

**Kari Murto**

# **LEADING THE PROCESS**

**TOWARDS THE PROCESS CENTERED  
DEVELOPING OF WORK COMMUNITY**

LEADING THE PROCESS. TOWARDS  
THE PROCESS CENTERED  
DEVELOPING OF WORK  
COMMUNITY

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**FOR ANNUKKA AND MIIKKA**

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## 8. AND ONCE AGAIN

The central elements of process centered development in a nut shell are the following:

1. A community is developed primarily from below upwards.
2. Holism means guaranteeing that the resources and creative capacity of each member of the community will have a chance to influence. In practise it means immediate, regular interaction of all levels of hierarchy and units on forums organized for that purpose, where the units' objectives and strategies are continuously fitted together.
3. The overall objectives of the organization shape on the basis of the basic task by continuously fitting together the objectives of the units and by respecting the independence of the units.
4. The operations of the units are controlled by the same level (by parallel units) in the common meetings of the organization, where the actions and plans of the units are assessed by the management as well as by other units.
5. The present state of the organization is surveyed by examining continuously and regularly the every-day life of the work community. The method of examination is open discussion, and the examination is performed by the community members. This does not exclude vast studies of the state of the community at regular intervals.
6. The core of development is to create that kind of a functional structure for the community that enables regular questioning and examination of the actions and routines of the community and its members and is carried out together.
7. Leading a process means supporting the interaction process of the group and the community as well as the members' open talking and responsible listen-

ing by organizing common forums and by taking part in their operations.

8. The meetings of the decision-making bodies are open to all interested members of the community.

9. The common language is learned and common views and common social reality are continuously created with the aid of interaction and examining the everyday life.

10. The basis of process centered development is individual and communal realization of double-loop learning (learning to learn).