communication patterns of the system (Grochowiak/Castella 2002: 19). This explicit and implicit knowledge is arranged by the client in space, using either persons or figurines and symbols (wooden figurines, puppets, shoes, cards on the floor etc.) as representations of parts of the system (cf. Roevens 2009:83). The client and his/her individual view of the system are in the center of the constellation. He/she is guided by a facilitator familiar with the method. (Martinuzzi & Kopp, 2009)

As the first step the parts of the system are placed intuitively on the floor or on a board as the ‘Anfangsbild’ (starting picture). In this phase the spatial orientation of the parts of the system such as the distances between them, the directions they are facing (e.g. towards each other or away from one another) gives important information. As the next step the representations – if persons – give feedback on how they feel in the positions they are in. If symbols are used, the person conducting the constellation takes the role of each of the parts of the system, which can help make the unconscious conscious (Gross 2005: 13). As the third step the facilitator intervenes in the system in order to develop and show possible solutions or changes. This can be done by moving persons or symbols to different places, by asking them to do or say certain things (Sparrer 2000: 99f). When working with symbols (cf. Kohlhauser/Assländer 2005; Gross 2005; Schneider/Schneider 2006) usually only the client and the facilitator are present and they analyze the system together. Due to this confidential situation this type of constellation can be done spontaneously with little preparation and is also used in psychotherapy, coaching and in systemic management consulting (cf. Horn/Brick 2003; Roevens 2009; Martinuzzi & Kopp, 2009).

In Systemic Constellations, we set up a model of a system with volunteer representatives, objects or guided visualizations. In a typical workshop, participants are chosen to represent members or elements of the family or organization that is being addressed. In this process hidden and unexpected dynamics operating within the system are revealed and addressed in a way that aims to find a healthy and respectful place for all members of the system in question. A powerful insight of Bert Hellinger is that each family system has a conscience that requires that all members be connected and remembered in a particular way. If someone in the system is not remembered correctly, the younger members, out of love or the need to belong, can become "entangled" with their ancestors, particularly with those who have been excluded, forgotten or shunned or have experienced a difficult fate. Unconscious entanglements are behind many of the issues that are explored in these constellations. During the process, we search for possible solutions that can release entanglements and restore order and balance to the family system. The process provides the clients with a new image of their place in the family system with the proper honor to the ancestors and to the events. Exploring what is hidden in our family system can help us to heal our deepest wounds. Systemic Constellations



take place in an energy field that connects family, ancestors, organizational members, the natural world and all of humanity. This "knowing field" is a conscious energy that we can enter to experience the feelings and sensations that mirror those of the real family members they represent and everyone and everything to which we are connected. (NASC)

British biologist Rupert Sheldrake explains this field phenomenon, which he calls a "morphogenetic field," as an organizing force that accounts for patterns of behavior in social groups, such as schools of fish and flocks of birds. Dr. Albrecht Mahr first used the term "the knowing field" to describe this energy field as it applies to human family systems. He referred to the experience through which volunteers in a constellation session access information about a family system as "representative perception." During a Systemic Constellation, representatives begin to take on the essential qualities of who or what they are representing, and begin to sense thoughts, emotions, and physical sensations through the "knowing field". They are able to reveal what is true even if they have no prior knowledge of what has occurred historically. A key part of the Systemic Constellation process is the use of healing sentences that speak the essential truth of entanglements or issues. There can also be powerful sentences that bring a resolution and a compassionate restoration of balance to the system. Bert Hellinger created many sentences that are still effective, but new ones are created spontaneously during the process. Healing sentences are transformative when spoken in the right moment. (NASC)

Organizational Constellations are an evolution of Family Constellations that can reveal the hidden dynamics in companies and other kinds of organizations and communities. Organizational facilitators can set up representatives to look at leadership issues, conflict resolution between colleagues, dynamics between founders and successors, relationships between various stakeholders, challenges of innovation and organizational restructuring. This approach can also be used to discover a deeper understanding and resolution for larger social, cultural, ethnic and racial issues by shifting perceptions, creating new insights and uncovering different forms of action for moving forward. (NASC)

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Nature Constellations can explore the relationship between human systems, natural systems and the earth. They explore the interconnectedness between the health of human systems and the larger natural world. These constellations often include elements of indigenous peoples' insight into nature, shamanism, ecology and other environmental perspectives. They can include global environmental issues, individual relationships with nature, using resources, dynamics with animals and plants, and insights and wisdom from being in nature that support a deeper understanding of family systems. Systemic Constellations are an innovative approach to the hidden dynamics that influence our lives and has a solid foundation originally developed by Bert Hellinger. They are continually applied in ways that reflect the creativity and insight of each facilitator and their growing understanding of the natural laws that govern human systems and the complexity of human life on planet earth. (NASC)

4 The process of Organizational constellation

Complex problems, such as organizational structure, leadership or the appropriate recognition of employees, can have very simple solutions. Businessmen, managers and consultants have a great curiosity with the solutions found, when Organizational Constellations and **systemic thinking** are used. The original technique of a system "**Constellation**" consists of the client choosing "unknown people" to represent his/her employees, the company, departments,



clients, suppliers, products, etc. The client places these “representatives” in a position he/she feels is adequate, in an intuitive way. Subsequently, those “representatives” say what they feel, what movements they would like to do and if they feel that someone or something is missing. The representatives change positions until they feel they are in an “adequate place” and that all the system finds its own **quietness**. In situations that require **confidentiality and privacy** it is possible to use this methodology only with the presence of the client and replacing the representatives by objects, figures, stickers, etc. The solutions found with “real” representatives have more strength and impact, but this rather private approach is very interesting as a **diagnosis** or at the beginning of a project, or when it is not possible to do it in other way. The really interesting feature of this methodology is that the client remains with a clear image of the present situation, the eventual solution and the process that he/she has to do. Everything is done in an **intuitive and flowed** way, so the solution remains totally integrated by the client and allows an easier application. Any person in a position of responsibility, in the industry, commerce, services or government, in a health or educational organization, can benefit from this methodology and can find worthy solutions in a very **short time**. (Fernández Regojo, 2018)

The Process of the Constellation consists of following steps:

1. The Workshop

Normally, Constellations take place in a workshop setting, attended by people who are not connected with the Client and know nothing of his/her business. These people have agreed to act as resources for the **Client** to model his/her organization. Some of these delegates will have seen Constellations before, while the others will not. This does not make a difference, as delegates do not need knowledge of the process to participate.

2. The Client and the Facilitator

The Client describes the situation of his/her organization, team, department or his/her personal issue with which he/she is concerned. After discussion they agree on which parts of the **organization** will be modelled.

3. Choosing Representatives

The Client chooses people and asks them to represent the parts or elements of the organization or problem that are to be modelled. Generally, we recommend that men should be chosen to represent men, and women to represent women. For the system it is not important who is chosen, but it is easier for the Client and it helps in order to have a better **perception** of all contexts. The Client also chooses someone to represent him/her-self.

4. Setting up the Constellation

The Client sets up the Constellation by moving each representative into a position that he/she chooses. This is not done in accordance with any preconceived ideas but is based on where the Client feels that the representatives need to be in relation to each other using his/her own **intuition**). Having done this, the Client sits down and observes the process along with the other attendees who have not been chosen as representatives.

5. Creating the Field

In setting up the map of his/her organization in such a way the Client activates the Field, which provides the **information** that the representatives will report to the Facilitator.

6. Role of the Representatives

The Representatives have no knowledge of the Client and his/her organization and often are not told the issue that is being considered. They are asked to clear their minds and allow themselves to experience how it is to stand in this Field with the other representatives. When the Facilitator asks them, they report what they are experiencing in that position and at that moment. They may experience bodily sensations (e.g. hot, cold, or ache), thoughts about



others in the Constellation (e.g. interested in him/her but not interested in anyone else) and emotions (e.g. warmth, anger, sadness). The Representatives may also feel an impulse to move in a particular direction.

7. Role of the Facilitator

The Facilitator observes the Representatives, asks what they are experiencing and uses this information to diagnose what is happening within the organization (Client system). In making this diagnosis he/she will have in mind the Systemic Principles, which affects the **harmony** within organizations. While working with the Constellation the Facilitator may move representatives to different positions to reflect changes the Client is considering or to identify more harmonious locations for them. He/she may also ask representatives to speak to one another and include more representatives, if necessary. The Facilitator will consult the Client during this process and, at some stage, may invite the Client to take his/her place in the Constellation.

8. Ending the Constellation

In consultation with the Client, the Facilitator ends the Constellation when an **optimum situation** has been reached or it appears that the Client's enquiries have been answered as fully as they can be. When the Constellation finishes, the Client thanks the Representatives, for their availability. In some cases, it is possible to comment or to say something that has not been said and could be important for the Client. It must be a short moment, so the Client can take advantage of everything that was seen, sensed, perceived and learned during the Constellation that, surely, will be very useful to him/her. (Fernández Regojo, 2018)

5 What results can be expected?

International discussion on evaluation methods is moving from 'mechanistic' theory-based evaluation to systemic perspectives in evaluation. While logic frameworks and logic models have been criticized for being too simple and linear, systems-thinking approaches have been suggested as an alternative and have recently been influencing the work of many evaluators. (cf. Hummelbrunner 2000; Stave 2002; Watson 2006; Williams/Imam 2006; Cabrera et al. 2008; Dyehouse et al. 2009; (Martinuzzi & Kopp, 2009)

Over the past years, systemic constellations have found their way into a number of endeavors, from psychotherapy to consulting to enterprises, administration and policy making (cf. Lukesch 2002, Wesseler 2003, Kohlhauser/Assländer 2005; Gminder 2005; Roevens 2009). Different authors name similar advantages of constellation work (cf. Holitzka/ Remmert 2000; Weber 2000; Grochowiak/Castella 2002; Horn/Brick 2003; Stey 2003):

- Constellations generate information about the system that helps understand the underlying structure and dynamics of a situation/problem.
- The visual representation of the system supports cognitive perception and systemic thinking.
- Making implicit knowledge explicit helps understand system dynamics, recognize problems and solve them.
- The dialogue-oriented and open setting helps gain additional information, new ideas and impulses in a decision making process.
- Working with representations or figurines enables adoption of roles of other parts/members of the system as well as understanding one's own position in the system.
- The method is fast, cheap and easy to prepare.



Constellation work can serve as a heuristic instrument to receive information, which would be more time-consuming and difficult to achieve with other established methods such as qualitative interviews, content analyses or social network analysis (cf. Freeman 2004; Groth 2004; Baumgartner 2006). Therefore, systemic constellation seems to be a useful tool to add an actor's perspective to theory-based evaluation. (Martinuzzi & Kopp, 2009)

6 Some method applications in praxis of work with Youth

In the Medical curriculum of the University of Groningen a new educational line that explicitly deals with leadership development was put in place. This line starts right from the start of the bachelor, and continues into the master phase. Awareness of the organizational context is an essential part of this education. Therefore, systemic training was included. Together with the Hellinger Institute, one developed two workshops and offered them to 400 3rd year bachelor students. The workshops were feasible and evaluated well by the students and trainers. (Scholtens, Stam, 2018)

PAF = Power, Attitude and Focus is a concept developed since 2012 by Mette Nordahl. It is a practical, simple and very effective tool that is easy to use with the students. It is very beneficial for the everyday life at the schools and helps students towards a more positive day. The PAF concept has shown that it only takes a little effort in the classrooms to make a change. PAF IN SCHOOLS makes the difference which is required at the school system. The students and employees are trained in focusing on positive relations. A room for sense of community and understanding will be created, when everyone shares their history and story. The concept is based on the systemic constellation method, which is the basis of the PAF culture. Learning skills will be improved for everyone, when students feel safe and the teachers develop an understanding for each individual student. The main focus areas are socially developed and learning-orientated students, integrating a learning culture for everyone, less bullying and conflicts for everyone at school. The PAF culture is integrated as a way of thinking and with the new approach everyone can relate in a positive way with each other. The outcome: students with highly developed social skills who are ready to learn and support each other; a better environment and improved work ethics will result in fewer sick leaves; and a better communication between the students and employees. (Nordahl, 2018)

7 The Career Development with the Systemic constellation – approach

Career development is a development process that requires from us to make the key decisions on which area we want to succeed. This requires from us a personal responsibility for life and work. It is a lifelong process and requires an adequate motivation, work, effort, additional education and a lot of activities, which at the same time increases the possibility of choosing different types of employment with greater personal satisfaction. Proper career planning and personal awareness of available resources make it possible for us to choose the most suitable path for us and to succeed.

At different stages of our lives, many of us may encounter varying degrees of dissatisfaction with our position in life, while feeling clueless about what to do about it. If that description fits you then the first question to consider should always be: If you had no limitations whatsoever to worry about, what would you choose to do? If no obstacles, real or imagined, were placed in your way, what would you dream of accomplishing? ...Generally, people know



deep down what they really want to do, and thus a person who creates an accommodating environment with a supportive network promotes the ability to develop and create a more focused vocational choice. (Yaffe-Yanai, 2009)

Some people feel lost in a large organization and prefer to develop and create within a narrower framework. These folks need an organization where personal attention and intimacy exist. Other people derive tremendous strength from belonging to a large organization. They are proud to be part of a large corporation and do not seek to rub shoulders intimately with their colleagues. (Yaffe-Yanai, 2009)

“On the one hand I’m inspired and it’s enjoyable and challenging work. On the other hand I find, again and again, I’m losing myself. I sometimes can’t see any more what I’m doing all of this for. I don’t know when to stop and I would like to exchange some of my perfectionism for a bit more of being able to take it easy.” It quite frequently happens that someone will get identified with a goal or an assignment. Then you no longer have a goal but the goal has you.

Often the goal actually belongs somewhere else - to management or the board of directors. If these people cannot make a decision about the goal, it will look for someone else to attach itself to so that it can make sure it is not forgotten. But because it is not your goal (of course it is basically yours, because it is such a wonderful goal!) it ends up that you find yourself carrying something that actually belongs to someone else. This is when it starts to become a burden. This is because when you start carrying someone else’s goal, however beautiful it may be, it ends up being an endless prayer. The goal is weakened when this happens; you become weaker, too, and eventually even the person who originally had the goal becomes weakened. (Stam, 2006)

For most people, the simplest of questions always looms large. “What profession suits me anyhow, and what is my true calling?” ...The absence of self-realization can destroy a person, and not merely the individual alone. This kind of distress is often deeply engraved in the family psycho-genes, sometimes for generations. Through counseling people with vocational dilemmas and researching job seekers and those in search of career change, a striking revelation hit me. One of the greatest grudges that children harbor towards their parents, often exceeding anger over financial issues, infidelity, abuse, or even abandonment, is the resentment a child feels towards a parent who has missed the boat, who has not felt entitled to a meaningful life. ... (Yaffe-Yanai, 2009)

Impasse is an evolutionary part of our growth and development as a human being. Vocational impasse is not necessarily a symbol of failure. It can be an opportunity to stop and listen to our inner voice and needs while helping us to recognize crucial patterns of behavior. Being aware of and identifying repetitive patterns may help us to understand what brought us to burnout and what may lead us to new growth. Impasse is an end and a beginning – often painful, confusing and frustrating. However, if we face up to it – welcome it and deal with it – it will only leave us enriched. (Yaffe-Yanai, 2009)

Defining your vocational impasse (Yaffe-Yanai, 2009):

- A. Why am I stuck?
- B. Where am I stuck?



C. How can I move on?

A constellation around a goal can be used to find fresh resources within the system, so that the chances of reaching the goal are greatly increased. (Whittington, 2012)

The goal approximation is made up of the following parts (Sparrer, 2007):

- the focus (representative)
- a timeline (impersonal location)
- the goal (representative)
- the miracle (representative)
- the context of the miracle, e.g. excluded people (representative).

8 The Model M Slovenia project used a goal constellation approach

The Model M Slovenia project was implemented in seven statistical regions. It was attended by 118 participants from 1 August 2016 to 15 September 2018, who trained for 702 hours in total. A total of 11,146 hours was spent per participant. More women than men and more in the Western Cohesion region than in the east were involved in the training. In any case, during the regional training, participants were included also in other activities. According to the number of employees, several persons were employed in the eastern Cohesion region, since most of the trainings were first conducted there, and therefore these effects were evident beforehand. Depending on age, the project involved most of the participants with 27 years of age, followed by participants with 29 and 26 years and others. More than 80 external lecturers, experts, entrepreneurs were involved in the training programs. (Hrast, Čebulj 2018)

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In the Model M Slovenia project several lecturers and consultants helped the young people to find their jobs or to create their own in profit or non-profit organizations. Using organizational constellations and systemic coaching in various business and community situations helped them to find their own job in an efficient way. We implemented a one-day Systemic Constellations workshop with all participants of the project, who wanted to take part in this workshop. The workshop was carried out in three sections. In the first section we presented the method and then we helped participants to imagine their childhood. By applying meditative imagination, they walked through their childhood and through all the happy games that they played until today. Imagination - meditation ended with two questions:

- (1) "Who am I?" and
- (2) "What is the most important for me & for my career now?"

We continued with the second part, second section of the workshop. The participants were invited to answer 4 questions and form 3-10 ideas on what they enjoy doing. The most important topic of this part were questions:

- (1) What are my joys in life;
- (2) What do I like to do;
- (3) What are my most successful hobbies and what pleasures do I find in them;
- (4) Who encourages me with my work and hobbies.

After selecting 3 most wanted ideas, participants discovered their possibilities of implementation in reality with systemic constellations method. The 3 selected ideas represented the 3 most important services, which they can offer to somebody. They can offer them to a company that could employ them. Or they can offer them to their customers if they wanted to establish their own business. With the method of systemic constellations, they found out which of their services customers would accept most. In the third part of the



workshop, the third section, we asked participants to set up their current most important goal they want to achieve in the future in relation to their employment. For the implementation of this part we applied the method of systemic coaching. We enabled them to define their goals by systemic principles, and after this we jointly implemented the constellation process by the target setup of constellations. After the implementation of this third part of the workshop we shortly checked out, if the results were similar to those, which they had thought at first they would be the real ones. In several situations the feedback was they would never think something else would be their first choice. (Hrast, Čebulj 2018)

In the framework of the Model M Slovenija project, the **young people obtained the following:**

- increased employability and employment,
- individual learners recognized their abilities and acquired new competences for entrepreneurial thinking and performance, self-employment or faster employment with employers,
- presented the acquired knowledge in the program through work on a practical case (business plan for own organization or career plan for employment),
- strengthened their social capital to develop their own career opportunities
- and innovatively search for the employment or create their own (company, NGO).

More than 80 % out of 50 young people who found their job during the Model M Slovenia project were still employed after 6 months.

9 The Career Transformation with Systemic Constellations: from the head to the heart – upgrade of the goal constellation approach with 1st implementation at IOCTI 2018 Conference workshop

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We could say that with personal responsibility - when performing our work mission - we are following an internal call. If we follow it, and in doing so we serve "life" then we become successful and inner joyful.

Profession means declaring a commitment to something; vocations means to be called to do something. Occupation means to be occupied by and with something. All of these mean we are taken into service by something. Certain demands are placed on us that we have to meet in order to keep a certain position. Thus, what we do in life is often our choice. We experience being called to something or by something. We see that this call sounds forth in every occupation, often even just because we may be specially gifted for something, so that others expect us to follow the call that comes with this, whatever it may demand of us. We will only be successful when we follow this call. Failure will be the results of trying to avoid it. For instance, we may wish to do something easier, for something is less demanding. (Hellinger, 2010)

System Constellation enables an individual to connect with the profession he is called to.

We decided to upgrade the goal constellation approach with participants of IOCTI 2018 Conference at Bled, Slovenia in October 2018, where people of different age and countries, continents were present. The basic question for participants of the workshop in the IOCTI



2018 Conference was: *How can organizational constellations help me to find the "heart" job or to create my own in a more efficient way?* (Hrast, Čebulj 2018)

With participants we implemented the Goal Constellation Process in 3 levels:

1. Imagination-meditation IMAGINATION OF THEIR CHILDHOOD – happy and joyful moments in their games, ...
2. Systemic Questions with Systemic constellation – activities, skills and capabilities – pleasure
3. Goal constellations - to set up the goal of their career – to find or create their Activities, skills and capabilities – pleasure, joy, happiness...

We set up 3 groups of questions:

- A. What are my joys in life; What do I like to do; What are my most successful hobbies and what pleasures do I find in them. (*Identify 3-10*)
- B. What I am capable to do, but it doesn't give me a pleasure, satisfaction. (*Identify 1-2*)
- C. What I am really afraid of or I hate to do. (*Identify 1-2*)

Participants selected 3 answers from the group of:

- for them most important services;
- to whom can they offer them?

We used the following questions for measurement of approach:

1. TIME: When do I need to achieve this goal (date)?
2. QUANTITY: How many employees do I need, how many documents I have to fulfil, how much equipment do I need for business? How many clients do I need?
3. QUALITY: Do I need a certificate to do e.g. massage? Which are the conditions for office to have e.g. a kindergarten? If I produce e.g. toys, what are the quality standards to respect?
4. MONEY: How much per month I have to earn? How much I have to invest? How much costs I can have?

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Results: Participants were satisfied with their solutions. Some of them were surprised with the outcome, some of them reported they had felt the solution deep in their heart already and they just have had a need to check it again.

10 Conclusions

Although the efficacy of the process has not been properly researched, family therapists can test the suitability of the method against their own understanding and experience. Within the European family therapy community, constellations have been widely accepted and integrated, though not without controversy regarding methods, applicability, and qualifications of facilitators (Ulsamer, 2005, pp. 224-243).

We can conclude that with our personal responsibility when performing our work mission we are following an internal call. If we follow it, and in doing so, we serve "life", then we become successful and inner joyful.

With use of Organizational Constellations person can faster find her job or create her own, so that it is easier for her to follow what she is "called" for. With individual and group systemic



constellations, consultancy and coaching individuals can define their mission, vision, goals in life and develop their own career and/or business plans. The career transformation with Systemic Constellations is a tool to refresh someone's direction in life, concerning one's Career planning, whether he/she is young or in other generation. Of course some negative impacts are possible too, that's why there is still a lot of place for research and improvements of the method and constellations approach.

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APPENDIX:

IRDO – Institute for the Development of Social Responsibility was the organizer of the project

IRDO - Institute for the Development of Social Responsibility is a non-governmental organization from Slovenia, Maribor (the second largest city in Slovenia). IRDO is a research organization, working with different stakeholders – businesses, NGOs, individuals, government, the youth and others with the aim to promote and develop social responsibility. IRDO is also a voluntary organization and an organization working in public interest for the youth. It has 140 members – mostly individuals and companies, institutions. IRDO also organizes the HORUS project – the Slovene Award for Social Responsibility (since 2009, www.horus.si) and International Conference Social Responsibility (since 2006, www.irdo.si). IRDO has successfully finished several projects - one of them is also the Model M Slovenia project (www.model-m.si) for the youth, running from August 1st 2016 until September 15th 2018. (Hrast, Čebulj 2018)

The Institute for Systemic Constellations, Slovenia, helped young persons with Systemic Constellations activities

Together with the Institute of Systemic Constellations, Slovenia (<https://sistemske-postavitve.com/institute/>), we have successfully used organizational constellations and systemic coaching in this project to help the young people identify their best business or career path for the future. The Institute for Systemic Constellations was founded on 4th February 2014. It deals with systemic, authentic and metaphysical approaches to integrated development and healthy life of individuals, organizations and society. The main emphasis is on the development of a systemic phenomenological method called “systemic constellation”, which through education and raising awareness enables individuals, families, parents, professionals, organizations, communities and society to gain systemic insight and subsequently find the most suitable way to a better, healthier, happier and a more successful life. (Hrast, Čebulj 2018)

The Model M Slovenia Project

Model M means to be young and to be a role model for others in how to innovatively find a job or create your own. We empowered young people through training, networking, coaching and active participation in the society to create their Success Models. With the help of practical advice from professionals and entrepreneurs, and based on the evaluation of their cultural, social and psycho-social potentials, they created their own career plans and implemented them through networking with entrepreneurs and promotion. The project aimed to increase the employability of young people aged from 15 up to 29 years in Slovenia, Europe. With this project, we wanted to increase the employability of the youth by providing training to at least 140 young people and help to employ at least 32 young people in seven statistical regions in Slovenia. For this aim we organized several activities. The project was



implemented nationally, with an emphasis on seven statistical regions across Slovenia, and a training program for young people in the following cities: Celje, Ljubljana, Murska Sobota, Koper, Novo mesto, Kranj and Nova Gorica. (Hrast, Čebulj 2018)

The investment in years 2016-2018 was co-financed by the Republic of Slovenia and the European Union - European Social Fund in the amount of 339.206,59 EUR. The operation was carried out in the framework of the Operational Program for the Implementation of the European Cohesion Policy for the period 2014-2020, the priority axis: 8. "Promoting employment and transnational labor mobility"; Priority investment 8.2. "Sustainable integration of young people into the labor market, especially those who are not employed and are not educated or trained, including young people exposed to social exclusion and young people from marginalized communities, including through the implementation of a youth guarantee"; specific objective: 8.2.1 "Reduction of youth unemployment". (Hrast, Čebulj 2018)

