

**Snakes and Ladders:
Emergence of deep power in transformational change**

APPENDIX

Julia Hannah Wolfson



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APPENDIX 1

INTERVIEW QUESTIONS

The questions that follow were used as a guide in the semi-structured conversations with all 12 participants: organisational leaders, people with complex needs receiving services and practitioners.

Dimension of deeper vision

Key issue: Overall meaning and purpose

Person: Do you ever have a sense that your experiences are part of a deeper meaning connected with your personal and spiritual development? If so, can you describe one such moment?

Possible questions:

- Do you ever sense that your experiences – uplifting ones and painful ones – may have a special meaning and usefulness in your life and work? If so, how?
- Does your organisation's atmosphere and practices support your personal and spiritual development and learning? If so, how? Examples?
- How has the organisation supported and/or influenced your experience and energy on your personal path?
- Does the organisation's atmosphere support you to go through life with the attitudes that help you put your ideals into practice? If so, how?
- Have trainings, courses, coaching and mentoring helped you develop attitudes that help you go through life and work in an energised and motivated way? If so, how?

Organisation: Do you ever have a sense that the organisation's experiences are part of a bigger world project? If so, can you describe one such moment?

Possible questions:

- Do you ever have a sense that your organisation has its own character or spirit in the background? If so, how?
- If the organisation was a person, what kind of person would it be?
- In what situations do you experience this special character or spirit of your organisation?
- How easy is it to have a feeling of common ground and unity in your organisation?
- How connected is your organisation's character to the spirit of the times, that is, special characteristics that are felt all over the world at this moment in history, and may even be connected to things that are coming from the future?

Dimension of subjective experience

***Key issue:* Awareness of self, personal relationships, atmosphere, feelings of ease, disturbances, tensions, undercurrents, conflict, togetherness**

Person: What are your unique qualities and strengths that are helpful to you in your relationships and work?

Possible questions:

- In what situations do you feel at your best (things feel easy, you have a sense of flow, feeling in the zone, everything is working)?
- How do your unique strengths and qualities help you to put your personal ideals into practice?
- Have trainings and courses helped you to discover, use and enjoy your unique qualities and strengths, and if so how?
- Have coaching and mentoring helped you to discover, use and enjoy your unique qualities and strengths? If so, how?
- What else in the organisation has helped you to discover, use and enjoy your unique qualities and strengths, and how?
- What else has helped you to discover, use and enjoy your unique qualities and strengths? How?

Organisation: How do your unique qualities and culture as a group make it easier for you to put your organisational ideals into practice?

Possible questions:

- What are the unique qualities, atmosphere and strengths of the organisation?
- What is the atmosphere like in the organisation, when you are at your best?
- How easy is it in the organisation to discuss what you are feeling and sensing in the here and now? For instance, feelings of excitement, irritations, talking about differences and having disagreements, hidden hopes and dreams.
- How easy is it in your organisation to talk about the mood and atmosphere you feel and sense in the here and now – energising and uplifting moods and also critical and heavy moods?
- What have you tried that makes it easier to talk about what is going on in relationships and interactions and in the atmosphere, in the here and now?
- Have trainings, courses, mentoring, coaching helped you to be aware of what is happening in you, and in the group's atmosphere in the here and now, and talk about it in ways that are useful to you and the group?
- What methods do you use in the organisation to have these conversations?

Dimension of tangible results

Key issue: Tangible goals and accomplishments

Person: What are the tangible things that are important to you to accomplish?

1. What are your personal goals?

Possible questions:

- Where are you now in terms of what you want to achieve in your life and your work?
- What has influenced your goal setting in your role and how?
- What else has had an influence on your personal goals?

2. What have you accomplished in relation to your goals?

Possible questions:

- What do you consider to be your successes in fulfilling your own goals in your role?
- Why are these goals and successes important to you, in your role?
- What do you hope will be the impact, the result of your goals?

3. How does the organisation support you to be successful in your goals?

Possible questions:

- How does the organisation support you in your role to set your goals and achieve your goals?
- In what way, if any, have trainings, courses, mentoring and guidance been important in setting and accomplishing your goals?
- In what way, if any, has personal coaching been important in setting and accomplishing your goals?
- What else in the organisation has supported you in setting and accomplishing your goals?

Organisation: What are the tangible things that are important to the organisation to accomplish?

1. What are the organisation's goals?

Possible questions:

- Where is your organisation now, in terms of what it wants to accomplish and influence, inside and outside?
- How does the organisation hope to make an impact internally and in the wider environment?
- Why are these goals and successes important to the organisation?

2. How successful is the organisation in accomplishing its goals, currently?

Possible questions:

- What are the organisation's successes at accomplishing these goals?

- What specific things have happened/are happening that remind you of your successes?

At the end of the interview, I asked the following questions.

Is there anything I haven't asked you that you would like to respond to?

Is there anything you would like to ask me?

Thank you

APPENDIX 2

STORIES OF ORGANISATIONAL LEADERS

Tom in South Africa

Tom is the newly appointed Managing Director hired by the Board to bring out some swift reforms to haul the organisation out of financial crisis, to create social cohesion, and greater accountability in service delivery in accordance with requirements of the Department of Social Development. Tom grew up in a Camphill Community and his family has deep roots in the history and founding of Camphill. He is an artist, media designer, social entrepreneur and executive coach by profession. He commutes in daily, and is not part of the established lifesharing¹ community.

Dimension of deeper vision

Tom is excited to have this opportunity to develop the organisation with ‘an enormous amount of freedom’. For him, this is a time of growth for him to learn about leadership and self-development, understand himself in this context, and understand people within organisations.

He felt able to accept the job only after finding a motive within himself. His turning point came as an inner call to work on behalf of people with disabilities:

... take on their challenge, to take on their fight, and to do it in a respectful and new way. I don't have an option. I have got to step up to this.

Tom is a kite flyer. Catching the wind is his metaphor for having to work with forces in the field in bringing people with him:

Sometimes it's the wrong time for going forward. It is only when the wind is right that you can actually get ahead.

While Tom knows he is still far off from having developed a cohesive group to take the place forward, he believes:

¹ ‘Lifesharing’ is a term used in Camphill to describe a form of shared living in extended family type arrangements. People with complex needs and the co-workers (support staff) and the families of the co-workers live together.

... we have a north star to work towards.

He wants everybody to be clear about the direction the organisation is taking, and for management to sustain it:

Everybody knows their role, what they want, and have bought into the big picture. We have capable people who enjoy what they are doing and are committed to it.

For Tom, the quality of deep listening and learning, human being to human being regardless of role, creates an atmosphere that enables people to come fully forward:

When I can put my glasses down and really look into people [without] trying to be the leader ... then I think it flows.

Recently he and some residents visited Archbishop Desmond Tutu. Tom was touched to experience Tutu embody deep listening enabling each to come alive easily:

They talked about family, where they worked and where they were from and he really listened and ... looked to them, who they were, and was just with them. It was so beautiful and easy. It just flowed, because he really listened.

Tom experiences the residents as the stabilising force within the community:

Co-workers ... come and go, but the structures ... that keep the place together are held together by the residents.

His path to measurable results is counter-intuitive. He takes the path of a wizard, using his inner fluidity to stop pushing, and shift the energy in his relationships:

When I can stand back, and let the magic happen, that's when things move forward. People have the space to step up into their responsibilities ... I develop friendships [rather than] feel I have got to police people.

Inner work practices such as yoga and meditation help Tom to get into a detached space where he can gain a fresh perspective with humour and ease.

For some who have dedicated themselves to this organisation over decades, the work is not a job, it is a calling:

They don't attach a value to what they give in terms of what they get. If they see a need, they respond to it. In my opinion this is the backbone of Camphill.

Tom wants to attract people who naturally combine values, team spirit and personal accountability.

People with the right values to keep the essence of ... Camphill going.

Tom thinks that the essence of Camphill is the approach that each caregiver and co-worker lives with, cares for, reacts to, and relates with each resident, and the status of co-worker or employee is not the main criterion:

I think it is something deeper, and not dependent on how money comes into their account.

Dimension of subjective experience

Tom feels generally at ease with people. He attributes this to growing up in a large extended family and a lifelong passion for personal development:

I was exposed to a lot of different people growing up [who] ... face a lot of challenges in their lives and maintain a way to be happy and brave.

He visits the group homes regularly for meals to get to know people. He experiences the immense potential within those labelled as residents to mentor the co-workers, for instance in an interaction in which a co-worker sitting at the table declared she is not interested in reading books:

The person turned to the co-worker and said, 'I'm an avid reader, and I have to tell you ... if you don't read a book, you become like a cabbage, you close up'.

His experience of being *with* people (residents) is uplifting and his source of meaning:

Working with that purity in people, that ability to forgive, that clarity within, it is a privilege.

He gives an example:

Albert walked up to a visiting CEO of a large national company and said, "I'm so glad to meet you. I'd love you to coach our cricket team. Could you be here this afternoon at five?" And it was just one of those beautiful moments when you see someone who can cut through social norms, and just live from the heart.

The social environment is rife with discord and fragmentation and he knows that the changes won't be sustainable without involving people. The Board is counting on a swift turn-around for financial survival. His team is relieved that he is taking responsibility off their shoulders but also feeling reticent and defensive.

He is working to build trust:

I have had to learn as a leader ... to take everybody along with me ... Naturally I wanted to race ahead. I can see the big picture ... I need to learn that not everybody can see the same picture as me.

Tom is intent on creating a dependable, responsible and effective management team. The current malaise in which every person is a rule unto themselves is debilitating:

I feel like I'm pushing a bulldozer up a hill and everybody is sitting on the bulldozer having a party.

The Board is a regulatory body as well as Tom's boss and mentor. Some Board members are also co-workers whom he supervises. Although the multiple roles and conflicting interests can be awkward for Tom, he relies on his inner attitude as a learner to get through. It would help him to know that Board members are with him in the learning, to say to him:

... 'we also don't know where we are going a lot of the time, and that's fine'.

In teams also, he is working on a more relaxed and relational atmosphere. He has learned the value of getting the size of the group and the tone right, and each one having commitment to what the meeting is for, to enable people to speak out without fear of retribution:

One person was feeling guilty about [something], it suddenly came out and she said, "I don't know what to do." People commented that this is the first time she has spoken out.

Tom has noticed with dismay that for many people the status quo of being in crisis is a comfort zone. He is aware that he too can get sucked into crisis mode and is mindful to keep alive in him a space for creating forward thinking and initiatives.

Tom invited a pro-bono strategist to facilitate a multi-stakeholder vision and strategy planning process:

We did a health check of where the organisation is, and started to look at where we want to go. That... brought everybody on to the same page.

He developed a proposal for a new structure utilising what emerged. Then Tom conducted a multi-stakeholder branding workshop:

To rename things, and ... tie that into the culture we want to create.

It excited him that the whole group felt at one with the image that emerged:

A hardy, tough aloe, [with a] beautiful flower inside ... A lot of the residents

have harsh experiences, but this absolute beauty within.

He admires the community's resilience, having stood the test of time. Rather than building a brand around ideals that people feel they can't live up to, Tom is excited to update the organisational identity and brand around experience:

... what we *actually* are and develop a sense of pride around that.

Tom reflects on the organisation and its essence. He visualises an explorer:

... going into new territory ... being curious ... discovering hope, but enjoying hardship.

Tom joined a mismanaged organisation in crisis with no clear direction forward, no working structure or clear reporting, and people in conflict:

... like trying to build a bridge that collapses. It was being run by a power clique ... and a lot of people felt left out ...

Currently two management cultures run parallel and counter to each other – live-in co-workers supported by the communitarian economy; and employed and salaried staff who commute in each day. The lifesharing co-workers identify as keepers of the spirit of Camphill. As live-in community members they feel entitled to make decisions in all areas of the organisation. Proponents insist that a unified employment structure will destroy the essence of Camphill.

... each person is filled with emotion and fear ... some fear ... change, 'this is how we have always done it' without really thinking why.

He has fleeting moments of anxiety himself, having introjected warnings about damaging consequences:

I am ... scared as to what that will do to the spirit of Camphill.

A large group of employees commute in daily, many deeply committed to the values if not the ideology. Some are frustrated with having all responsibility and no authority to perform their role effectively. Tom is grappling with the dissonance:

Each has a different idea ... the ideal of co-workers ... has lasted for many years, but it seems to be petering out ... no one really knows why they are co-workers as opposed to employed people.

He also realises that some people don't want to be here, but are afraid to leave:

... only here because that is the only option that they can see for themselves.

Conflicts are rife, and Tom feels that a hostile undercurrent affects everyone, including himself:

Personality issues are the hardest to deal with. The minute I slip down into the morass of everyone's anxieties I get lost. I get completely overwhelmed.

He is nervous about push back from people who criticise his every move but are unwilling to participate in the actual process. He believes that communication is key. He has established a weekly meeting to create a forum for anyone to bring up what is on his or her mind. However, many people are not used to speaking out, and are unable to open up in the group:

... generally the same people come forward with the same things in meetings, so any discussion has to be very tightly chaired.

Tom has introduced a practice in the large team meeting, where people share a little of their own life story. He sees this as a small beginning in getting to know each other's backgrounds and histories. Unsure whether the culture is really up for change, his approach is to invest in small moment-by-moment breakthroughs:

... scratching the surface of something huge.

He believes that the group does not yet have the tools to open up and go deeply into what is really present:

For some people it is petrifying to sit in a circle in a group of people who are not completely trusted, and to say how it feels to be ... whatever. It's just not the right environment.

He is trying to ease into that, by first introducing some basic self-awareness concepts and simple exercises to practice together, with the hope that people will get interested in their own self-development.

His hope is that by doing this regularly, eventually meetings will feel energising and people will feel free to bring themselves fully in. The leaders and practitioners are a very diverse group, according to Tom, different histories and cultural backgrounds:

... not feeling on the same platform.

In Tom's view, the history of South Africa is woven into the organisation's culture which was shaped by Europeans and white people. The legacy of apartheid is built into mindsets and communication styles:

Some people come from a history of subservience ... believing that you have

always got to say what you think someone else wants to hear. There are some people who come from a history of ‘I don’t think that is going to change’.

He acknowledges the key role that race plays, but experiences that there is greater diversity than is apparent along race lines:

... Quite a lot of people ... broke that formula. There are a lot of people who do get it, who are black; and there are a lot of people who don’t get it, who are white.

He wants Camphill to re-emerge from its long sleep with the magnetism to attract the right kind of people:

... who are the people we want to attract in future, and what is the essence of what they would be attracted to, and ... how am I going to attract them?

Dimension of tangible results

One of Tom’s first initiatives was to establish a grassroots Residents Forum where he meets with 84 residents weekly:

It is the best part of my job ... it flows from real life.

Professional development is in his view a necessary platform for every one to strengthen their inner and outer relationship to their work. Tom has asked every one to consider what they would like to learn and develop in the job, and personally:

I am waiting for it to come from within.

To stimulate a culture of self-directed peer learning and appreciation among colleagues, Tom is setting up learning groups where people can research something of interest to them, and then teach it to the team. He also wants to begin appreciative appraisals so that people can know when and how they are doing a good job. He believes it is a fault in the organisation that people don’t get direct feedback:

‘This is where you are doing great, this is where you are falling short, keep up the good work.’ Some people work harder and harder, and burn themselves out.

Tom is passionate about social entrepreneurship and has been influenced by dynamic thinkers and pioneers. He has matched managers with seasoned entrepreneurs from his network for mentoring and coaching. Tom values the process of reflection and being reflected that receiving coaching gives him personally. In his role many things must remain confidential, and to have a safe and uplifting space to be listened to and heard is

invaluable.

I find it so incredibly powerful in its simplicity. I get an opportunity to look at myself and get a different perspective on how I see things.

Tom thinks that the organisation has unintentionally set people up to fail by giving them roles and responsibilities that they are not equipped to perform; and inadequate training, guidance and support to develop into the role successfully:

We have given them a long, long piece of rope and people are hanging themselves.

His approach to transforming the group atmosphere also extends to the external environment. He has initiated renovation projects, ramped up the monthly market and clean up days where everyone works together ‘attacking a project’ and sharing a relaxed meal:

... everyone was in there with wheelbarrows and spades and tractors – and there you got that feeling, I did.

He has set up a task team to map Camphill’s activities and practices to Department of Social Development regulations. Many people complain about the department’s rules and accountability structures, but Tom believes it is important to develop Camphill values and methods within the regulatory framework.

He established a monthly Residents Forum for people to get information direct from him and share ideas, questions, requests and concerns. Everybody has a chance to speak and to listen.

It is well minuted and they hold me to task on all the points. They bring them up the next week and say, “You said this was going to happen. Why isn’t it happening?”

A residents committee attends management meetings and brings issues back and forth from the forum. Tom discovered that the residents are his best organisational barometer as the people on the ground:

They say the paths are in a terrible condition. We walk up and down paths all day, but [it is not] a priority ... because we don’t see that. If we can’t hear them ... all this management is meaningless.

He wants to develop a resident gauge for all departments. He is building a working partnership with government. In his view Camphill has much to be proud of with 50

years of unique approaches to community building to share with the broader field of human services in support of good lives with and for people with disabilities.

... let's look at becoming an advocacy partner *with* you.

Tom's vision is that the small industries – bakery, dairy, cosmetics – can develop and become successful social enterprises, contributing to the country's social wealth.

Consumers are becoming more educated. We have been doing things that people aspire to. If we get our model right, if we get the skills to be alive and healthy, I think we could become something that people are fascinated by and want to learn from and are really attracted to.

Tom has hired professional managers for each enterprise to support existing knowledge and expertise so that the Camphill brand can be known, competitive and sustainable:

There is so much we can learn. Things have been tested and tried, I think we need to look and learn from what is out there.

This outward-oriented vision is a matter of survival. Tom believes that the internal ideological dissonance must get resolved to be able to flow outward, and requires everyone to focus on the core business:

When all the residents are engaging ... that's when you get this true picture ... if we can be guided by that, that is where that dynamism can really be fuelled.

Interweave between dimensions of experience

Tom feels that his whole life has been a prelude to this leadership role. His vision for the organisation as a place where people can develop and contribute, accords with his own path of leadership. He experiences qualities in the people supported that – in the right atmosphere – have the inner power to set the organisation's compass and draw out the best in people around them. In Tom's approach to building a cohesive team, his own inner work, his work with individuals and his work to develop groups are mutually linked. Tom is committed to reflective practice, and is offering his managers a unique opportunity to work with transformational coaches and professional advisors.

Tom has used facilitated multi-stakeholder large group work to enable diversity, essence and direction to emerge as the basis for practical implementation. Tom wants to focus on how to be both working from the core of Camphill *and* make the necessary changes for an efficient management structure. He believes that personal development

is essential if the outer situation is to transform out of its own forces. He sometimes feels he is in a new landscape with no map.

Regulation and innovation have equal importance for Tom. He believes that residents' guidance is essential for establishing the direction and implementation. Tom's leadership style, his passion for self-awareness and his vision for the community take place within the broader landscape of South Africa's social challenges and dynamism. His leadership signature has core elements: self-development, professional development, social entrepreneurship and orienting his direction together with residents.

Casper in Norway

Casper has lived in the community with his wife and family for many years as lifesharing co-workers. A few years ago, they left to live in a nearby town after years of anguish entangled in the organisation's malaise and recovery. They returned a year later as employees to follow their realisation that they belong in the community with people and the natural surrounding. They have since built their own home on adjacent land they were able to purchase. Casper was elected as the community coordinator by his colleagues, the coordinator among three co-leaders on the executive team.

Dimension of deeper vision

Casper appreciates the freedom he has here to pursue his inner convictions:

... if one has one's clear goals and they are in some way related to the concept then one has every possibility to try them out.

Casper's vision for the community is a place where everyone has opportunities for a good life. He sees his leadership signature in ushering in a transition to renewed vision, in which people with disabilities are active in defining their future:

... they become part of the process and not just recipients of ... change.

Casper is most fulfilled when he is using his abilities for something worthwhile:

Making use of my abilities, developing my abilities, channelling my abilities.

Casper gets his energy from experiencing other people light up when their situation changes for the better:

... shining ... potential coming to expression.

He sees his own development and the organisation's development going hand in hand in that he is widening his spectrum of abilities, and so is the organisation.

... they link together.

Casper has played a central role in the organisation's resurfacing and recovery from a deep collapse through the uncovering of widespread abuse. He loves the Norwegian folk song 'everyday is a new day', because it reminds him that there is always the possibility to start afresh.

... that helps to cope with all the failings and mistakes.

Through reading, enriching conversations and spending time alone away from it all, he finds a detached perspective to see beyond what feels hopeless and impossible, giving him courage:

... beyond the personal struggles and difficulties ... a bigger picture.

Casper also gets peace of mind in nature. He designed and built the reed bed sewerage works in the community:

... when things get too much I go down to my ponds ... I come to peace immediately ... I feel things are ... working the way they should be ... it is a joy to be down there. (Laughs).

Spirituality is important to him and has been integral to his ability to get through the difficult times with an open heart and open mind:

... being surprised ... each day by positive things.

He envisions the community as a place where individual flourishing is respected and encouraged. At the time of this interview, Casper experiences the atmosphere as very alive, responsive, spontaneous and resilient. He playfully imagines when the organisation is at its best:

... at a party, and usually ... when there is very short notice [otherwise] we worry about who is doing what, so best if there is no time for that!

He feels his role is to encourage a new way. He believes that as long as the organisation stays true to its core purpose a new free feeling can gradually take over:

... in the last five years we have made quite significant progress.

Casper has put a lot of energy into encouraging new practitioners to use their own strengths and life experience, rather than feel they have to fight their way in and become someone they are not to belong:

... [not] feeling they have to compromise their identity.

Dimension of subjective experience

He experiences a new generation of co-workers who have the need to understand and be involved in the creation of things in order to connect. He believes that in order for the people who join as co-workers to participate meaningfully and in a sustained way, the ethos that underpins the life and work must be more clearly defined:

making it more accessible and alive ... relevant and inspiring [so] they have to be part of it.

He is shaping his role to support the co-workers to participate and contribute in an atmosphere of positivity in a unified direction:

... try and grasp the direction ... and helping people to participate and contribute.

Casper reflects on his leadership style in enabling these developments to anchor in individuals and teams. The organisation has a history of strong, single-minded leaders, with followers feeling coerced and insecure. Casper is proud of his accomplishment in assisting the organisation to move out of a fearful posture in relation to leaders, to a culture of consensus:

... transparency in decision making ... helps people to trust the leadership process. Decisions which are ... mine and mine alone come what may would be unsustainable.

He is involved in most areas of the organisation, and the challenges he encounters open up opportunities to learn, to appreciate people and respect their potential. Casper is often overwhelmed by the difficulties, and not able to see immediate solutions.

I think it is usually the problems that stick in [my] memory, when I feel ... helpless ... things are closing in from all sides.

Casper is naturally thoughtful, careful to do no harm. He listens and includes. He considers himself a patient person, taking his time to weigh things up before acting. His inner critic chastises him for being inefficient, momentarily obscuring his belief in his inner powers:

I have a tendency to get very bogged down ... a basic weakness I have.

For him, not knowing is also a kind of strength, because he goes inward and discovers a stability at his core:

... to find deep in oneself the strength or constancy that is not ... flattened by these imposing feelings of ... insufficiency.

Through the process of change, Casper has redefined his identity and goals. As a leader, he has been instrumental in redefining those of the organisation also as a necessity for continuing to function.

In his case, he had to make a separation from the place in order to rediscover his identity and a state of well-being:

I realised that a lot of the problems ... are people having identified far too

strongly with the place, a negative side effect of being in an all-consuming setting.

Casper's inner compass guides him:

I have a ... feeling when things are right or when they are not ... something speaking inside me. A gentle sort of voice.

He is learning to listen to this voice and believe in it. For Casper, being able to function well in his leadership role and enjoy free and respectful relationships depends on feeling control over his personal and inner life. He recognises that his struggles to cope have roots in family history. He would like to understand these connections better:

... to be able to respond in the right way one has to have one's perspective on life to some extent sorted out ... I think biography work would be helpful.

The larger team of practitioners are co-decision makers and a reference group for the leadership team. Casper knows when things are going well, because he gets a felt-experience:

...[I] feel the collective tuning in together as one mind, with a common focus.

He feels at his worst when he experiences people pulling in their own singular direction and narrowly seeing and acting on their own thing to the exclusion of everything else:

... It is energy sapping

Casper functions at his optimum in collaborative events and projects where people are engaging together and involved:

... you feel tuned in ... and it resonates and brings people alive, that gives a buzz.

His sense is that this is increasingly so for more people. He thinks this buzz has caught on because the feeling of coercion has gone, people feel freer and that they are personally in the right place at the right time:

... you [don't] get that feeling deep inside you [that] you haven't got any choice or ... this is something that you are being put into.

Casper remembers an event that triggered the crisis, involving a senior role holder suspected of fraudulent and abusive behaviour towards residents and colleagues. He believes that the root of the problems lay in colleagues feeling paralysed to challenge him and take action:

... he could not be held accountable for his actions or his affect on the people around him.

In looking back, he believes that the implosion of the community was linked to the relinquishing of personal responsibility for self and the impact on others through utter dedication to a leader and an ideal. It became so extreme that Casper lost any meaningful sense of his contribution and the boundary between his identity, his tasks, his relationships and the community:

I had the feeling when I was cleaning my teeth I wasn't doing it for myself, I was doing it for the community.

Casper acknowledges his own skill in creating an atmosphere where it is now possible for the team of co-workers to sit with very difficult questions together and hear divergent views. He notices a shift, in that even unpopular decisions are carried with an overall feeling of understanding and support.

It's not the tradition for the place.

The work with people receiving services has always been the philosophical heart of the organisation. In reality, according to Casper, the gap between ideals and actual experience became irreconcilable. The current renewal of active engagement in rethinking the work itself is resulting in better support for people:

... not just intellectually, but realised in a much more active and practical way.

Casper has emerged from the change process with a core belief that every person, regardless of label and role in the organisation, is owner of their own life.

... everybody has to be encouraged to take responsibility for their own life, co-workers and residents.

Casper imagines the qualities and characteristics of Vidårasen, as if it were a person:

Pretty eccentric! Many stories to tell, but doesn't tell them straight away ...

Quite a few scars ... (laughs) ... but with a little sparkle in the eye.

He experiences that the team is at its best when working together towards big events and celebrations, with visitors, and when focusing on questions related to people supported:

When we focus on ourselves, it ... gets quite difficult.

He senses that the organisation is again becoming a place where people can find new

opportunities to develop and contribute meaningfully towards issues of importance in today's world. He sees a place whose generative capacity comes from each person, rather than a group edict.

... from each individual ... their spark, their inner core

The team is growing in interest and ability to question and reflect on hot topics such as salary arrangements in the transition from a lifesharing economy, establishing mandate groups, accountability in work departments and managing group homes:

... it has opened up possibilities and made us aware of the limitations in the way things have been done.

Casper reflects back on the way of working together before embarking on a conscious transformation process. He and his colleagues believed they were doing useful and important things, but it was not producing 'good energy':

... a fog of unconsciousness ... was holding us back.

He feels that the tendency towards pulling in different directions is hard to counter, being part of the legacy of a charismatic founder convinced of the direction and the map for everybody. This, in his view, produced a stifling, cloister-like feeling that hangs over the place, regardless of individuals, a feeling that you have to take 'vows of obedience'. Working counter to that takes mindful focus. Historically, he recalls, decisions in the organisation were made on the basis of personal opinions and agendas.

This worked as long as there was a strong conviction and trust [in] that individual.

Casper believes that the crisis brought this style to a head, with the realisation that trust and participation belong together:

... trust cannot be sustained without involvement and inclusion of as many people as possible.

In his view this is a counter intuitive leap, easier for some than others. Casper takes a long view, accepting that changes take time.

There are still people here who respect and think in terms of that kind of reality.

Past experiences of unquestioning adulation unintentionally created a repressive and exploitative environment that prevented people from connecting with their leadership strengths and potential:

... they couldn't imagine being in such a role themselves. That's an important aspect in making things more open and accessible.

From Casper's perspective, working through complex and emotional issues in the large group is becoming easier but there is still a long way to go. Feeling threatened and defensive is a deep-seated mindset:

... the more some people feel freer to bring their concerns, others retreat.

Bringing awareness to this polarity in the here and now is in his view part of the process. Casper's team has developed a yearly questionnaire to assess how people are experiencing the organisation, but Casper thinks and feels that something more interactive is needed to work with things as they come up:

... an open, constructive climate.

He is proud of small successes that he and his team have already achieved in making things more open and accessible:

... we have managed to get a lot of ghosts and taboos out.

He feels that the legacy of a repressive and restrictive atmosphere is changing. His team actively encourages reflections and even criticism of the leadership and the way things are organised:

...we want people thinking about what kind of leadership they want and can respect and ... want to be a part of.

Dimension of tangible results

Casper reflects back to the pioneering days of the organisation when students nationwide participated in a campaign to sell candles made in the organisation to fund the first homes.

Now, 30 years later, he still encounters people when out and about who were touched by that project when they were young and say to him:

Oh, light a candle for Vidarasen!

And that comment is often followed by:

What are you doing now? I haven't heard of you for years!

Casper knows that the organisation is no longer a centre of public prominence:

We have been historically an important ... beacon ... We have to try and re-

find that. Not in an arrogant ... way, but ... a place of hope, which is ... crucial in the times ahead.

A common criticism of the community as a service provider for people with disabilities is that its seclusion on a rural property away from urban opportunities detracts from its relevance in the world. Casper is committed to being in the world and counters this view:

That goes against the grain of my ideals.

In his work as an environmental architect in an earlier life, Casper worked with prominent trailblazers in the environmental movement. Here in his daily interactions with residents and colleagues, his experience is as meaningful and more so:

It feels equally valid and a privilege ... I think that is the greatest gift to feel privileged ... and able to contribute.

At the same time, his awareness of the pitfalls of isolation is heightened through his history with the organisation:

... we were being completely rocked one way or another. It was a stormy sea and how to get back on some sort of course?

He longs to exchange with leaders and change agents who have been through similar situations in their context:

... not to feel that one is alone in the tasks.

Casper notices that the organisation is beginning to attract co-workers who get involved and become part of the place more easily.

Respect as a concept has always been an important value philosophically, but now Casper is defining with his colleagues the actual behaviours and interactions that create respect. The whole organisation hired a project facilitator to assist in a thorough combing through area by area, challenging and questioning how to activate the value of respect and bring it alive in every person, every interaction and in the overall energy.

... giving encouragement ... take conscious responsibility for what they are involved in, define the ... affect of what they are doing.

Casper is keen to develop a culture of research practice. He shares his excitement about one person in the organisation who has been unhappy for many years, specialists not succeeding in finding out why. In recent weeks, she has shown a new and natural calm and happiness within this new atmosphere of openness and respect. Casper believes it is

important to study and document her recovery, so that the methods can become better known to themselves and in the professional field:

Her guardian is astonished by this change [and] is wanting to document ... on a level which is able to be appreciated in a professional setting.

Casper is concerned that if these significant transformations in people's lives are not understood or documented, they will be lost.

We'll lose it just by not knowing.

He believes that conceptual clarity of itself does not make happy people or a happy community. Casper cites a recent report from the municipal regulatory body, very critical of the lack of regular and accurate documentation of people's progress, changes, person-centred plans and concerns. He was shocked to uncover that although the system had been created, in many instances it was not being used. No one was checking the documentation. So there was no follow-up even for those who were doing the right thing. Casper finds that depressing:

... we have been ... assuming that things have been done that we talk about ... one incident might have dramatic consequences.

In his view, of equal importance is that people are aware of what they do, how to apply principles in a variety of situations, why, and how they are coping so they mindfully use the systems set up to support people. This he believes is a core organisational responsibility:

Not just waiting until something doesn't function, or someone isn't coping, but having things in place.

He recognises also the key role that planned recruitment, good orientation, and training play in developing a team of practitioners with the right attitudes and abilities in working with people, and who are able to contribute over a longer period:

We [were] dependent on whoever came in the door, [and] meeting one big challenge after another, even with the best possible support ... people with the wrong attitudes.

Casper has become aware of actual shifts that have occurred in recent years through comments made by people looking in from the outside. Colleagues in neighbouring Camphill communities are questioning their experience of things being different:

Positive or negative, ... wondering, what is going on here?

The organisation is resurfacing and reaching out to make new connections. A

neighbouring agency has participated in Camphill's trainings. Connections are made, and potential relationships seeded. Casper believes that if the organisation wants to do anything worthwhile in serving the world, then it must find its place *within* the world:

... anything else would be retreating from our responsibilities.

The organisation has set up an artist's studio for people wanting to develop their skills as artists. Casper was contacted by the curator of a major art gallery who saw some of their work and wanted to host an exhibition of their paintings.

Presenting themselves as Norwegian artists rather than clients of an agency, their work was received with great acclaim. One well-known art critic exclaimed to Casper, "Where have you been hiding these people!" The art was sold on merit, not as charity. Casper was thrilled to experience the sense of pride and accomplishment of the artists.

... you can imagine how they felt ... to get such feedback.

Contrary to formerly upheld opinions in the organisation, Casper believes that being involved in the secular world beyond the gate does not mean compromising values:

Being a bastion keeping the evil world at bay ... has been part of an ethos here ... compatible with the cloister idea. We [don't] have to give anything away in our convictions to meet the world.

He is excited to increase opportunities for this, as this kind of engagement is in his view particularly relevant in how people receiving services can get involved and feel part of the wider community. He also imagines this having an influence in attracting people:

... more people coming here to get that flow in and out.

He believes that the organisation has much to offer and to be proud of as a valid option within the range of human services available for people with complex needs.

... contribute in a meaningful way in the professional [field] rather than being an eccentric alternative.

For him, to be respected and accepted in the wider society you need to be secure in yourself, personally and as an organisation:

... keep a strong core but break down boundaries ... both physically and individually and ... starting point.

Interweave between dimensions of experience

Casper has emerged from the community trauma with renewed vigour personally and in his role as leader to build conditions for people to have a good life. Casper's devastating experience of losing himself to the community identity has fortified his commitment to himself and others to support people to carry the community in parallel with a personal path of reflective practice.

Casper's contribution to the vision of happy lives is to focus on the atmosphere among people and teams providing support. He has learned that allegiance to group identity without the stabilising anchor of personal awareness and growth can lead to abuse. Self-awareness and teamwork are equally important in his life and in his leadership approach. Casper wants to create a better, more responsive flow between the organisation and community partners as a contributor to the innovations in the field of human services, while retaining the special qualities as an intentional community.

According to Casper, the organisation is finding its feet again and focusing on the enjoyment of collaborating on core tasks, while catching early signs of discontent and insularity in the team. He experiences that team members are gaining in confidence and the community spirit is attracting people who want to be part of its future. Casper sees the necessity for a more structured and accountable organisational framework to support mindsets and behavioural patterns among team members, resetting the template towards individual responsibility, openness, creativity and collaboration. He is focused on the well-being and happiness of individuals receiving services through building principles of quality into new person-centred systems, individualised practices and a culture of meaningful research.

Casper is utilising the renewed self-confidence, pride and person-centred innovations within the organisation to make new relationships and partnerships that enable residents to expand their identities and relationships as valued and contributing friends, artists, professionals and good citizens.

Leo in Botswana

Leo came to work in Camphill School in Botswana as a young volunteer from the UK. He met and married his wife, and in 1991 together with two colleagues created a new training centre to provide vocational training for school leavers. Leo loves his work and life in Botswana. Some years ago, at an impasse, he initiated large group learning events to assist staff communicate, collaborate and take ownership for themselves and the organisation. The first seminar topic focused on sexuality and abuse prevention and the risk of HIV and AIDS. These seminars cracked open the space and helped Leo move through a difficult time in the history of the organisation.

Dimension of deeper vision

Leo has always had a strong sense of vision even as a small child. He finds it almost impossible to put it into words:

I think that's ... my main strength. Being able to stay on track with that, somehow.

His work, his maturing as a leader, and self-realisation as a person are connected. For him there is no distinction between his personal path and the path of the organisation:

... in my role as leader, and me Leo as a human being ... those two things have run parallel.

To Leo, it is important to have a clear sense of vision and why he is doing what he does, even if it is at times unpopular:

... why you have to stand stubbornly on that particular spot... otherwise one can be pushed around.

He has taken up running as a way of releasing stress and tensions that build up in his body:

It is like recycling in my body ... gives me more meaning in my life, because I feel very integrated as a person.

He feels supported by strong honest relationships with people who see him through hard times:

People ... who [are] ... straightforward and supportive. If they thought I was wrong, they would say but ... not be judgemental.

Leo reflects that through the development of the organisation, he too has grown:

I have moved on hugely as an individual ... and I think certain key people around me have too.

Special friendships with people on a similar spiritual path with whom he can share experiences and ideas are a big help to him. His connection with place is deeply important to him:

... the hill and the ancestors.

Leo reflects on his personal learning in dealing with difficult situations as a leader, such as abuse, violence and corruption:

Things that are very painful have also been the things that have really helped to know ... what we should be doing and ... where we should be going.

Although 'life is tough and there are pressures in all directions', he feels freedom to be doing exactly what he wants to:

It's a huge privilege ... Camphill with its faults can create an environment [for this]. I feel it every day.

Leo's learning has been wholly on the job. Through the renewal in the organisation, he has discovered a new ambition in himself, to study to become an adult educator and get a formal qualification:

That is something I am ... excited about.

His dream is for the learners at Motse wa Badiri to have similar opportunities to develop and he wants to create the framework for that. Leo feels into the spirit of the organisation:

People come and people go and it carries on. Their interaction is bigger than individual.

He sees the vision of the organisation and the vision for inclusive education in Botswana as one and the same.

... to enable the inclusive education policy to be enacted.

He attempts to express the essence of the community's vision, as appreciation for every person in their entire human wholeness:

... we don't talk about it a lot, ... we try to model it.

He reflects on the natural, easy way people in the organisation generally come together

socially in a group, sitting, praying, singing, hanging out, or taking time to discuss an issue:

... out of the sitting together that common ground ... emerges.

He acknowledges two anchors that have created a space for the organisation and its people to grow and develop. First through Camphill School founders who modelled having the courage to go ahead and just do it. Second the vital role the voluntary Board has played in insisting on a sound strategic and financial framework within which to operate:

... and not always let us get away with what we wanted to.

Dimension of subjective experience

Leo is proud and happy to be part of this phase of the organisation's development. Actual experiences of people are coming to the surface and can be worked with, beyond the narrow frame of role and task:

... through engaging with the world as the world is, one can start to find out who you are ... and ... start to have a sense of direction.

People living and working in Motse wa Badiri face the effect of violence and life-threatening illnesses daily. Leo has moments of feeling alone and filled with self-doubt:

... what happens during the day continues during the night in ... dreams.

He feels most stressed when he feels drowning in tasks and deadlines and is less than his best self in relating with people:

It is easy to get trapped into this thing, oh I am going to be late for my next meeting and it becomes a stress for you and then you become bad-tempered and so on.

Personal coaching is also critical in a different way to integrate stresses:

... somebody you trust who you have ... accepted as your mentor ... who can honestly ... reflect back to you what is going on, and say ... quite hard things in a way you can hear.

For him a good coach is someone who has a strong interest in you, and has developed a detachment at the same time and can mirror back:

... the hardest thing to know is the effect you have on other people. The reason

you don't know is because you have hidden it in a way. If you meet someone who can have that kind of perspective with you as a person, then that is wonderful.

Leo's vision is education for every person, and his work is enabling an environment in which people can achieve for themselves. He already sees modest results:

Something is now visible ... the shape of it that ... people can see ... there is a long ... way to go ... but I think we are going in the right direction.

Leo remembers back to the diminishing effect that the checklist approach to training had on people, ticking the boxes against things people can and cannot do:

... [We ask] can you do these things - no no no no no

Leo juxtaposes this with their new universally human approach, discovering who the person is and what is important to this person as a measure of personal quality:

... if you approach a person with who are you and where are you at, one creates an approach to education ... that encompasses everybody.

Leo believes people generally have been caught in a 'kind of death zone' not being given opportunities to take hold of their own lives, stigmatised and marginalised:

... they have been very much kept in a box.

He notices a big shift in the posture of trainees in greater aliveness as each person learns to walk an individualised learning path in the good company of others, rather than being put into a one-size-fits-all program:

People quickly feel engaged and enabled. It is just ... in the atmosphere.

Leo gets the most satisfaction and at his best when working in groups. As long as people are engaging he feels the group progressing, even when there is resistance and tension:

... I think it becomes much more a problem when people are ... turned away completely.

He remembers the turning point for change. The leadership was under attack publicly by its own employees and had reached an impasse:

I was ... stuck ... our integrity was attacked.

Through the large group interactive seminars, Leo wanted to test out whether his team was willing to examine not only the surface dimension of events but go deeper and

work with other dimensions of experience and undercurrents.

What enabled us to move forward ... to get ... to the elephant in the room.

As the spotlight shone on abuses previously hidden, people became more confident to come forward and speak up. This was an intensely painful time for Leo as he learned to galvanise his strength:

... face the failure within the systems and ... what was being perpetrated by colleagues alongside us.

He values the painful experiences and the collective learning they have enabled:

It was also an affirmation because we are able to face these very painful things and ... learn from them. And I am sure we will face other ones going forward.

As the collective space opened up, his colleagues saw and felt his faithfulness to a vision and could trust in it:

... I have made many mistakes ... but ... underlying that, people are prepared to be on the boat because they have a sense that I am steering in a very clear direction ... and the boat hasn't sunk yet...!

In implementing the vision, Leo experiences people across all roles being challenged to expand the socially-relaxed group identity relying on outer authority and become more active from an 'individual moral centre'. In his view the relationship of individual in community is also a hot 'global tension' of our time.

Leo now senses that people are with him in the direction he is taking the organisation through their enthusiasm levels.

I kind of take it for granted.

Leo experiences endless interaction and relationship but still people are reticent to come forward to him as leader and initiate a difficult conversation so a lot of unspoken things hang in the atmosphere:

I think there is a lot of stuff that it would be really helpful if it was more ... open.

Despite years of working on it, he finds many people guarded:

I think there is still a strong sense of hierarchy and ... that makes it hard for people to come forward with issues.

Coming together in general meetings and smaller groups has helped to open up the

space for such interactions. Leo tried to form a leadership team but that didn't get traction. He then formed a task-based team around the formal accreditation of education and training within the organisation which was successful:

... but doesn't cover the whole scope of activity of the organisation.

Leo and others encourage people to bring forward their voice in the large group meetings:

... we want you to have that voice, it is beneficial to us. But people still hold on to things ... because that is the way things are. Right the way up in our leadership group.

Leo witnessed profound change occurring in practitioner's ability to interact in a more empowering way with trainees as a result of the interactive large group seminars with all role holders. Interactions between the facilitator and people receiving services role modelled for everyone a new non-punitive approach to listening, responding and connecting human being to human being:

...then other people have been able to say, wow look what a huge difference that has made, and woken up to [the] approach.

He felt the least impact when the facilitator worked with leaders on their own as a team:

They have been able to ... shrug it off.

Leo was moved by the simplicity in the large multi-stakeholder events, starting with a simple question for everyone, such as, what is most important to me in my life?

I think that was a big shift for us, because ... people really got what person-centred meant.

Dimension of tangible results

He sees his job as supporting his team to create a space into which people can unfold. He notices how the shift in attitude and atmosphere is working:

One lady ... spent her whole life at the cattle post [and has] never been to school [or] engaged in anything much ... [For the] first three days she ... walked around and looked ... [Then she] realised there are opportunities for her, and she ... dived straight in.

The new mindset in believing in people's inner resources to cope and support each other is helping parents see their sons and daughters in a new light:

Parents were saying well they can't possibly [ride home on the bus without staff] ... [Our practitioner] replied, "They told me they knew where they were going, and they arrived home, didn't they?"

Leo is excited that everyone involved in the organisation is playing a role as an educational resource centre within the vision of inclusive education in Botswana:

... we have started to become visible, make that available to people to come in, and share the experience of that and learn from it.

Leo reflects that as the team has become clearer about where they want to go, engaging with each other gets easier and the overall feeling of wellness increases. He includes all stakeholders in his thinking about the vision: Board, managers, practitioners and the trainees. Initially he needed the support of his Board to move forward. He felt at that time frustrated that he was not getting his message through:

... trying to articulate to the Board ... what you are trying to achieve, and what supports you actually need, and having the experience they don't get it.

Leo discovered that by shifting his mindset in relation to the Board and becoming more detached himself in the interactive space between them, he felt stronger and freer:

... being able to experience what is happening in the room in a different way, it helps other people to be able to do that as well. And then it moves.

Leo is committed to providing people with opportunities to develop their leadership, sponsoring some keen volunteers from the management team to attend leadership seminars:

... even if only one person is changed by it, that has a profound effect on the mood and the feeling.

Leo is excited for the learners to be engaging on a formalised training path to acquire skills and contribute to society. In his view, having practical skills is a good beginning but not enough. He believes that the training pathway must support every learner to understand themselves and their situation, discover their passion and begin to follow their dream.

Leo believes that by anchoring this vision at the heart of the learner's experience, it will diffuse throughout the organisation for people in all roles, becoming a cultural leaven for everyone.

... the core of what we are trying to do is ... create the frame for that.

The team delivering training and developing training assessments applied this in developing an assessment process that brought out the uniqueness of each person's perspective on their own life to replace the usual checklist and ticking the box:

... this is not about teaching people a whole line of tasks. This is about creating an environment in which people can become themselves. Once we ... formalised things, it helped people to see that.

For Leo, the most significant change for the organisation is a paradigm shift in the way he and his colleagues conceive of the organisation as part of its surrounding:

... growing from a ... community that has boundaries, to realising that everything is joined up.

The organisation is learning how to develop individualised training pathways so that people can integrate and contribute in their own communities. Leo is excited about the broader diffusion of the fruits of their learning:

... the next level is to be able to share that more widely.

He believes that many of the previous frustrations came from using a European Camphill concept of village that didn't quite work in Botswana:

... that boundary needed to be much more porous ... Our experience is national.

This change in orientation from an insular community to becoming a resource for communities caught the attention of the Department of Out of School Education and Training. Motse wa Badiri has formed a partnership with the Department to research practical approaches to meet the immense unmet need for practical skills and social education across Botswana. Leo's frame of mind is experimental:

... whether that is achievable or not, we will see, things will happen.

He is convinced that the solution is not about money, as often lamented, but about attitude and approach:

I think it is refreshing for outside stakeholders to experience an organisation that is very much pushing [ahead], and I think that is where we are and that is what we meet.

Interweave between dimensions of experience

Leo's personal path and professional path are intertwined. The organisational change process has strengthened and deepened his personal vision, confidence and abilities. Leo has led the organisation from a homogenous mindset to education towards a universally human paradigm where each one is supported to develop on a self-chosen pathway in the good company of others. Leo discovered that becoming a more integrated and happy team meant being willing to open to the wounds and undercurrents, and discover ways to work with them personally and organisationally.

Leo's sense of meaning in his role is connected with his excitement in building an open community. In implementing the vision, Leo is learning how to enable himself and others to develop an authentic relationship between self and group. Leo thinks that deference to authority and holding things back is a feature of the collective space.

The systems created to assess quality were effective because they were developed out of the experience of person-centred relating that affected everyone. The partnership with government as a national experimental resource centre is energising and meaningful.

Helen in Canada

Helen and her husband were pioneers of the organisation, and the only founding members still active in the community. Helen has been a faithful player, advocate and reluctant leader in the snakes and ladders of development and renewal, establishing a unique style of seamless and invisible supports. For Helen, life itself is her learning path. As a child, she struggled with illness, and being away from school for long periods at a time, developed the lens of an outsider and empathy for people who struggle in their bodies. Helen grew up in a large family. Her parents were socially conscious and were her first teachers in how to appreciate their privileges and use them for giving back. Later, meeting her challenges as a parent was an important learning.

Helen's spiritual awakening was shaped during her young adulthood through the teachings of Steiner and Camphill teachers. At the time of this interview, Helen was consolidating her role as Quality Manager with a new Executive Director. She is a member of the executive team and supervisor for all practitioners. The people receiving services she refers to as companions, and practitioners are referred to intermittently as co-workers.

Dimension of deeper vision

Helen has learned from people with disabilities how to enable people 'to be clear in their lives and more confident about themselves', the theme in her own life. For Helen, the learning and growth is mutual and reciprocal and this energises her:

I can help people with their desire to grow and change ... that helps me to grow and change.

For Helen, being part of the organisation's journey connects her with her life purpose and meaning:

...a sense of being connected to a group of people ... we are all part of helping each other grow and change. I feel what we attempt matters, a profound feeling of being on a spiritual path, individually and collectively. It is so profound, it is hard to talk about.

Helen likens her life path to a signal on a radio station, sometimes tuned in, sometimes tuned out, but the station remains constant. For her the key is to pay attention moment-by-moment, being on or off are equally valid experiences on her path.

Some days you wake up and ... you can hear [the signal] and ... move with it ... sometimes you are just a little off, and you can feel that you are not inserting yourself into your path ... having a wobble.

Helen describes the shift in atmosphere that has occurred through the changes in her outlook and through the developments in the organisation:

I used to feel it like being inside the catacombs ... very beautiful. ... like being part of an old tapestry. ... Now I am ... standing alone, but it is not lonely. There is more a sense of ... clarity and peacefulness and connectedness ... more potential.

Helen feels able to rely on her inner experiences for direction and follow them, whereas she used to rely on the authority of others for her inner direction:

I am more dependent on myself for deepening my inquiry about things ... big or small, it is my responsibility.

Her husband has been her greatest role model in seeing the best in people:

He is such a deeply good person. I have always had that example beside me.

Helen has gained awareness tools on her spiritual path that have helped her to stay centred in messy situations:

... wherever you feel yourself getting emotionally entangled in something you can step back from it, and in that you free whatever it is you are emotionally entangled in as well.

Helen experiences the organisation having its own sustaining spirit. It is a mystery to her how it came into being. She feels it being connected to the land, with people and with its history:

It is a very special experience [in nature] here. I strongly feel that presence, when I am in the hall and connect to it best there. Many people have had experiences [through] deep connections to each other, and those who have died.

She experiences the spirit of the place as a being with its own development, developing itself through people and events:

It has a path that we are connected to, and it is helping us to develop.

She experiences the effect of this organisational field force when perplexing challenges and conflicts suddenly get resolved in unexpected ways:

Certain barriers or knots ... things you can't seem to get done ... clean up,

conflicted situations, a confusion about which way to go ... then something ... alters that picture indirectly, barriers dissolve and people can be where they should be, things happen where they should happen. Things that were rough become smooth.

Helen playfully imagines the kind of person that personifies the qualities of this organisational being. She imagines a benevolent person, concerned about others:

... a very kindly, gentle shy person, who is a person that is also ... shy or withdrawn, but is always there. Someone you would want to go sit beside. Instead of feeling critical about someone who is not their best self, is able to turn it around, step in their shoes, and try to warm the situation, to improve performance.

Helen sees two core people needs in the future direction. Caring for current residents who are ageing for the duration of their lives as long as they want to live in the community, and to have the right care support for people who are ill.

... stay faithful and engaged with people... ageing issues are an organisational direction.

We want to stimulate growth by attracting a new generation of residents:

... invigorate the community.

Dimension of subjective experience

For many years, Helen followed the expectations of the community.

... I felt that I was on a path that other people designed before, with outcomes that other people thought were the outcomes, and I was trying to behave in accordance, I made values my own that I think weren't my own.

The process of change in the organisation has expanded her identity.

... energy in having confidence in my own path.

Helen no longer feels she has to defend the ideals of the community:

I can ... be confident in life's lessons and my own self-examination and self-development.

Helen's leadership signature is in her focus on creating an environment of support for the direct supporters. She knows that if they are thriving and energised they are more

able to provide better support for people receiving services.

... [when] they are feeling better about themselves ... they ... provide better accompaniment to others just out of their being.

Her message to practitioners is born out of waking up to her own experiences as a practitioner within an environment doing accidental harm:

People were treated as something to be managed ... affection was sympathetic, but it didn't come down into real support with personal care ... choices, ... life experiences.

She remembers the restrictive practices:

It's ... unbelievable. We did that to people. I did that to people. Oh God.

For Helen, inner attitudes and qualities determine the way a skill is practiced and can make the difference between a great and a terrible life for the person on the receiving end:

... not just skills but ... encourage qualities of empathy and confidence.

Helen's awakening to accidental harm came through the experience of learning directly from people from their perspective using the Personal Outcome methodology. Her turning point came in her experience of the Personal Outcome Measures®:

That ... expose revealed all my deepest concerns to me and ... validated them, [and] showed me where I was part of that whole energy, I wasn't separate from it, I was contributing to it. I had a lot to learn ... the experience of people with disabilities had become invisible to me ... too.

Helen saw people she had known and lived with for years, as if for the first time, through learning their perspective on their lives using this deceptively simple tool:

Suddenly they were in the foreground ... I was deeply, deeply ashamed. 'I don't know' means ... I didn't pay attention, or I didn't know it was important, ... that was shattering and life changing.

This experience taught her to use her discomfort as a trustworthy information source:

... that undercurrent of discomfort, that we weren't doing the right things. It empowered me ... to pay attention to those things.

Uncovering of abuse nine years ago became her foothold for seeking abilities within every person to direct their own life; this became the motif for organisational change:

... to open your eyes to another human being ... acknowledging that they can direct things themselves.

For Helen, the bottom line is that people are enjoying their lives more and in a much freer atmosphere:

There is not so much guilt around.

The organisation is attracting excited and motivated practitioners. Co-workers are happy when they see people getting happy. Recruitment practices focus on ensuring that a person has the best possible match as a supporter. She is constantly weighing up the investment in staff against impact on people. She holds a constant tension between equity, advocacy and open-mindedness. It is the companions who carry the brunt when practitioners are not able to be at their best. She often faces ethical dilemmas in how to support both parties, as in this example of a practitioner needing a lot of support:

Where do we move her to? Which companions have to be accommodating her?

Trying to have the least negative impact as possible on everyone.

Thinking about her team gives Helen joy. People “for the most part” trust each other and trust the leadership team. She checks in personally with each team member and has an open door:

We try to nourish that trust.

Helen makes regular opportunities for all teams to meet and she makes sure there is always a little food to enjoy at the meetings. She believes that the quality of relating that has developed through these meetings has been a core factor in creating trust.

... give everyone the opportunity to speak personally, how it is in their area.

What are the things that are challenging them, what is going on in the organisation, and what are the things that are going right.

Helen and her colleagues can at times be overwhelmed with the mountain of work involved in creating order and systems to comply with the province’s new legislative quality framework. The atmosphere of support for each other is a new delight:

We can ... talk about that and help each other sort priorities ... and solutions.

She sees her strength as a leader in her ability to know where to go to get what she needs, how to bring it all together and bring the people together to make it work:

... to make the best possible decisions we can make, which may not always be right, but it’s the best possible thing we can do at the time.

Helen reflects how utterly dependent she is on other people to do her job:

I can't think of a person I am not depending on.

Helen discovered that focusing on the perspective of individuals supported, opened her vision to her colleagues in new ways:

... opening your eyes to everybody differently.

Helen feels at her best when the team is working together and problem solving to make someone's life better:

I can't solve it on my own, I'll just get in a knot, but I know who to call in and around the table ... the juice starts to flow. I get really excited about that!

Helen is appreciative of the support she has from the new Executive Director to be the best she can be in her role, something she is not used to:

... his appreciation for what I do, and not criticism, if I feel something is beyond my capacity, we figure out where to get someone who does have the capacity.

Helen feels a growing openness and friendliness in the overall atmosphere although there are specific teams which leave her feeling deflated and depressed:

They are a bunch of individualists ... it is not a cohesive [or] an inspired group ... I [go home and] put myself to bed with a hot water bottle.

She is grateful to have people in her life who give her space to download, support her to gain a new perspective, and not take herself too seriously:

... it is a tremendous help to have people who you can do that with.

Helen is enjoying her work more than ever. She puts this down to age (with a laugh), enjoying people and increasingly enjoying being with people who are considered the most challenging:

... feel the fear and do it anyway ... I don't feel as uncomfortable in uncomfortable situations so I can enjoy myself more.

She tends to avoid conflict:

It's a hard thing ... I hate them.... I think I often just retreated. Or just looked shocked and ran away... and that has been something there since childhood.

She is rising to the challenge:

Being not afraid to ... be part of a conflict.

She believes that this freer feeling comes with her ability to respond to small signals before a problem erupts:

I am learning better how to not wait for the problem, but to do more maintenance ... not being bothered when people vent, not taking it too much to heart.

Helen's innate optimism is deeply part of who she is and the enabling atmosphere around her:

I have been accused of being a Pollyanna. I basically believe people are fundamentally good and I think if we hurt each other, for the most part it is accidental.

She feels fortunate to have a deep belief that “you always have the ingredients for a perfect meal”², giving her a feeling of confidence and happiness:

... when I am looking at a problem, I am thinking, we have a solution, I just don't know quite where they are yet ... It must be horrible to feel there is no solution.

She works at creating a problem-solving team atmosphere that does not blame and shame:

... let's figure out where along the path we accidentally did something that led to this conclusion that we didn't like.

Conflict is difficult and she doesn't like being in it. She has learned from observing other people and how they manage tense moments and interactions. When she feels the heat, she tries to remember to give herself time to absorb:

I have learned when I am first hit with something emotional, to not act in the moment ... to give it time to cook, taking time out, looking after myself, chew it through.

Even with tools, it is not easy:

... hard to do in the moment ... to say ... I think something is happening here, what is it?

Her inner critic chastises her if she goes against her view of how to manage conflict:

I felt attacked ... misunderstood, and I reacted in a defensive way... then you

² Source: Glassman, B & Fields, R (1997) *Instructions to the Cook: A Zen Master's Lessons in Living a Life That Matters*.

have to fix that afterwards. I would really like to have some ways of stepping back in the moment ... when something comes at me out of the blue.

Helen believes that the most essential change has been to create one unified direction, in which diverse efforts and initiatives can get behind, collapsing the distance between spiritual mission and supporting people:

I have found myself being inwardly challenged where the ideology becomes more important than the people.

Helen reflects on the shift in the organisation's overall feeling of inclusion and openness and the freedom in not having to pay allegiance to ideological practices. In her view, this has been the single most effective factor in stabilising life for the residents and creating better lives.

It is a more confident organisation ... people just want to do a good job and do well and make a difference in people's lives and in each other's lives.

She reflects back on the traditional Camphill atmosphere that shaped her early attitudes and practice:

... people were pretty suppressed.

She believes the open and energising positive atmosphere is connected to having clarified one focus on developing people:

... how do we make life better, how do we stabilise life for the companions. More of a 'how can we help A with this area', rather than 'she's not that'. More complimentary, and less critical. More trying to find ways to fill the gap, and less to point out the gaps ... People who want to be negative towards each other, or not focused on one mission, have naturally moved on.

It is easier to say what you feel and not be shut down:

I can say what I feel, and I am not going to hear, 'well we don't do it that way in Camphill'. And I ... see more tolerance. And ability to include ... And I think everyone feels happier knowing ... they are being talked about in a respectful way.

Helen experiences greater ease in bringing undiscussables into the open:

... if there is an issue, it is going to be talked about in a respectful way ... when we find undercurrents of gossip, ... we get it out into the open ... find out why people are hurting, why don't they feel confident to bring their issues forward,

and give an opportunity for that.

People receiving services have limited lifestyle choices and often struggle to be understood. The nature of these systemic restrictions creates inherent tensions and often direct supporters struggle emotionally. Helen spends a lot of time just talking with people, as in this example:

We sat together, a lot ... comes out ... an hour later ... she is relaxed, she has found her sense of humour, I know I have had something to do with that ... and I know it will carry back to her perceptions of other people. That gives me incredible joy.

Helen is keen for people to have many more opportunities for choice making that is meaningful in their lives. People have been programmed with good intentions, but the result has been shutting down dialogue, a pattern of behaviour she experiences is hard to break out of. She is unsure whether people know they have choices, what choices, and how to express their desires:

... someone who has been institutionalised in Camphill for 25 years, they go to the weavery every day, and they go to the pottery every day, and they do this and eat that and they go to bed at 8.30 ... We did that to people. I did that to people. Oh God.

She knows that even though the scope for choice has increased, options available are still within an institutional mindset of safe limits. She encourages the practitioners to first look internally, when experiencing the 'no' arise within them:

... wherever you say no ... step back ... and say to yourself, what am I shutting down in that person. ... open up that trust to say, what doesn't work for me, whether it is a sexual issue, or a food preference or an outing preference.

Helen is aware however that people with more verbal language, more able to express themselves are more likely to get their needs met. The practitioners are not yet equipped with the right tools to assist people with limited verbalisation:

I am not sure that there is enough skills there to ask the right questions, or know how to encourage that.

Dimension of tangible results

Helen reflects back over her professional path of learning. Her greatest influences were not in formalised trainings, but through key mentors who encouraged and supported her

in keeping her focus on what is important in being helpful to another human being:

... that is what I signed up for, inwardly and outwardly.

Helen is passionate about her leadership role, because it gives her the platform to make real gains in encouraging growth and development in other people:

I find it thrilling! That is what I want to ... do more of.

She loves the teamwork in her role as supervisor of practitioners. The impact is tangible for her. She tunes into people's strengths in order to bring out their inner leadership. Helen loves to see the mindset shift that happens instantaneously when a person suddenly gets it:

... when you see something actually turn over in the person, and ... fundamentally change in them so they are not attracting negative dust.

She now takes great pleasure in developing her own style of mentoring as a deepened conversation:

I hear from my younger generation that they ... appreciate dialogue with me. It is not about how to do this or ... that, more about their own inner development or qualities.

She would like to develop and deepen her mentoring capacities:

... make people feel belonging, feel important and help align them with their own goals and desires, ... where I would focus in my elder years.

Helen was instrumental in the closing down of the traditional lifesharing model where adult residents had no other option but to live together with co-workers in extended family group homes with the co-workers running the home according to their lifestyle preferences. Now practitioners are hired for their qualities and skills to support the residents in *their* home. Incidents of aggression, distress and mood swings have dramatically decreased:

The [incidents] were predictable because they had to do with people not being skilled, or people being too new, or too much turnover, or all those things.

Self-awakening was the catalyst for change, but not enough to sustain implementation. Helen was steeped in an oral organisational culture of leadership by personality, and had internalised disdain for regulations, systems and documentation.

She was amazed and inspired to discover the relief and thrill of formulating an ethical

code, policies and systems to support each other and avoid hurting each other:

... that was a ... stern path ... understanding that that is a *helpful* thing to do, not ... dehumanis[ing] ... it can support our humanity. That fires me up.

The Board has decided to adopt the CQL Personal Outcome Measures approach to continuous quality improvement. Helen and the Board have established a Rights Review Committee, an external panel to review any restriction placed on a person, to be sure that rights violations are not occurring:

... anything from psychotropic medications, to ‘you can’t go in the kitchen’, to ‘you can’t phone your mother except on Saturday’.

Helen now has performance appraisals. This too is a new experience for learning about herself in an uplifting way, and she loves it. She appreciates having a safe process managed by Human Resources to learn how people experience her and whether she is doing the job they need her to.

I appreciated how that input was brought back to me ... the appreciation, and I appreciated where ... I could do some things to improve.

Fourteen years ago, Helen and her husband moved to a nearby town and established an urban arm of the community with a group of people receiving services. She was suffocating in her experience of an insular, punitive atmosphere, and the devastating effect that had on the health and happiness of people she was living with.

She rejoices in the way that the community has opened up to its surroundings and to diverse spiritual orientations:

... many people have been uncomfortable with anything that is cultish, cut off from the world.

She acknowledges there is still a long way to go, but the journey is energising and feels at last closer, more congruent with the ideal:

We are ... lucky to live in a country that really tries to practice what is generally human, and is not always successful and there is a lot of stuff underground that is not like that.

She believes that living in the region of Toronto, one of the most diverse societies in the world, has influenced that:

Toronto is one of the most multi cultural religious groups and cities in the world ...there is tolerance and inclusion ... and the organisation naturally

reflects that.

For Helen, the organisation's work is part of a much bigger global project, embracing human rights, citizenship and sustainability. Feeling part of this gives her life and work meaning and energy:

... all people need to ... feel belonging, and have a life that has meaning for them ... support for ecologically sustainable practices ... is world wide. Any little thing we do in our own corner to resolve conflict, to accept differences, to find ways to be together, and be safe and happy together is a contribution.

Helen notices that in this atmosphere of freedom more leaders and practitioners volunteer their time to do extra things that build community life.

Once lifesharing stopped, everyone on shift went home on Friday night and forgot about it. Only the diehards stayed around for weekend cultural activities.

Now the leadership team [want] to ... support the weekend staff.

Helen is aware that things are not perfect and it is still early days in organisation resources for people to benefit more fairness and opportunities:

... sometimes we have to do things that are ... not the best fit for companions.

Helen appreciates the role that the ED, the Board, government and the administration have played in mobilising funds and resources:

With our internal education ... better governance model ... the leadership support I have with those people has helped me to do the work with the teams.

Government's person-centred direction is a support:

Quality Assurance Measures' expectations are that we look at everyone [as having] an individual life story and life path, and ... demonstrate how we relate to that; It is a tremendous boost to the organisation to put resources into the ... right stuff.

Helen's role has become infinitely easier since the organisation has welcomed and implemented basic good management and Human Resource structures, functions and roles. Recruiting of staff now focuses on the core business of assisting people build healthy and happy lives:

People are well screened, well oriented, there is really good follow up, we still get some lemons, but we have an easier way through HR practices to get people out who resent helping people stay happy and healthy.

Education and training is improving in giving people confidence in the work they do:

... we are providing safe and happy environment for people to be in and develop themselves in.

She feels more cohesion in the team. At the same time, she is aware that for some it is a “let’s wait and see attitude”:

... everybody knows things are getting cleaned up and tidied up, but are we really going to be able to affect deeper change?

Follow up has improved, giving her confidence that across roles people are in a safer, more supportive environment:

... a mis-medication, somebody calling somebody a name, whether it is somebody gossiping in the background and undermining a house leader, whatever it is, we bring it out in the light ... We don't know everything but what we do know we act on.

She is delighted in the rise of complaints, reflecting to some extent that people are using their voice:

... people are starting to complain about who they are living with, ... about somebody being noisy, ... they would like to have more of this in their diet, that is all good stuff.

Through planning with people to understand what personal outcomes are most important to them, Helen and her team have learned where the core investments, systems and practices need to be. People are asking for flexible transport into town, support to participate in the community in town, and regular jobs. People prefer to live in more autonomous homes, either on their own or with one or two people. Blanket programs designed for a homogenous group no longer fit.

You would be lucky to find three people who would like to live together. When you really talk with people, the physical plant doesn't match how they want to live, and the groups don't match who they want to live with, and the workshops don't match where they want to work.

Helen recognises the amount of work ahead, and that progress will be slow.

Helen experiences she is no longer trapped in the insularity of the lifesharing model, where the lifestyle of the co-workers took centre stage. New recruitment pathways have opened up a stream of young social work graduates from local colleges who are passionate and competent in supporting people:

... they come already with a basis of that ... ideal, to give that kind of life and to support that kind of life for people with disabilities.

The change from the lifesharing arrangement has shifted the demographics from 25 live-in co-workers to 75 staff living in the surrounding community. Helen is very excited because this expands the borders of the community and creates potential for residents to access new opportunities for meeting people and participating in the broader community and its facilities through these connections, work opportunities, friends and relationships:

... porousness between the community and Camphill brings more knowledge. More relationships, more opportunities for people with disabilities can be built on through all these different connections.

The organisation is developing a partnership with a college establishing a disability education program and a social entrepreneur program. The college is seeking practicum placements for the students in Camphill:

We feel we have a lot to offer those people ... We want to be more involved in Camphill being a learning community ... Our direction is strengthening.

Helen sees this outward direction to building partnerships is in its earliest beginnings:

... that is not the case at the moment, life is still very internal for a lot of [people].

Interweave between dimensions of experience

Helen's personal journey, her leadership development and her work with people and with groups are for her inter-related on her life path. Helen's work is devoted to creating environments in which practitioners are supported to give wholehearted support and encouragement to people receiving services to take the lead in their own life.

Helen works hard at creating an easy and open atmosphere for her teams to work together and solve problems in collaborative and uplifting ways. She enjoys a new style of organisational leadership and management, supporting her belief in herself, and her ability to be happy and effective. Helen is a bridge builder creating a new network of relationships and partnerships that community members enjoy.

The organisation has survived turbulence and changed with renewed vigour and commitment for a unified direction valuing its heritage and gaining in energy, enjoying

a freer, friendlier space. Having a unified direction, a robust structure and management and supportive, competent leadership has contributed to an open environment where difficult conversations and conflicts are easier to engage in and learn from without breaking relationships.

Happiness has increased for many people across roles, since the use of the Personal Outcome Measures® to define priorities of people receiving services, and an open-minded atmosphere for productive and energising teamwork that bears results in people's lives. Helen is excited and energised with a pride in the new opportunities for people to partner with like-minded others, develop and enjoy relationships with local people and contribute as an organisation to civil life in the region.

APPENDIX 3

STORIES OF PEOPLE RECEIVING SERVICES

Sara

Sara presents herself as a single woman in her mid-30s. She works in an office doing administrative work and lives nearby. She grew up in a small village. She had a promising future - being bright, with many friends, good at school, athletic and active. When she was 16 she was hit by a car with a drunk driver at the wheel while walking across the road. Her leg and pelvis were crushed. Her life as she knew it changed overnight. Sara had to learn to walk again and come to terms with the loss of her dream to give birth to a child. As we began the interview she asked to put her leg up to ease the constant physical stiffness and pain.

Dimension of deeper vision

After her accident, Sara felt put down by critical voices in her head and attitudes of other people who felt sorry for her. Her positivity and inner determination got her through:

I used to say, I can't manage to do that ... people will say 'you don't manage', but I say, no ... matter [what] people will say ... if I have got that potential, and that ability, I have to face it and focus on what is good.

Her experiences have strengthened her identity as a learner and helper. She now uses her experience of adversity to uplift others.

[What happened to me] helps me to grow in life ... It helps me to see people [and] support them to ... overcome that thing and have that potential to get skills and goals [like] I have. I say, Sara ... let me put myself on other people's shoes. I can help that hurt [by] sharing or giving.

Being a contributor is very important to Sara. She has been to a course to develop her

office work skills and she is thrilled to be learning and gaining competence to improve her employment options. She is thrilled about this because she is now able to give back to the organisation:

It is a benefit on my side, though I will be delivering [for the organisation] because it is a lot of money to hire people from outside.

She prides herself as an advocate and role model for others going through similar experiences to have the inner strength to believe in themselves and like her, gain inner strength from the feeling of a numinous presence:

The community will ...see, 'if someone with a disability can make his own house, can make his own living, even we can do that'. There is nothing that is impossible, no matter we are disabled, we are just the same in front of God.

Sara feels connected to a power greater than herself that she can feel inside her, and gives her distance from her ongoing physical pain and troubles and direction in day-to-day decisions:

The way I managed to overcome the difficulties and the upset of life ... is involving God in my activities ... a special feeling, an inner voice, like a cell phone switching on ... [it] helped me to say what is good and bad for me, so that I can make my good decisions in life.

Sara describes the heart of the organisation, its inner core:

Like an angel. Sometimes during the night [people] ... can get sick. The [supporters] will never say ah! It is not my child. We are from different places and we are all unique ... [the] spirit of caring ... makes us come together and understand each other.

These images convey a deeply felt enduring essence that Sara feels a part of and moving through people and events.

Dimension of subjective experience

Sara is constantly reminded of a 'them' and us' world as she is now seen as different. Her identity expands to accommodate changes to her body and a different future. She identifies with people who also are viewed as different:

We were not supposed to be in the community.

Sara feels disturbed that some of her colleagues who have differences in communication

style keep to themselves. Most people struggle to understand them. Having felt what it's like to feel on the outside, she decided to learn an augmentative communication method that they use to understand each other:

There was a gap between us ... maybe [they] wanted to talk confidential things ... direct, not have someone else [there] to interpret for them.

She was also keen to develop her abilities to interact in tense situations. She attended a communication and conflict awareness seminar where she learned a method to help in difficult relationships and conflict situations. She used it soon after in a relationship with someone in her team she was afraid to speak with directly about her problem with him:

I realised I ... kept things on my own. ... If a leader didn't talk to me nicely ... I would just say [to myself], I am afraid. [After the course] I called him and say, "I am addressing this burning issue to you, because I don't think it is right for me to just keep quiet." I think it's [not] good ... if he will never know ... he hurt me. Approach somebody professionally and come to an agreement or get advice. Not to hide ... to always pretend.

More troublesome than the physical pain for Sara from the accident is the emotional impact of not being able to have children. Her younger sister had a child and due to her own troubles, agreed to give her to Sara for adoption. The sister changed her mind. Sara was heartbroken. She had paid for the child's every expense, buying clothes, paying for the school and felt exploited. Sara sought help from a counsellor and social worker, to work through her feelings:

She told me, "Maybe your sister is not ready yet. The time will come."

After her accident, Sara's friends stopped coming to see her:

The friendships just cut. They told me, "Now we are afraid of you."

Lonely, she gravitated towards people with similar experiences and physical exercise is a good emotional release. She now volunteers helping people with the same challenges:

I ... enjoy wheelchair basketball, because I mix with other people who are challenged like me. It ... release[s] me from ... things that have happened in the past.

Sara particularly treasures one special relationship with a dear and wise friend:

He is always supportive to me, always giving me advice. When I am down ...

he says, "It's not the end of life. Life ... has got some challenges, you have to move on, don't start by saying I am disturbed or something had hurt you, it is part of life."

Sara has been present through the organisation's transformative process of change. Personally she knows well how change can shake you up. She witnesses people in the organisation having reactions to the inner shift that outer change requires:

You have to change ... to accommodate ... changes ... Will we really push that goal? ... Sometimes the changes can shake you.

There are general meetings held for all the employees to speak up about their views on the organisation. Sara thinks this is a good beginning, but:

Some think ... if they are straight to the point, they can be hated, or ... won't be accommodated. I think if we can break that wall, [the organisation] will grow.

In these meetings, she feels moods, thoughts and feelings hanging in the atmosphere. Sara experiences that when no one gives voice to such feelings as their own, they freeze in a one-sided way. She thinks it is wrong to judge people without processing the fixed fragments of attitudes and beliefs in the group:

You can never know what somebody else is thinking on the inner side ... that feeling that someone hates you, or someone is thinking negative things about you are true. So I think if we can come out with it, [it] ... will be easier for us to realize that no, it is not only that we have been hated.

Dimension of tangible results

The topic of physical, sexual and emotional violence has come to the fore in recent years in the organisation, with huge investment in education, support, clear policies and decisive follow-up. Sara thinks this supports people to stand up for themselves and help each other to get action:

They know what abuse is all about. This one came to me and said about being abuse[d], and I can tell them ... Go and tell this one, this one can help you ... And I think this has changed their lives.

To Sara family is very important. Since her accident, she gained employment and vocational training in the organisation. She is proud to be the first in her family with employment in administration. She is proud she is able to help her parents financially.

Her current goal is to complete the building of her house so that her parents can live in it and be secure:

I want to have my own plot [of land] and develop it. My goal is to help them that they will be OK when I am doing my own independent life ... I don't want to just leave my family behind.

Sara is proud of her accomplishment to manage the building project:

Last month I said, "this month I won't do anything for me, I am going to buy the whole material", and I did that. I didn't just say, I have to ... buy my own things. I budgeted.

Sara's role as an employee is very important to her. John, an administrative consultant to the organisation, encouraged her to do a course in administration, increasing her employability. Being believed in gave her confidence to pursue her dreams. She still wrestles with critical voices inside her head:

John is ... on my side ... mentoring me ... He talked to [my boss] that "Sara has a potential ... she can undergo this course, she can do it." But ... I say, "No no ... how can he? He didn't come with me, he didn't work with me, how did he see it [so] quickly? ... I'm not doing the right thing, I am just bumbling." ... But he said, "You can ... it is just training you lack."

As a citizen, Sara is confronted daily with barriers in accessing basic services:

I went to Department of Transport to write the exam for having a license. I passed, [but they] didn't use automatic [cars]. I go back to Department of Transport to discuss that they didn't cater for us ... there were no solutions.

The organisation has shifted from assigning programs to people, to hearing their dreams and responding. Sara highlights employment as a big dream for many:

It is important for them to ... be independent for their own personal needs. They need to have their own plan and show people outside [that] with training I managed to do ABC. We will be ... helping people to look for jobs.

Sara is aware of the vast unmet need for inclusion and the role her organisation can play:

Camphill is ... opening our government's eyes ... A lot of people have been left behind ... This project ... can help people with disability as a whole.

Interweave between dimensions of experience

Being a role model for other people struggling to overcome adversity brings her close to her spiritual core and life purpose. Sara has awareness of her own and others' inner experience. She is passionate to become more fluid and congruent in her relationships and support others to develop better communication abilities also. She wrestles with inner critics and cultural critics. Sara expresses her deepest beliefs and inner direction in her outer goals and actions. Her desire to build a home is important to her social role as a family provider. She views her training as an administrator as her foothold to future independence.

Sara's relationships are very important to her: family members even though complicated, new friends, and having an intimate friend to share her inner most thoughts and feelings with. Sara values her counsellor who assists her to work through relationship issues.

Sara's feelings of belonging in her community are up against attitudes towards diversity among people she knows and in societal institutions. Sara is interested in the area of conflict work and group work.

Anna

Anna is 35 years old. She has a sunny personality, friendly and composed. She has prepared a beautiful morning tea tray for us in her immaculately kept apartment. Anna grew up within a loving extended family. Since she was three months old, she spent months at a time living in hospital wards. At school, Anna loved to help out with the younger children.

Dimension of deeper vision

Anna has physical and developmental disabilities.

I think that made me [in]to the person I am, hav[ing] ... feelings for other people who have [disabilities].

Anna has a goal, to work with children in a hospital, because:

My mother was ... in the hospital nearly ... all day, taking care of me and take care of other kids when their parents were in the work ... Parents working, nurses running around, the doctor is here and there, and the kids are a bit afraid. I can read them a story, or bake with them.

Anna believes that to work in the hospital will cost her money, unless she volunteers:

I heard on the news that they don't have money. If I want to bake with [the children] I need money to buy the things. But I don't have any money to do that. I can volunteer.

Here in the Camphill community she feels seen and heard and uplifted:

They lift me up ... and help me with things. [My supporter] does that. (Laughs softly).

Dimension of subjective experience

Her mother died when she was younger, and this loss is connected with other traumatic experiences:

I have been pressed down so much ... people didn't like me because of my back. My mother died and I didn't handle it because she was my best friend and I didn't have friends ... In school they say bad things to me. Take my books and put it in the garbage. They take dirty water and throw it on my things, my

pack, my lunch. Take my wheels off my bike. They sent a letter to my parents saying they want to kill me.

Anna is close to her family who have protected her through the years of prejudice and humiliation she was subject to as a child, and that made her stronger:

I was angry, I was sad, I was crying, I was mad. About myself. The whole world was falling apart. People were looking at me, and my father was screaming, "Don't do that to my daughter." And now when people do that to [me and] my friends, I can yell back. "Maybe I ... have this problem of mine – so what!"

She moved to the Camphill organisation from the city, where she had an abusive boyfriend:

He was violent and psychotic.

At the time, her family didn't intervene, leaving it up to her to take action because:

He was so nice to my father, but not when we were alone.

She didn't go to the police, but did go to the hospital's rape victims unit:

... They wanted to take a picture of me because I was blue here (gestures), and back and forward and my knees was bad because he was hitting me from behind and (she makes a slap and sound) and hit to the ground.

She didn't take it any further, but suspects the bashings caused the constant pain in her knees that never left her. Intimacy is important to Anna. Her goal in life is 'to have a good life', and to her that means 'maybe a boyfriend, having friends'.

But she is troubled about finding an intimate relationship because of past abuse. She felt bad about herself, internalising the disapproving feeling in the atmosphere that she should be able to have control over her moods:

I was crying and angry, I couldn't work. I was getting [fat] and sick, it was all black. People are irritating and then I get oh! And at work they said, you can go home, we don't want you here because you are irritated.

When she first arrived in the Camphill organisation, she was placed in a group home, but she was not happy with the structured routines living with five peers and staff. She now lives in an apartment on the estate, specially created for her. She holds fiercely to her independence:

When I got my flat. I was ho ho! I have a flat!

She feels very close to her brother, and proud of her social role as an aunt:

My brother loves me for who I am. ... When I come in [my niece] goes (happy sound) ... I was afraid she didn't like me but she... ran up the stairs, into my arms.

Well-meaning people have interpreted her behavioural problems as psychological, not having knowledge of the inter-relatedness between trauma, neurology, symptom, syndrome and behaviour and environment. She was sent to a psychologist for her anxiety, but in her mind the abuse is a different category:

I talk with him about my mother, not ... about [abuse]. I don't think that is his area.

Anna was lonely and cut off from people when she lived in the city:

You have your own flat, and that's all. Nobody there. And you go to work. And sometimes somebody come in and say hello. And they help you a little bit and then they go away ... I was depressed and I couldn't do anything. I was behind with the bills. I didn't want to go to work. I didn't want anything.

Anna decided to move to the Camphill residential community, and at last feels accepted:

People say, oh you are beautiful, I like you. I can talk with [staff] as if I was their friend, and I feel people like me just as I am. They say, your back can be like that (gestures a curve) or straight and you can be as sick as you want and we like you.

She now has real friends:

I have my best friends here. Previously I didn't have any.

During the processes that were part of the transformative change, she felt the push-back from various practitioners and leaders when the decision was taken to lessen the regimented programs and give greater control to residents over their own life:

I was [going to leave] because [some of them] said, "No! We don't like the new rules! We want the old rules! They were afraid of the new rules." To change [the time of] when we eat. To get more modern, computers in the houses, TVs.

She feels how the atmosphere has changed between people across roles:

It is very easy to feel togetherness. Co-worker is talking with the villager

[resident], the villager with the co-worker. I love it the way we can be ourself. That feeling of “no!” got out of the houses.

Anna loves having more personal freedom:

When I came here, they were in a crisis. They said [this community] is [this community] and you shall do the [community’s] thing. We have got people from outside to help with changes ... now I can say what I want, and how I want it, and [the community] listen, and try to do something with it. I like being here more now than [before].

She reflects on the changes in the way her supporters are responsive to her:

Before, they tell you what to do, and how you shall do it. Now I can say, “No.... I do it like that.” And they say, “Ok, we try to do it, and we try to do something with it.”

She is happier having personal autonomy, but she is not exposed to the larger decision making processes, and doesn’t expect to be involved:

Then, one day it was OK. I feel more comfortable, relaxed. I don’t know why, maybe it was something in the leader group, or in the office, or with the co-workers. I am not a co-worker. And I don’t know what happened.

Anna is not aware of the organisation’s goals:

I haven’t thought about what their goal is.

Anna uses the word ‘their’ goal. As a person receiving services she accepts that she has less ownership for the direction of the community than leaders and practitioners. She falls into her role as a receiver of services.

Dimension of tangible results

Anna feels that her own experiences living with a disability enable her to feel and reach out to people who are judged for their outer characteristics. She fights ignorance and prejudice. Anna feels accepted in the Camphill community. Her deep wish to get work in a hospital with children was challenging for the organisation to support her with, because it is set up for work programs on site:

My main goal is to work in a hospital, but I didn’t tell them [staff] that.

Anna continues to struggle with her health. Recently she was hospitalised for reassessment. Specialists made a more accurate diagnosis and adjusted her medication.

This was life changing for her:

Before, all the muscles have been so ... hrrr ... tight ... If I was tired I would sit there ... but I can't sleep. They didn't know ... [that] when I was little, I was angry. I learned ... I had not real epileptic seizure but it is when it was too much around me ... They stopped my epileptic medication. I have learned about who I am.

She is relieved to at last have information about how her brain is wired, and how that affects her behaviour. Now she is learning to manage herself by changing the environment rather than blaming herself for being a bad person:

[The nurse and my supporter] were in the hospital and talked with the doctor. I am not alone to hold this situation. (Smiles). My father is calling and said, "Wow ... something has changed! You are a whole new person." Now people say to me, "If you feel tired, you can go home and sleep." I am knitting, I have been at work every day I am being with friends. I haven't been irritated.

Anna is aware that she lives 'inside' Camphill. If she goes 'outside' to the local neighbourhood or town she feels diminished and uncomfortable:

I don't know why. I cannot go out and talk to people in the café. I want to say, here I am! I come from Camphill. I don't say, 'I live there because I need help'.

Anna is a fierce advocate of her friends. She feels they are treated as outsiders because they look or move differently. Anna has the inner power to mobilise social awareness and action:

[My] friend had a sickness. He would eat all the time, and they would say, ha hah you are so big you should not be here, they was walking straight into him and say, "Oh sorry, we didn't see you" ... I got the whole train station on my side ... The guard came and said, "If you said this again, you cannot be here. We kick you out."

She sums up her feeling of being separate in a divided world:

You couldn't send [the community] out into the normal world.

Interweave between dimensions of experience

Anna's freedom to flourish is connected with community atmosphere, personal history, collaborative practitioners, accurate clinical interventions and larger cultural attitudes. Anna decided to go to a disability-oriented environment to feel accepted.

Anna is happier since the changes in the organisation and understands the focus on rights and choice. She is a proud and loving person, a loyal friend, a social activist and wise community builder. Camphill has provided her with a context to believe in herself and contribute her immense talents and gifts as an advocate, activist, friend and wise community builder.

Lilly

Lilly is an engaging woman in her early 40s. When she meets you, she looks you straight in the eye as if to say, “And who do we have here? Are you to be trusted? How are you feeling?” She spent most of her life in an institution. When it closed down she was placed in Camphill.

She has a neurological condition that directs her attention on her body and its needs continuously. She is smart, articulate and creative using few words.

Dimension of deeper vision

Early in the interview, Lilly mentions Maisie who lived in the institution with her:

She helped me a long ago, when I got choked by a man. Honest. She went and got the staff, and said, “He is choking Lilly.” She saved my life. I’m happy about that ... If it wasn't for her saving me I could be dead by now ...

I say: You have survived so many hard things Lilly, haven't you? I am so touched to hear this. What has given you the strength to get through these horrible situations?

I don't know Julia, I can't tell you that answer.

Lilly has a big power inside of her, but feelings of shame stopped her from reaching out to authorities meant to protect her:

I was so embarrassed. Yes. He stuck his wino out, you know? In front of me. I couldn't tell the policeman that, because I was embarrassed.

Now the conversation veers to Bill:

I would like to go and live with Bill. And the lady there ... She made a lovely lunch. I had lunch with Bill (smiles).

Dimension of subjective experience

Lilly thinks about whether she has goals, and then talks about relationships:

I don't know what.

(Sits back, smiles, leans forward, looks me in the eye).

I want a relationship with Bill. Yes. I like the lady there. The one talking to me.

Lilly lives in her awareness of relationships, moment by moment.

She is in conflict with one of the men living in that home, John, and wants to move away:

I'd like to have a change. Go to [another house in town]. If they don't have room for me there, I can always go some place else.

John is a man in his late twenties:

He says things I didn't like ... I don't know ... [My supporter] is doing something about it. And after that he has been good to me.

Lilly yawns, and I wonder if she prefers not to talk about it. Then the topic on her mind bursts out. She leans forward again, and explains with focused intensity:

I went to an X-Ray this morning, and [the doctor] give me a needle and some pills for it, but it still bother me ... He thinks he can fix it, but I don't know if he can ... I can't stand the pain any longer. It really hurts ... You know what I mean?

I say: What would help you with the pain right now? Can you remember from another time you had that pain? The conversation veers towards Bill:

He does my back. I am going to go and see Bill But I have to wait ...

I wonder if Lilly wants to stop talking about it, and ask her if she wants to continue or not:

Yes I do, pretty much.

She continues to talk about wanting to get together with Bill:

I was talking to Bill about me seeing him, and he said he doesn't mind me going there to be with him.

I ask: And what is it about being with Bill that you like?

That he does my back for me ... It is relaxing and it feels good.

I ask: Do you mean he rubs it for you?

Yes.

I ask: Does that help the pain? Lilly switches to her parents.

It happened at my ... mum and dad's place, and that is how I found the pain.

Lilly talks about her abuser. She is angry that society's protections didn't bring her attacker to justice. He was a carer meant to protect her. She knows it is wrong that he

was not punished.

He didn't go to jail for it ... because his brother say no. He should ... I don't think that's right.

Now Lilly reels off other abuses:

And once the guard asked me to have sex, and I said no, and he pulled out a knife. He ... was going to hurt me with it. He wanted to have intercourse with me, but I didn't want it. And a strange guy wanted me to get in his car. And I said no to him.

I say: Good for you.

Yes. (Sits back).

I ask Lilly: What do you think [this organisation] is trying to do? What is its job?

I can't answer that question.

Who goes to this organisation?

I can't answer that question.

Do you know why it is there?

I don't know, Julia

Lilly returns to her back:

Yeah. My back is not too good. It still hurts, Julia.

Even in describing her pain, she stays connected with me in present time:

Have you ever had a sore back before? I hope the doctor will get the results soon. What do you think? Can he fix that? I don't lie to the doctor, Julia.

This is Lilly's second reference to telling the truth about her back. It crosses my mind that she may be labelled a hypochondriac, an attention seeker, and her bodily experiences not always taken seriously by people throughout her life.

Dimension of tangible results

Some years ago, Lilly's dislike of living in a group home with houseleaders who disapproved of many of her regular behaviours and people who didn't like her had become intolerable to her and everyone around her. She now lives in her own apartment attached to a group home on the estate.

Lilly loves visiting a neighbour's farm for horse-riding and is very keen to talk about it:

My horse Spirit is going to have a baby. She's grey and black spots ... I brush her, I take her for a walk around, and I get on her and ride her. My friend Maisie rides Rooty.

I ask: If somebody else told you, that a man wanted to have intercourse with them and pulled a knife on them, what advice would you give that person?

I would say, tell them no! ...

Interweave between dimensions of experience

In summary, even though her back pain absorbs her full attention in this conversation, some topics that matter greatly to her are close to the surface and come out easily: past abuse, failings of the care and justice systems, friendship, longing for an intimate partner, family, her loving relationship with her horse, and disturbing conflict in her living arrangement.

Janet

Janet is in her late fifties. She has a cheerful, outgoing personality. She is extremely active, a consummate homemaker able to turn her hand to any domestic task. She is ever at the ready to help. She loves Camphill. She has lived in the organisation for decades and enjoys popularity and status in the community.

Dimension of deeper vision

In her youth Janet had difficulties finding a job she felt right with. She thinks that is because she had dyslexia, but is not certain. She had to put up with hurtful prejudice:

I struggled with the outside world. I did work there, and I just couldn't manage. I worked in a hairdresser, and I really struggled, because he would say, "Because you are handicapped, you can't really work outside."

Even though she had many skills and qualities, Janet grew up in a time when the prevailing belief was that she was unfit for a life in the regular world.

I knew I had to struggle because I ... couldn't work outside.

She wanted to find work she loved:

I struggled ... putting hair clips in hair, that wasn't really what I wanted to do.

Despite internalising the label 'handicap' Janet is proud of her ability to function well in an emergency when she worked with her parents in their shop:

My dad ... had a heart attack behind the counter. So I ... called the ambulance, I knew what to do, I could think quickly.

She reminisces about her mother, whose recent death was devastating for her:

Before she died she said, "Remember the things that I taught you" ... And that I thought was so beautiful. She taught me how to crochet, to knit, to clean a house properly and domestic work.

She took comfort talking with a priest:

The most difficult to accept, no more mother, what do you do, how does your life go on. The priest spent hours, weeks talking with me, and you eventually get through it, but it is a long road to go through.

She speaks about the inner strengths that get her through hard times:

Whatever I try and do I do, I ...am going to do it with love. ... My mother was like that ... I have some of her in me... this is how I will carry on until I die. I have got a power behind me ... a guardian angel ... to do the things I want to do in life.

Janet's independence is extremely important to her. She lives with her partner:

Jeff and I decided to live together. [We have] a two-bedroom house, a little kitchen, a yard and a garden. That for me is a great opportunity. There are ups and downs of course, but we are so happy together, and ... we made it really beautiful. When we moved in ... it was dirt, and everybody is praising this house now.

She believes that living independently, or with a partner, is a privilege to be worked for:

You can't just come to Camphill in two weeks' time and say oh I want to live independent ... They ... decide. Ok we are ready to put you in an independent house. I had to wait many ... years to get this opportunity.

Family is very important to her:

My niece's child ... I spend quality time with him. He is a very special boy.

Janet has developed deep friendships here over decades in a close-knit community:

We talk and we laugh ... And I am friends with a lot of the old people. I sit and I listen to what they say. And I like them very much.

Janet loves the organisation. It is her beloved community:

Open to everyone ... everybody gets loved here somehow.

She describes the experience of being in the community:

A rocky mountain, climb ... to the top, you have got to experience and then you come clear on the other side. You have got to go through stages. There are times when it is beautiful, but there are also times when you feel is this really where you want to be?

The work departments are run as organisational programs. The revolving door of staffing means that workplaces might shut down if a staff person leaves, or decides to change jobs:

The food processing workshop is closed down. So ... I make my own jams at home.

Janet wants to learn more about cooking:

I love my cooking, and I think I would like to gain more with the cooking because I think it is my real aim in life to be a really good cook. And I know I am, but I still think I can learn a lot more.

She explains that if you want to go outside of the community for training, you may not get to go, you have to ask for it, but more likely that people from outside will come in to give training:

They do want to get people to come out and teach people how to cook properly.

Dimension of subjective experience

To Janet, there is a definite status hierarchy among residents. Among her peers, she enjoys social rank for things many residents look up to: as a person who uses words easily, a senior person, a person in a public heterosexual relationship, a person living independently, and from her account depended on for her practical abilities by staff and residents.

People can respect me and I respect them. I love them, and they love me.

These characteristics give her greater ease in getting assistance with relatively little effort compared with her peers who do not have these characteristics. She knows how to get help if she needs it:

If I have got a problem, or I can't get on with someone, I will go to my contact person. And she will sit and advise me. ... You have got to say 'can I talk to you', and they will listen, and then they can advise you.

There is a staff committee for addressing resident needs and making decisions about home and work placements. You can go to the people on the forum if you want a change, or are unhappy about something:

When I ... wanted to be independent, then I went to them and they organised that I could be in a [semi-independent] home for a while.

She also feels at ease going to older retired staff, who she has known for decades:

If you have got problem, you can go sit and talk with her.

Janet does not like to be in conflict with people and tries to sort it out quickly:

I feel bad and I ... sort it out ... [I say] "This is what happened... sorry I have done this", or whatever, and then they say they are sorry. I can't stay cross for long.

In Janet's mind, the vision of the organisation is in the hands of leaders and staff:

They want to achieve a lot of things, and they are working very hard on it, and it doesn't come overnight. [Our leader] is trying his best and I think he is succeeding.

Janet often uses the term 'they' when she speaks about support or organisational issues, even when referring to the resident's committee, presumably one organisational space where she can have personal ownership:

Once a month people can talk and suggest things. They tell us ... what is happening, like if there is movies, or they tell us this person is moving, or things that have just happened ... they also have sports like rugby on the field which I don't play.

She sometimes gets frustrated in group discussions:

Some people will talk too much and then they would talk nonsense and then you [want to] say, "You just LISTEN!" But there is nothing you can say.

Janet likes the way that leaders are open and approachable:

They take the time to talk to us, and I think it is so important.

Being a residential facility, there is a limited pool of peers to meet and interact with. She thinks that some people feel lonely at times, but that you have to make the effort yourself:

You must make the point that you are going to go around and say, would you like to be my friend? Or just do it in a natural way, just say, come and have tea with me, and then you get your friends going.

Janet admits that people who don't use words won't be understood so easily. She does not know about augmentative communication:

Debbie ... will look at where she wants to be ... She will say in her way, "I want to work there" ... she will actually go there and she will work there ... She can't say it ... the way she wants to.

She feels for residents who have survived deprivation, abuse and social isolation:

Mary ... is not from an easy background, she is such a loveable person, she always comes to me and says, "Give me a hug." And I give a hug, because they have never had that love. And I think it is important that when they say: Give me a hug then they really really want a hug, because they are feeling, you can give them what they are short of in their life.

Janet's perception is that Mary is getting her needs met by asking for hugs wherever she can. Janet is not aware that people starved for affection and touch are known to be more vulnerable to exploitation, and so she may mistake signals of distress from Mary as requests for affection.

The organisation has recently hired a social worker:

She is there for us to talk to her. You can make an appointment with her.

Dimension of tangible results

Janet came to Camphill and found her vocation, working out her goals through experience:

I first went into all the [work] departments. I found which department I really wanted to be.

She is a proud cook and there are many opportunities in the community for her to be appreciated for her skills in group homes and community events. She now cooks in the frail care house, which for her is a great achievement:

When I was younger, I learned from another co-worker here how to cook. I said, this is where I belong, I belong as a cook.

She is resourceful and found people to teach her:

I worked on my holiday at a frail care place where my mother was, I asked if I could learn how to cook with them, and that was a great experience for me.

She loves being a community events organiser and hostess. She recently catered and organised a whole-community 70th birthday party for a friend.

The leader couldn't believe that we had actually done it by ourselves. It was amazing that independent people can do that.

Janet's world has a clear divide between inside and an outside. Occasionally she asks herself:

Is [here] really what you want, or would you rather experience outside again, you question yourself all the time. And you get through it.

She came to accept 'inside' as home:

I have learned a lot, experienced a lot over the years. This is actually your home now. A lot of the residents can't accept it ... but I do.

Janet imagines the world outside Camphill is very tough:

I think it is quite difficult. Our world is difficult.

Janet is not sure what the organisation's goals are, she thinks:

It is a ...good place for us to come and live and work because the outside world is very very tough.

Janet thinks that the community's monthly market connects Camphill with what she calls 'outside':

We get more and more people coming from outside to our markets. They feed the animals, and the children ride on the cart, on the back of the tractor ... Our leader brought more and more people in to sell their stuff, and they've got better and better and I think it really is a good thing.

Interweave between dimensions of experience

Janet is a self-directed and highly talented person who has found her niche at Camphill and built herself a fulfilling, respected and giving life. She is smart, capable, and enjoys social rank relative to her peers but does not perceive herself as a participant in the organisation's direction and decisions. Janet's relationships with her partner, her friends and family, particularly her mother, are core to her identity. She is content within the world of Camphill, and doesn't feel drawn to explore beyond the gate. Janet identifies the organisation with struggle, inner fortitude, love, openness and survival.

She has built her identity and position in the community. Janet knows how to get support for her needs, directions and problems. Structured organising and advocacy is not a priority for her. She feels at ease with her experience of separation between Camphill and the external environment. She is content with the outside world coming into her world occasionally.

APPENDIX 4

PRACTITIONERS' STORIES

Matilda in Canada

Matilda has been with the organisation for over 10 years. She is in her mid-thirties and lives nearby with her family. When she first arrived, the organisation was a traditional Camphill lifesharing community and she lived with family in one of the group homes where she and her husband were responsible for residents with complex needs. She has been a key mover and shaker in the organisation's transformative change from a grassroots intentional community to a community-oriented human service provider. After an investigation conducted by the government regulator into allegations of abusive practice, newly installed leaders brought in contemporary human service innovators. Matilda was introduced to transformational ideas and strengths-based approaches to working with people based on their dreams and priorities for what is important to them, rather than the organisation's program for what is best for them.

Dimension of deeper vision

Matilda described her eureka mindshift moment. Through a seminar she attended, she opened up to a new way of seeing the individuals she supported:

I was pretty flawed, after those courses my eyes were opened ... to understand what my work is really about ... that is where my inner fire got started.

She remembers vividly the seminar facilitator saying to her: "You get it", in response to her participation. In this moment, she felt deeply seen and affirmed. Matilda has an international qualification in Camphill's philosophy and methods for working with people with disabilities:

It is embarrassing, but my training and the way ... I have looked at things, ... pardon my language, it was being with the 'handicapped person' and trying to heal them. And my eyes were opened towards, hey, you are living with people,

with amazing people, they have the same needs as you, and the same wants, and the same rights ... And my role is really to support their voice. Because it is just not heard enough.

She believes her greatest strength is in her love for people:

I love to connect to people, I really just like to be with people, to see people's learning, to flourish with people.

For Matilda, the transformative changes in the organisation were intertwined with new directions in her own life. She is naturally open to people and loves learning. She became the first person-centred planner, working directly with individual residents to learn about what is important *to* them rather than *for* them, and helping them attain it. Her natural style as a supporter of individuals with complex needs brings out her deepest beliefs and attitudes about relationship and reciprocity:

[They are] my biggest mentors, my teachers, every day. If you truly want to connect to any person, and if you like the person, and you try to feel where they are and where they may be in their life, and if you listen to them, and you appreciate that they are a maybe 48 years old even though they may have limits in my eyes, or in your eyes ... then you can start seeing gold ... I mean, just accept people for who they are!

For Matilda, her work with people is an inner calling, a spiritual path:

I couldn't exist if I wasn't thinking that I am part of a bigger context. There is some guidance and there is some listening.

Matilda works with people with diverse communication styles. She finds it more challenging to support a person with limited verbalisation 'with wherever they want to go':

It's a lot of a guessing ... another important thing ... is focus on learning, what new learning can I bring to this person? What would they ... be interested in? From this learning perspective one man got a tablet [iPad] and we are exploring that for ... augmentative communication.

She approaches every person's situation in detail; what she is learning through being with the person, what she is trying out and how the person is gradually progressing whether in signs of health, happiness, working through loss, communication, through special interests and social roles. She rejoices in small accomplishments.

One person used to live in a State institution:

He had a life threatening illness. We realised he had health issues that went unrecognised for a long time. Conversations with his mum and the team helped me to determine ... just the way to help him so that he can eventually tell me what he really wants!

Others take longer to work out how to give support:

She is still a puzzle to me. I have to work more, to understand her better.

Matilda believes in the potential of each individual she is working with. Her greatest hope is that:

... they feel alive and have the life they want. If Mark could say a little bit more of what he wants I am sure he would hurt himself less, and his overall health would get better.

Jack struggles with his angry feelings that can come out through his fist. Matilda reflects:

He works so hard on being a good person. I am sure if we know more of what he needs, we can support him better [to be] the person he wants to be, and have the life he *can* lead, he is such an intelligent person.

She playfully describes the organisation and its transformational path using a fairy tale metaphor:

A bit of a scary figure, a little hunched over lady, with a ... wart on her nose, and a little ... stick, but ... give her some time and she's going to be that gorgeous princess!

Matilda experiences the power in the land as part of the community:

The woods, woodlands, and rivers you find all these hidden treasures when you go for a walk, like little ravines, and little streams, like a little stream by the pond. And you can walk for a very long time. Very peaceful.

She experiences this quality in the atmosphere of the organisation:

We are ... mellow ... chilled ... tender ... with a light breeze! The word I have heard [visitors] use is dignified. People who are drawn to us are an expression of that feeling.

Matilda experiences a bigger purpose and mystery in the work beyond the organisation:

You create something special and something good, just because you care for somebody else ... [that] is the spiritual component ... a huge connectedness to

something that I can't really fathom or grasp, but I know it.

Dimension of subjective experience

Matilda believes that co-operation between the people in the person's life is key to progress and happiness. Matilda puts a lot of care into supporting her team and coaching individuals:

As a supervisor, sit down in a simple conversation over the kitchen counter. You appreciate them. You [don't] avoid the issue. You figure out where they are and don't blame them ... tell them ... you are learning, don't put yourself above them. Sometimes I invite [my supervisor] if I know it is going to be a bit difficult.

For Matilda, inner development and her role as a practitioner go hand in hand. Self-awareness and communication awareness are important aspects of her work:

I need to mature a little bit ... recognise my feelings ... why am I feeling that ... and address it Right now if someone pisses me off pssshhhhhhoouuuuuufffff! (Laughs) ... I will never become the kind of person that doesn't have feelings, but [feelings]... are like an alarm clock ... why am I doing that?

Conflict is not easy for her. She describes her own tendency in a conflict as being like a turtle, with a shell and a soft inner:

I pull my head in (Laughs). I can hide away, and wait till the storm is over, and discover I am not dead, I am still alive.

She is working on her ability to engage in difficult interactions, trying to stay present and being more direct in bringing out what she feels inside:

I am in a conflict right now ... I am working on ... just staying upright and true to myself and what I think and not to be afraid of that. Say my point of view. Not pushing my point ... but ... not to just always back down.

Matilda is discovering her inner capacity to befriend conflict:

Conflict is very tough ... you have the diamond and you rub, and you see the diamond of the other person, and then you treasure it ... it's not nice, it's hard, but then when you are there it is beautiful.

She values the encouragement she got through her coach to keep going:

The message, 'you are doing ok', and helping me decide areas I can develop on ... in a positive way though, never as a criticism or a downer ... in a very gentle way.

Matilda believes that interactions, feelings and moods of the practitioners have an affect on people they support, and so need to be processed. She is working on giving voice to things that are on her mind and is encouraging her team to do this too:

For the health of the organisation, for the health of the individual, it is very important.

Matilda feels at her best when she feels safe with her colleagues. She thinks it is important for staff and leaders to interact as a large group where many voices can come together and create the awareness of a unifying container with an identity:

When [we] became ... a bigger team [it] made it easier. Recognising that we all need to hear each other, we all need to say what we feel and that we create spaces where we can do that ... growing together, being trusted, being more of a permanent team again. I started to feel really safe within this organisation.

For Matilda, the cohesiveness in the group doesn't come easily. Special group work methods and tools are needed and she would like to develop her abilities to work with diversity in groups:

In the bigger group it is still very diverse and there are a lot of different opinions. ... There is ... passive aggressiveness ... when people aren't happy and don't really feel they can say everything they want to say ... We don't have the tools as a bigger group to break through that.

Conflict plays a role, and she has a philosophy that conflict can be potentially useful. She thinks everyone working in the organisation needs conflict tools:

Conflict doesn't have to be negative. I think we should be working on a) being able to face conflict, b) finding ways to conflict resolve, and make up our mind to stick together and hold each other through ... and being willing to enter into a conflict in the first place. If you don't enter, you don't go anywhere.

Dimension of tangible results

Matilda would like to formalise her learning path in a recognised qualification, and extend her capacities into leadership:

I don't ever want to stop [learning]. I would like to have my education accredited here ... When I am a bit older, I would like to have a bigger role in the organisation.

The process of transformative change is loosening the community's insular mindset. Originally, the community created a protected environment to work with people in innovative ways. Over time, a belief set in that outsiders don't understand and have nothing to contribute. Matilda and her colleagues are letting go of this belief, and enjoying making contact with neighbouring organisations and agencies with whom they have much in common, can share their struggles and create a broader resource network for people receiving services in the locality:

The collaboration piece is the big thing. We brainstorm ... as individuals [about] things that seem to be very difficult for us and we ask, "How can we make his life more of his life, more of what he needs?"

The organisation is re-defining its identity and Matilda enjoys this discovery. She and her colleagues are discovering how the rights-based direction of the organisation and Canada's new person-centred Quality Management legislation and accreditation are hand in glove. In terms of the broader Camphill movement in the region, she feels out of step. It is troublesome to her to feel the disapproval of regional Camphill colleagues:

We are very strong in feeling that we are going on a good path [as an organisation] but in terms of belonging to the bigger Camphill movement [we are] trying to find our identity.

She stands by her organisation's decision to stop the lifesharing model, an iconic Camphill practice, intended as a social leveller, in which practitioners and residents share their home as equals:

I recognised that lifesharing can't be right, because my voice is always stronger than the voice of the person that I care for, [whether] I want it or not. Once that dissolved, I felt clear to be who I am.

She is becoming a vocal advocate for the transformative changes occurring. She is wholly committed to the philosophy, principles and roots of Camphill. It is natural for her that the forms for expressing the philosophy will change, to better suit the realities of people today:

We ... want to be a Camphill, we value the philosophy, we value the way we look at the whole [person] ... the lifestyle, the elemental beauty, the work, the

cultural life. There are more and more of us who are really proud of who we are and stand up for it. At regional [Camphill] meetings we are starting to tell the region we are going to teach you! We are not wrong!

The organisational changes have also involved structures and systems that are designed to assist people to collaborate more effectively.

For Matilda the new Human Resources department as an independent function is helpful in providing better and formalised approaches to team support and managing conflict:

[Before] it was muddy. ... HR has lifted a great weight off my shoulders ... with a clearer path in how to go about a conflict and a resolution. Very clear lines. They have nothing to do with ... the care for the people. They communicate very well and they give me tips on how to coach my team. ... When it becomes too big I can say, "I can't help you, you need to go over there."

The Human Resources department also developed greater clarity in role descriptions:

I am more secure in my role, my role is clearer to me.

For Matilda, the work of the Human Resource department has made working conditions clearer, authority structures more transparent. The overall feeling is a lot fairer and easier for her to participate:

It was very ... hierarchical ... there were the [senior] people, and they used to just say it the way it was, and you didn't do a lot of answering. That has faded out. A whole lot of work was done on clarity, equality and fairness ... no more double standards ...

Matilda supports the government's Quality Assurance accreditation process. This framework has provided a map for reworking roles, systems and accountabilities with a human rights focus:

... that people have a right, that people have a voice, that people are in charge of their own life as much as they can. That's just what we have to do now. A lot of work has been done by just clarifying relationships.

Matilda is excited with the results already showing in greater autonomy and choice in the lives of individuals she supports:

[Each] individual now takes care of their own finance, which is amazing, to the extent they can. [Our job is to figure out] 'what support levels are needed for

you to take care of your finances?’ Person-centred planning: some parts just with the individual first and then [implementation] of the goal plan with the team. Health care. And self-determination. People have more of a voice in what they want and don’t want.

Interweave between dimensions of experience

Matilda views her personal path and the path of the organisation as one since the organisation made its core focus the quality of life priorities of people receiving services. Matilda’s attitudes and style as a supporter of individuals with complex needs is an expression of her deepest self. Inner work is an intrinsic part of her professional work. She works with her team using an encouraging coaching style that she learned from her mentors.

She is committed to developing her abilities in difficult interactions with colleagues. She is enjoying new partnerships with colleagues in other agencies that provide a forum for resource sharing and exchange. She feels energised by the new accreditation framework that gives form and support to her human rights focus with people.

Baruti in Botswana

Baruti lives on the Motse wa Badiri property with her extended family. Motse wa Badiri is one of the three educational organisations that make up Camphill Botswana. Her husband is the organisation's administrative leader. Baruti grew up in Otse village, a stone's throw from the Camphill property and the local village where many employees live. Her family, her life, her dreams and sorrows are intertwined with people in Otse village. Motse wa Badiri provides vocational training in practical and social skills for people with disabilities. Baruti's work involves her with the suffering and inner strengths of people in her village and in the organisation, through HIV and AIDS, domestic violence, mourning, neglect, sexual abuse and recovery.

Dimension of deeper vision

The organisation is in a phase of growth. For Baruti, the organisation's highest goal is to prepare the employees and trainees with disabilities to develop their confidence and abilities to make a good life for themselves as contributing members of their communities:

We want to see our employees, the trainees, to be also ready, to have courses, to be empowered so they can also go somewhere, not stuck.

She is deeply attuned with the organisation's commitment to individual equity and inclusion:

There is no normal, there is no disability, we should work together, hand to hand.

Baruti acknowledges that the shift in the organisation from programme provider to facilitator of individuals' inner empowerment and future employment opportunities is an intense collaborative process and takes time:

It is like revolution, I know change is sometimes very hard, but change is also very good, because maybe after five years, it can't be just like this (Claps) [we] will see the fruit of it ... because we are supporting each other.

Baruti has a strong connection to the community, the land and experience of the ancestors. For her, everything is connected:

In our village there is the Hill of Lovers. We believe that the ancestors are

staying there. The chief of our tribe ... gave Camphill this piece of land ... Camphill is also our tribe. Although we are in this life, we are also connected with the sun, the moon, the stars ... Even the hills, even the mountains, even the rivers. In the big picture.

She experiences the spirit of the land and the spirit of the organisation as influencing her identity and supporting her belief in herself:

It has influenced me to see who I am, and that I can do it. I have got strong connection with the place from the bottom of my heart.

Baruti can feel weighed down with the immense problems people face in their lives. She values having people she can talk to who help her work through her worries and gain a fresh perspective:

The people who are surrounding me ... help me a lot through the difficult times. [They] can feel ... I am not feeling well. To really to talk with somebody is very important, because after that I will realise that this was not really a big thing, just a small thing. But you need somebody to talk.

She senses the enduring qualities of the community spirit in the qualities of people at their best:

Willing, trying its best. A strong heart. And trust in your inside.

Dimension of subjective experience

Baruti's life took a new turn when the organisation's leader decided to address a pervasive undercurrent of misuse of power. He invited a grassroots facilitator to create a community-wide sexuality education process so that everyone can learn about and discuss sexual health, consent and respect in relationships.

After that I realised I can help our people as a sex educator without having a fear or doubt that maybe I can't do it. I can trust myself, that fear is not like before. You know that fear? You can't even talk.

The grassroots transformative process shifted attention from fixed programs to interest in individuals' dreams:

We were asking them about their goals. What do they want to do? One was saying he want to be a teacher, another wants to fly the airplanes. It is *their* dreams, so no, we shouldn't say, you can't fly airplanes ... [we found out he wanted to] work in the airport. We wanted him to achieve that.

Access to diverse communication modalities is very important in Baruti's work, because the people she works with often have non-traditional communication. For instance, she counsels many people who are deaf. In order to create a confidential space, she undertook a sign language course to be able to offer counselling services without the use of an interpreter.

If three people step in, there is no confidentiality.

She uses theatre and role-play to learn and exchange ideas with people who learn through playing out ideas rather than listening to concepts:

I also like to work with drama. Sometimes we can have a theme and we can make it as a theatre so that people can know what is going on.

In Baruti's view, teamwork is very important in creating an encouraging atmosphere for the trainees to interact. Creating more equity raises questions about power differences:

We should also encourage them, put them in the level of the other employees. Because also they can work more, than those employees that think [of themselves] as normal.

The new focus on learning directly from people spread naturally to creating interactive dialogue spaces at all levels of the organisation and across roles:

We have a meeting regularly [for practitioners], for coordinators, for general meeting, for trainees. I have a regular meeting with them, so that they can tell about their lives, what they feel.

The ideal of working together is very important to her:

Alone you can't do anything. You need the other people to help you. ... I have got two hands, but I need more hands to help ... You can have a family at home, but your colleagues, [are] also part of your family ... Sometimes it is upside down, this one can be not happy, but at the end of the day, we want to work together, hands to hands, so that we can go somewhere.

For Baruti, working together means more inclusion, diversity and dialogue. Diversity brings underlying differences into the open. She realised the group needed methods and tools to engage in conflicts that could bring people together, otherwise the changes would not last. In Botswana the Kotla is a public meeting led by the chief for community dialogue to resolve conflict. This method of dialogue is deeply part of the community culture. For Baruti, the group is an important container for resolving differences to relieve suffering, and involves being open to feeling strong emotions:

People ... will start screaming, and crying, and hitting but ... after you discuss what is really going on... Not always, I am right, this person she is wrong! Listening to what she is saying, you come to the conclusion. You shouldn't judge her just because she always does a negative thing and he always does a positive thing. Resolve this issue, [or] the work is going to suffer and we are going to suffer.

With increased accountabilities, she finds it challenging to supervise peers. She is the wife of the organisation's leader and she is a member of the village chief's family. Her social rank gives her ease in speaking out and having her views heard. This is socially complicated in a close-knit community. Some of the employees who report directly to her own extended family members. Strong feelings about structural power are present, but often not spoken about directly. Who has it, who doesn't have it, who has access to its benefits. She knows surface solutions don't work:

Sometimes people say, management is not good, they have that anger inside them, but I don't know what is wrong. This person wants a pay increase ... but there is no money to increase the salary. But even if you increase the salary, you might have a problem later.

She thinks the real issue is in finding ways to talk about what is underneath and she realises that this is not easy. She experiences it is easier to speak out in some environments and more difficult in others, depending on the relationship structure in the group, and how power differences are perceived:

I don't think money is the issue. People who are working with you, your colleagues, are they free to say it out, or are they not free to say it out?

She has felt the impact of other people's jealousy, and this has hurt her:

I used to care a lot. I know people can talk, and it is good for people to say what they want. But ... you've got that strength, to really see ... maybe one two or three will hate you, because they see ... you are going somewhere.

The experience has been painful, but through it she has become stronger in her resolve:

But to be achieving in this life [I have] to really focus, no matter what, to reach my dream.

Dimension of tangible results

The suffering in Baruti's community led her to take a formal counselling course, so she

could develop emotional and psychological knowledge, tools and inner resources to work with people and their stories:

I really like to help people. I am always dealing with people when they are sick ... My dream is to ... study how to care for people and [learn more about] the medicines. I learned counselling already but I want to do it up ... (she raises her hand, meaning learn more).

The trainees live at Motse wa Badiri for a few years, then return to their own village. Baruti knows they will have challenges back home, and is developing a transition program to be able to provide ongoing support:

My dream is to see things really move forward ... they can also reach their goals and their dreams, they can if we put a lot of support to them.

The organisation has supported Baruti to take professional courses to develop her organisational abilities:

I did a course ... for management, how to do planning, and assess, [and make] checklists for the year. I have a certificate now, and later on I want to follow up on it.

She has also attended courses on facilitation, leadership and conflict resolution.

It help[ed] me see what kind of person I am ... if there is ... a conflict, I know how to deal with that conflict. Not to say, this is not my problem.

Baruti experiences a shift in the 24 years she has been working at Motse wa Badiri from a more insular environment to becoming a part of Botswana and benefitting a bigger cause:

I [was] working ... because you are supposed to be there working ... like in the shell. But ... in this present time ... doing something broad ... can help your community outside ... Botswana benefit[s] as a whole.

Baruti believes this broader view of community is important for working with the new culture of openness in relation to sex, sex education, being able to talk about abuse, safe sex, and manage health issues related to HIV and AIDS:

In the larger society, not [only] in our own community ... they can understand that even if they have HIV, it doesn't mean that you are on the death trap. As long as you can go for a treatment and take medication, you can still move on with your life.

Convinced that sex education is crucial to reduction of HIV and AIDS, Baruti is now a trained sex educator:

If they have sex they should have protect sex. That is clear now. They have that message. People wake up and say this is not a story, this [is] happening. We should take [ownership] for our lives.

There is a vast unmet need for training in Botswana, to equip people who have missed out on regular education to get jobs. The organisation is working with an international institute to develop and validate a practical and social skills training organisation focused on the individualised goals of the learner, a first in Botswana. There is a long waiting list for their services. Having a structured framework has made it easier to tackle the heartache of turning people away, and perceptions of favouritism towards people they know:

We still have a waiting list, but [we now] have an admissions policy. Recently I was doing [admission] interviews ... Two colleagues really helped me a lot to do that job. We are practicing how to use that admissions policy we make the criteria and follow this criteria so people outside can't say, "These people just take their friends."

Trainees are now able to attain a formal State-recognised qualification:

We can set the goals for the trainees, [towards] certificate. We use practical assessment tools. [Even though] somebody doesn't know how to write, ... he can still achieve what he wants to do.

Baruti is excited that finally they have services to equip people for life, not just for the time they are in the organisation:

They can go back to their community and ... start their project, or maybe they can start their own little business, and we will be giving them ... support.

She believes that Camphill in Botswana has an important contribution to make to Camphill communities worldwide:

Other Camphills ... can see what we are doing in Botswana. They can make changes, not stuck in the past. They should teach ... people with needs ... they can do.

Not ... do everything for them. Because at the end of the day, [the person] is just like me and you.

Baruti is also excited about the collaboration with government, researching ways of

bringing practical skills education to a wider population in rural, remote and urban areas:

We are facing a lot of problems in our country. They have a six years old child with somebody who is 18 years in the same class. There are no jobs. When [people] graduate from the university, they don't know where to go. We want to make ... courses for people to come and learn ... Not only people with needs ... So maybe they can ... do something for ... the youth [who] end up ... doing not good things.

Interweave between dimensions

Baruti is deeply connected with the spirit of the land and the organisation. She is developing her inner and outer capacities to be able to support the people she works with to follow their dreams. This is her greatest goal in life. She uses creative methods to accommodate diverse styles individually and in groups with people to discover, educate and communicate. Baruti's identity as a contributor to her community is wholly integrated in her identity as a contributor to the broader social needs in her country.

Petra in Norway

Petra is in her mid-thirties, and has lived and worked in Camphill communities in various countries for most of her adult life. Recently, she and her family moved off the community's estate where they shared their home with people receiving services. She now lives in her own home with her family in a local neighbourhood. She is warm and unassuming, shy when talking about her strengths. She is steeped in Camphill values and practice, having worked with children, youth and adults with disabilities. In recent years she has discovered new ideas about supporting people with an intellectual disability and other complex needs towards greater equity and self-directed lifestyles. This has opened up new directions in her life and work. Petra is employed as Quality Manager in the community, a new role that she is developing.

Dimension of deeper vision

Petra feels energised in her new role. Its focus is to affect direct change in people's lives according to their own priorities. This role gives her scope to develop personally and professionally, and contribute in a meaningful way:

To be able to ... give people living here their possibilities to finding their own way in life. I am excited ... [if not] I would not have managed to stay.

Her goal in her work is to support individuals to discover their deepest self as a guide:

To really feel at home in yourself and be in touch with it.

Petra is keen to do more study. She has qualifications in the Camphill-inspired philosophy, and she has spent her adult life steeped in that philosophy and practice. Now in addition, she longs for more understanding in contemporary transformational theories and practice:

I ... need to find things that ... give me more of a backbone ... in my work. I have ... so much knowledge from being in it and doing it, and not what lies behind, why I do things the way I do.

The transformative process in the organisation is making the direction ahead clearer. Petra's personal journey to discover her direction and how she wants the next phase of her life to be is happening at the same time:

[That] definitely made it easier for me to pursue [my goals] here. It strengthens

my inner determination.

Petra experiences that the organisation's phase of transformative work to heal and recover from crisis, re-discover its direction and develop a new form of leadership has created a platform for her work:

All the work that was put in beforehand trying to work out ... what the organisation believes in and what it wants to pursue for each individual that lives here.

She describes how the atmosphere has changed with the organisational changes:

A very different energy, a good energy ... a willingness and openness to take hold of what is coming ... curious, questioning how we do things, what we believe in, what we plan for.

Petra experiencing individuals going through the same process:

I question the same for myself, in the way that the community question[s] itself. That ... has come about through the whole project. In reflecting on what the community stands for, what we want, each individual has to do that for themselves too. The community ... trying to figure this out, also makes me want to figure it out, what do *I* want? And yes, what *is* important for me?

Petra deeply believes that the healing, transformational work that people are growing into more consciously in day-to-day processes, events, and interactions does have a beneficial impact in the wider world:

Respect and love, and how we treat each other as human beings and as a community. If we do what we feel is right, and with respect for each other [and] the earth ... sends out a different message in the world. We can influence the whole.

Similarly she experiences the force field of the community moving through people and events in the community:

We [each have] our individual path within that wholeness of community.

She knows what enables her to be at her best:

When I feel seen and heard, and am communicating.

Petra feels the numinous core of the organisation when the whole team across all roles does things together, and this for her is when the community is at its best:

Maybe before a big event is happening, and all the different thoughts and

feelings and actions are put together to make something happen, and then when it happens, it is like a flowering ... things just flow ... it all comes together. A beehive with lots of bees that makes a nice sweet honey. (Laughs).

She also has artistic talents, and enjoys using these and sharing them:

I am excited to do music here for festivals (laughs). I play the flute, but I don't like to stand on the stage. I managed to pull together a bell choir for the last festival.

Dimension of subjective experience

Being *with* people comes naturally to Petra:

I like being ... with people. I am quite a sensitive, feeling person, and can quickly tap into other people's situations.

She feels most at ease in her relationships with individuals she supports:

I often have it easier with the people I support than with colleagues.

In her view, the larger team of colleagues longs for authentic collaboration, but historically has practiced group think:

You can drown in group mentality without being recognized or going forward as an individual.

Petra is becoming increasingly aware of the overall atmosphere that affects everyone:

I am in the system also. We are all in our bubbles. Do I dare to step out? It is the same with the residents. Do they get the help from us that they need ... to dare take that step ... in situations where you feel on uncertain ground ... it shakes you up.

Her need to discover her centre in her deeper self led her to a coaching model that gives her access to her inner feelings and thoughts. This awareness in-the-moment path is very new and important to her:

I try to see [my] feelings appear ... and where my thought process goes ... and find in myself what is true for me. Your body gives an answer if you are in touch with it ... I have [made] some decisions about what I want to do and achieve that feel right.

She has sessions with a coach, she is learning to self-coach, and she is in training to be

able to coach others. She is learning to tune into herself and loves how this improves her relationship with herself as well as her work and relationships with others:

Coaching to strengthen myself, and getting strength through professional tools and advice. This has been very helpful.

In her role, Petra is assisting the people she supports to discover their inner directions as a guide for their lives. She is asking people about their dreams, and helping them work out ways to attain them. She is enjoying seeing people with things in common naturally connecting with each other and make new friendships.

It is fun ... there is a ... group now of younger ones with a whole other set of dreams ... Lots of things they want to achieve.

As a result of the transformative process, she experiences a change in the realm of interactions between people:

... [we are more aware of] how we are with each other and speak to each other.

Petra feels a new openness in the atmosphere that reflects where she and others are at:

[It] gives creative possibilities [and] ... feels a bit unsteady, on unstable ground trying to find itself. But I feel that is also a strength, [being] open to a lot of activity and engagement, but also vulnerable.

In her view the interrelated aspects in the atmosphere of encouragement and uncertainty make it more possible now to make mistakes and use the experience to learn and grow:

You feel that you haven't done a [good job ... there is] negative feedback ... from parents of residents, or from the authorities. You say yes to things that have been difficult and learn from it ... and then put things in place that things are done differently.

She admits that it is not always easy to speak up in groups, even after so much work on communication:

With certain people and in certain settings it is easier than other settings ... I think we still have a long way to go. If it is going to benefit the whole [we need to] create a space where people will feel comfortable in giving their voice. Because there is lots of wanting to be heard, wanting to speak, but do they all listen, and do we take those thoughts we hear....

She thinks it is not easy to speak up in a group and say critical things without sliding over the feelings and jumping to solutions:

It is easy to be negative, but to really name the feeling, talk about the mood created or tensions there and solving it through the feeling that is being built up in certain situations ... instead of being solution-oriented all the time.

She recalls a turning point a few years ago when the conflict about leadership styles came to a head. Those in active leadership roles were criticised while everyone else hung back from getting involved:

So much tension had built up, ... things couldn't go any further without everyone being present, and taking part, and feeling ownership for what we are doing and how things should go forward into the future ... and then ... huge relief in the way that everyone got suddenly involved.

Petra remembers how the group got through and is stronger for it.

There were lots of sad feelings. It changes the atmosphere to do something about it together. If we set ourselves *for* something ... yes. It felt like everyone was on a common ground. We managed to come to agreement, and a common understanding on the form of leadership for the organisation. You have a common language and can accompany each other. You are not alone. We are ... tapping into something bigger.

Even though a lot of work was done to develop a shared space and a common direction, Petra acknowledges that the insider-outsider tension is still present:

Some people are on the same ... wavelength and ... supporting each other. Then there are ... people who ... don't have enough knowledge or awareness about it to be able to support ... Often not everyone is on the same page ... and are not taken along enough in the processes ... and they ... say ... 'I can't take part in this any more', instead of asking.

The transformative changes have influenced decisions about where to invest resources. Residents have more choice about with whom and where to live. Similarly people are now able to choose the type of work they want to do within those options offered by the organisation. Petra is committed to these changes as first attempts to organisational restrictions on basic human rights and choices. Even so, she is disheartened that these basic changes towards greater personal freedom for individuals receiving services calls up resistance:

... Some people still struggle with it saying, "That's not how it was before."

In her own sphere of influence, Petra is proud that she has managed to create a team:

It has a lot to do with communication and honesty.

Petra thinks that the awareness skills she is developing through her coaching practice are helpful in enabling her to bring more aliveness and engagement in her team:

... To be in touch with what is happening inside of you and then say, yes ok, I am feeling irritated now, or ... I'm not feeling ... or I am feeling happy, this feels good ... whatever it might be, if I do manage to say yes to those feelings that come up, and react in a more reflective way I think it benefits all meetings.

The organisational restructuring has brought together all practitioners providing health and clinical supports who were previously working separately. Petra has established an interdisciplinary quality team responsible to develop joined up human-centred systems to directly support individuals:

It is a bigger focus area than before, [and] gives a bigger awareness of the whole.

Dimension of tangible results

The transformative changes in the organisation were precipitated by revelations of years of widespread sexual abuse. Petra is setting up a women's group to provide a supportive and safe atmosphere to talk about relationships, sex, and informed consent and get accurate information:

It is ... an opportunity for information, giving and receiving. Questions will come. We can create that space for ... voicing what they need and have on their hearts.

Petra is also using the Personal Outcome Measures® methodology to learn directly from people how to support their priorities:

... I have worked so much with people needing support. ... there are so many questions I have never asked. I was very amazed how much information I got around these topics from people who don't have so much [verbal] language. I really want to go further with it. It was a wow experience.

She notices that the act of asking about dreams helps them to come out. She was dismayed to discover that while the younger generation is full of dreams and hopes for their lives, for many older people living there for decades the question of having dreams seems foreign. They have never been asked:

They haven't thought about it.

Petra experiences the organisation as a more positive and welcoming place, and describes the feeling of this force field and its dual nature as both outgoing and uncertain:

Colourful with lots of emotions ... a very social being, looking towards the future, but also quite unsettled at times.

Petra experiences both these qualities in herself and her colleagues. Through the transformative changes she feels a new confidence to be herself and believe in her experiences and approaches in her work with people. She would like to see the organisation become more confident in its unique character and learn to share this with partners in a broader world:

[Become] more visible, to be proud of what we stand for as a community ... not being shaken up by small things ... have a different ground to stand on.

The organisation is at a turning point in turning outwards and opening up. It has come under intense criticism from regulators due to its insular nature and lack of rights focus on true choice and self-determination of people with complex needs. Petra sees her personal path in the same light:

As an organisation, we need legs to stand on in terms of the outer community ... we have to be updated and on top of it ... not get pushed over by one little negative thing coming our way. That is for myself too. Getting stronger.

Interweave between dimensions of experience

Petra has renewed vigour and interest in her work as she ventures into new personal professional territory, being moved from her deepest self to act in the world. For her, her personal path, the organisation's path and the paths of people she supports are part of a bigger force field of experience.

She recognises that her inner process to discover and work with her inner diversity is mirrored in the organisational process. The Personal Outcome Measures® methodology supports Petra to develop her professional path in supporting people to attain tangible results in many areas of life. She is working on her awareness in interactions with colleagues to stay centred in herself. In her role, she works with individuals to bring out dreams and priorities, and she assists the practitioners in her team to work responsively

with what they learn.

Kopano in South Africa

Kopano is an African man in his mid-thirties, living in a Camphill organisation together with his wife and young children. He is fully immersed in the traditional Camphill lifesharing model. The Board has recently hired a Managing Director to steer the organisation out of confusion and into its next phase of development and growth and so the community is in transition. He grew up under the fist of apartheid in a township near a Camphill community where his mother was employed as a domestic worker.

Dimension of deeper experience

Kopano's personal path is clear to him:

I would like to get to a point where I could be able to voice [what is inside me] without a struggle. I am ... longing for ... empowerment.

He feels a calling to work with people and make a difference:

... leave a sustainable mark. Camphill has allowed me to ... try ... that.

Kopano believes that his personal experience as an outsider gave him the ability to connect deeply with people with complex needs, placed in a separate and parallel society.

I was nine years old when I first played with a mlungu, a white boy. Somehow we reached each other in play. I met somebody in a totally different world.

By the end of junior high school, Kopano was an A student. He felt something was lacking in the school, although he couldn't put his finger on it:

I said to my teachers that I would like to cross this border and ... meet these other white schools. One teacher said, "Yes go on! Try for it!"

With the support of this teacher, Kopano earned a senior high school scholarship to attend a prestigious boarding school, and he left home:

I was on my own. I had huge struggle. I was torn into many pieces.

He was one of a few non-white students and experienced relentless and painful racist taunting. In his loneliness, some people reached out to him and he developed deep friendships:

Those students ... opened and received me ... I could then be me. I had so much fun. I learned to ... be open in order to be received.

He experiences how many individuals receiving services who have survived discrimination and exclusion emanate special inner qualities:

The residents can be the most forgiving people and ... loving, it is so strong that anyone can feel it and knows it.

His attraction to Camphill is related to the diversity challenges of South Africa, and less about disability as the focus:

Learning from other persons who are different to you, ... to progress into a better future. Different cultures, different skin colours are working together, mutually.

From his perspective, Camphill provides an intentional setting for people with very different styles and backgrounds to discover each other and work together in a scale that is achievable.

It is very slow and contained ... in a small area.

Kopano's ideal is to take an interest in a person who is different from you. This quality of interest for him forms a bridge over the divide between the many cultures in South Africa, between black and white:

From our side we ... haven't explored what white South Africans have achieved ... [beyond] making black people struggle. What is their culture like? What ... makes them who they are?

His vision for himself and for the community is to welcome individual development, relationships and diversity as one inter-related project. He experiences that the social culture that is possible in Camphill is built on the efforts of many who came before:

So many people putting their work in it, even if things are not going well you know that there is something about the place ... Something strong ... a spirit behind it.

Kopano previously studied Special Education. Education is his passion and he feels that his experiences in Camphill are preparing him to become a better teacher:

When I ... go back to teaching ... I will do it with a heart that is free ... talk to young people about cultural differences, not [from] a manual. Leave a sustainable mark.

His goal in life combines freedom, control and relationship:

Be open in order to be received ... be a free spirit, a free human being who

don't impose things on people, but open ... even though I have to be tough to ... do that.

In Kopano's vision, learning to communicate and interact with people who have different communication styles than one's own is relevant for all South Africans:

If you are going to spend an hour waiting for the bus ... you ... sit next to this person and talk to them, and realise that they ... just sit there ... can't move their head and look at you ... unless they stand up ... Can you still spend an hour talking to them?

Dimension of subjective experience

Kopano is the dairy manager. His approach to achieving practical goals is a relationship path:

... a clear direction what we are doing together ... organised working relationships ... a good understanding of who I am working with, and them having an understanding of me working with them, so that we [can] work together, and struggle together.

In the actual interactions in the organisation this is difficult to do. The atmosphere in the larger team of colleagues can often feel confusing and even brutal:

People can easily crush each other with words ... you can feel it piercing into the other person, without knowing where the thought came from.

He has been frustrated with lack of action towards bullying behaviours. For anonymity reasons details are scant in this account:

[This co-worker] couldn't listen at all, and he needed to be heard all the time. He used his authority ... to crush. He ... treated me like dirt. It is painful to think of what he has done to me ... I called meetings with [senior] people [because] they know how things go.

Kopano had the inner strength to draw attention to his situation and demand fair treatment. The senior group decided that Kopano would leave that workplace. It worked out well for him. He got a new supervisor who became his beloved mentor.

However in Kopano's view others in that workplace were left to suffer:

... everybody knows by now that he has got a problem.

Kopano is reminded of past experiences. Even if the outer situation is oppressive, he knows he can exercise inner freedom in choosing how to react.

When ... I am pierced by another person, how do I react?

His deepest belief in a larger, loving purpose gives him some detachment from the battlefield:

I have hurt people I have fought with ... maybe hating somebody is part of the therapy for a human being, but with all I have gone through in my life I realise I can't.

Dealing directly, decisively and ethically with even the worst kind of behaviour is difficult in the organisation's culture according to Kopano. He places high value on human striving and so he tolerated the behaviour:

I can't really hate him for who he is, he is striving.

He places high value on relationship difficulties as essential grit for inner development and community building:

My goal is to ... work with any type of person with what they have got, give them instructions, let them give me instructions, [without] it interfering in [our] relationship.

In his own team, he struggles with team members who need a lot of support, lacking the competences needed to accomplish the job and support others:

The work was still not done. I ended up doing it myself.

In his view, the people receiving services hold up the team and sustain the core:

Any resident can leave Camphill and I think everybody even the Board can just close their books and walk away.

One strong aspect of the organisation's identity is encouraging people to take initiative. Kopano has struggled with team members who act on their own initiative to take the work in their own direction, without relating with him and working it through with the whole team.

Are we working together or is each one running their own train? The amount of work one does doesn't [mean] they are doing well.

He would like to have more structure and control as the leader, but finds it hard to push back:

I am not strong enough to say, OK, this doesn't work.

When the conflict escalates, he feels the weight of everyone's struggle:

If I struggle, those residents who work with me struggle, and those co-workers who happen to come to work here, then they will struggle ... How to make it work?

Unaddressed systemic problems can be mistaken for personal failings and subject to inner and outer critics:

I can't manage, I am lacking in a big way.

He laments the lack of a consistent and principled policy and procedure for handling personnel issues. When there are problems he blames himself:

A young practitioner ... meant to be there while I was away, left two days after I went for holiday ... there was no procedure.

He feels he lacks skills in recruiting, induction of new practitioners, training and supervising:

The more we don't really know what we are doing, the worse we go towards difficult-to-handle situations. I am now building my team [but] they change every year.

Kopano sees the need for more clarity about functions, expectations and organisational systems:

We hire people, we are losing people ... We are running the place but not really working together. We could help ourselves, but we are in this hole where we can't even breathe.

Kopano is trying to straddle two full work areas, his work in the dairy and his role at home. He lives in a group home where he and his wife are live-in house leaders. The workload creates tension in him, when he feels he is not living up to his expectations of himself:

Sharing the life and mixing it with business can be a sticky business. It makes it difficult to have a balanced situation. I can't reach everybody always. You drown in your own self.

Lifesharing is one of the organisation's ideals, and so it is hard to break the cycle because it has become normalised:

Positions not really clear. We are all doing it ... running a group home and doing all sorts of things, and the question is, are we managing.

He and his wife are also responsible for the co-workers who live with them. They are proud of providing a loving and safe home for the people they support. Kopano was troubled about the way one live-in practitioner, Joe, related with a resident, Trish:

He let her so close and entered her room, and gave her a hug when she goes to sleep, and was there for her so much ... I felt it was too much, too intense.

Kopano acknowledges he is not trained in abuse recognition and prevention. To his knowledge (at the time of this interview) there was not such a policy being actively practiced. Warning bells rang in him about this co-worker's influence on Trish:

She was enjoying it like crazy, she was over the moon, so in love ... she waited on the door for him, and when he comes back ... she was so excited. At the table she couldn't take her eyes off him.

He felt Trish's vulnerability spiral out of control as Joe eventually rejected her and her pleasure turned to pain:

He pushed her away. It was too much for him. He ... pushed so hard. She was really devastated ... I could feel her pain.

Kopano knew instinctively that Joe had overstepped the ethics of a caregiver into romantic intimacy:

You have to know how much you are giving, and how much you are taking, so that two can really work together.

Kopano values how things are because he values struggle, but he also recognises the self-deception that can come about without reflective practice:

That striving, learning through hard time together and good times, brings the big spirit out of people. And it could also be misleading ... people can drown and not identify where they are going wrong.

He is grateful that he had great mentors who gave him opportunities to learn, grow and develop at his own pace. But not everyone is so lucky. It is left up to each mentor to decide what they do and how they do it. He thinks regular checking in with someone skilled could help:

... but [not] from a person in the hole [who] can't stand outside and effectively help.

Dimension of tangible results

He acknowledges that the newly hired Managing Director has already made progress in these directions. He is implementing necessary reforms and has brought in specialist advisors to assist people to raise competence so they can be successful:

He has made a huge impact.

Kopano feels pockets of resistance:

But some of the community don't want that kind of help because they think it is us who can help ourselves.

He identifies with the ideals and culture of the community, and has earned the status that comes with working up the ranks:

Finally I am part of the whole Camphill and my word is important.

Kopano has attended regional meetings with colleagues in Camphill Africa, an association of Camphill communities in South Africa and Botswana. The interactions and discussions give him some perspective, fresh ideas and renewed strength to take back into his context:

Colleagues [shared] how their organisations are run. Maybe I need someone from outside to work with me?

He sees the influence of the surroundings flowing in through staff coming in daily from the surrounding district, and bringing their lives with them:

... be it the social struggle, health struggles, the children struggle, or struggling with education.

For him, Camphill is one with the South African story:

When I work with residents, with co-workers, young co-workers ... I ... see also the future of ... how we can work together in the whole of South Africa.

His deepest hope is for the whole of South Africa to be a community-building project:

How to work together, both colours, black and white ... all cultures respectfully, without ... barriers and without holding back from the history.

For Kopano, Camphill offers a place where the social transformation in the country can play out:

In South Africa ... if we would ... see [what] the other one is like, where they come from, their own struggles, and learn the difficulties and the goodness in their life, there is a lot we could reap from that. In Camphill it can easily be done.

Interweave between dimensions of experience

Kopano has learned through struggle. His work with people from diverse cultures and communication styles accords with his personal vision as an educator. He feels torn between full load responsibilities in the home and in the workplace. He feels protective of residents. He would like clear guidance and training in abuse recognition and prevention. Kopano believes deeply in the ideals and vision of the community as a contributor to the transformations in the whole of the country.