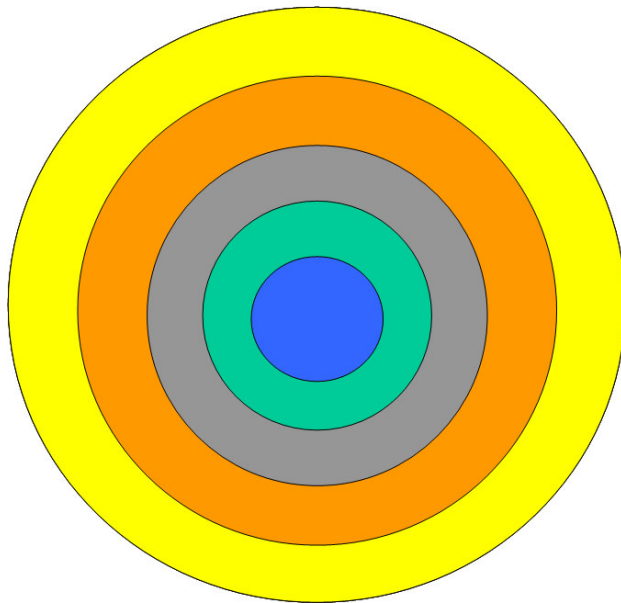


Model Release “The Circles”

2009



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1. MODEL RELEASE “THE CIRCLES”

The circles have two objectives:

1. People living in balance with their environment
2. People living in balance with each other

A model has been developed what lays the foundation to reach these objectives. How larger the group people that comes into contact with this model, the better. To achieve this, the model is available for free use. This must encourage people to use their most precious freedom: “Freedom to ask questions”.

Request to make two references

It is appreciated if two references are made when the model is used.

1. The website www.thecircles.eu or/and www.decirkels.nl
2. The book Managing Change 2nd Edition, C. Mabey et al, Publisher: Paul Chapman isbn: 978-1-85396-226-4 (Article in Chapter 4, The art and science of mess management by Rusell L. Ackoff)

Explanation reference 2:

The article in chapter 4 gives an insight in the different approaches to problems. Three terms exist in English how to approach problems; to solve, to resolve and to dissolve. The Circles offer a model to approach a problem in such a way that it is dissolved permanently.

Number of article fragments:

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Definition of a mess: “a system of problems”

Pag 48 Dissolving

To dissolve a problem is to change the nature, and/or the environment, of the entity in which it is embedded so as to remove the problem. Problem solvers idealize rather than to satisfy or optimize because their objective is to change the system involved or its environment in such away as to bring it closer to an ultimately desired state, one in which the problem cannot exist or does not arise.

We call this the Design approach.

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These phases of design-oriented planning are carried out as participatively as possible, ideally providing all stakeholders – not just their representatives – with an opportunity to take part. They are organized in small planning teams and these teams are so organized and managed as to assure their coordination of their efforts, the outputs of which can then be integrated into a comprehensive plan. The planning process is also designed to facilitate continuous improvement of plans and continuous organizational and individual learning, adaptation and development.

Evolvement of “The Circles”

The model the circles have been developed from a North West European language, culture and context. This means thoughts have emerged from a certain ballast, which results in limitations in the thinking process.

For this reason the Circles invites you to further examine and apply this model. It gives insights about the coherence between matters which have a major impact on your life.

You can use more or less circles and per circle use different frameworks to dissolve problems.

Below are three examples how the model the circles can be applied: a business, a relation and a health problem.

The way the foundation “The Circles” is using the circles has been legally registered.

This unique use becomes visible by the combination of frameworks within the model which provide insight how a select groups of people influence us and how they do it.

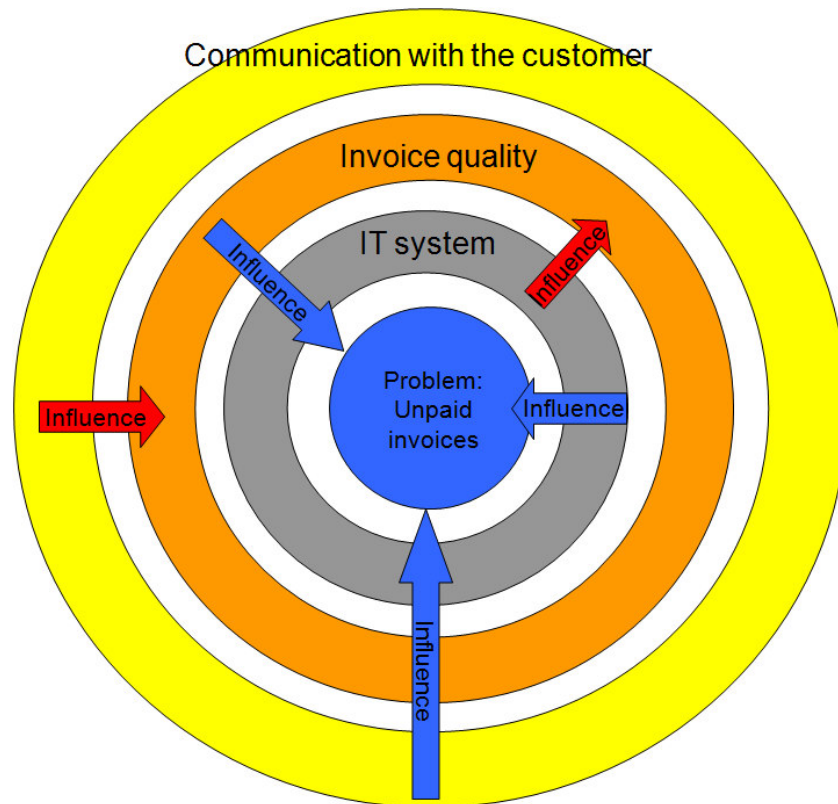
1.1 BUSINESS PROBLEM

A company has a problem with the payment of invoices by a customer. This can be approached by solving, resolving or one takes the circle method to dissolve. The circles support the diagnosis phase when analyzing the problem. *Why* aren't these invoices paid?

The analysis show three, or more or less circles, like in example the below. To analyse thoroughly the following questions could be asked:

- Are the invoices sent with the correct information?
- Is it clear how the data must be put into the IT system?
- Are the invoice criteria discussed and agreed with the customer?

From several perspectives the problem is examined; the communication, the invoice and the IT system. A cause of a problem can also exist between the circles. These causes are reflected by the red arrows influence.



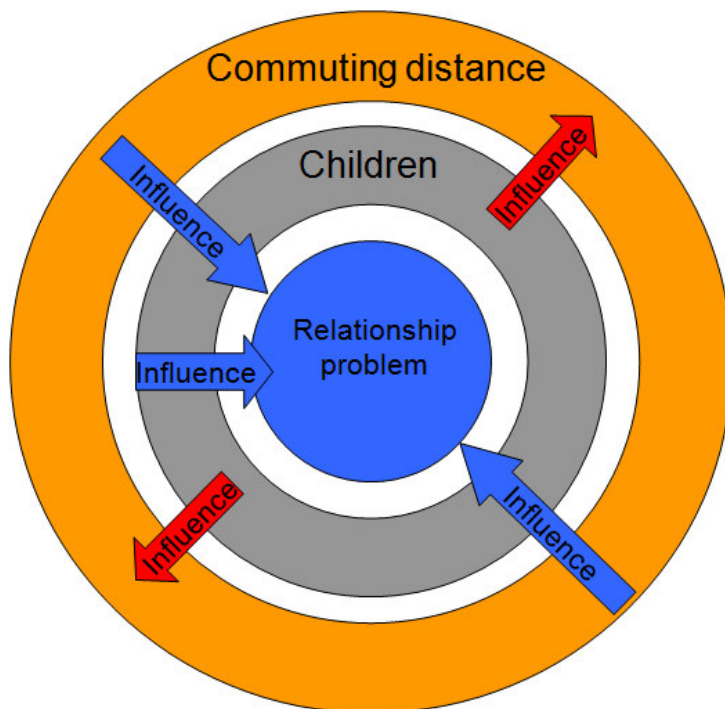
1.2 RELATIONSHIP PROBLEM

A woman holds the opinion that her children's care taking is entirely at her expense. This can be approached by solving, resolving or one takes the circle method to dissolve. The circles support the diagnosis phase when analyzing the problem. *Why* does she hold the opinion that she solely takes care of the children?

The analysis show three, or more or less circles, like in example below. To analyse thoroughly the following questions could be asked:

- What is the impact if her husband drops and picks up the children?
- What is the influence of the commuting distance on the relation?
- Does the commuter traffic influence the children?
- How do the children influence the relation?

From several perspectives the problem is examined; the commuter distance and the children. A cause of a problem can also exist between the circles. These causes are reflected by the red arrows influence.



1.3 HEALTH PROBLEM

Someone has a problem with his or her health. This can be approached by solving, resolving or one takes the circle method to dissolve. From several perspectives the problem is approached. Every expert perspective is represented by a circle. This is also called a holistic approach.

Ook de invloed van de cirkels op elkaar kan verschillen. Eetgewoonten kunnen ook de binnenste cirkel zijn de geestesgesteldheid kan de buitenste zijn. Dit betekent dat de uitwerking van de cirkels zoals hieronder weergegeven een voorbeeld is en dit kan per probleem verschillen. Er kan tussen de cirkels onderling ook weer een relatie zitten die een deel van het probleem veroorzaakt. Deze deelproblemen worden weergegeven door de pijlen invloed.

The influence of the circles on each other can be different. Eating habits can also be an inner circle and mental state can be the outer. This means that the circles below reflect an example and this can differ by health problem and by person. A cause of a problem can also exist between the circles. These causes are reflected by the red arrows influence.

