

Strategy predictions with Systemic Constellations Work - pilot study

Jakobusic, Antonio

Undergraduate thesis / Završni rad

2022

Degree Grantor / Ustanova koja je dodijelila akademski / stručni stupanj: **RIT Croatia / RIT Croatia**

Permanent link / Trajna poveznica: <https://um.nsk.hr/um:nbn:hr:229:626948>

Rights / Prava: [In copyright](#)/[Zaštićeno autorskim pravom.](#)

Download date / Datum preuzimanja: **2024-09-06**



Repository / Repozitorij:

[RIT Croatia Digital repository - Rochester Institute of Technology](#)



RIT Croatia
Senior Project

Strategy predictions with Systemic Constellations Work – pilot study

Student: Antonio Jakobušić
Mentor: Domagoj Nikolić
Course instructor: Rebeca Charry

Dubrovnik 2022

Abstract

Integrating intuition and analytics is a current hot topic in organizational research. This research project focused on using Systemic Constellations Work (SCW) as an exploratory intuitive method combined with business analytics in order to assess the strategic business options for an event management company. It was conducted by doing an SCW session involving the business owner accompanied with subsequent interviews. The results are promising, since the client was able to identify the most favorable option and thus gain confidence and clarity in strategic decision-making. Considering that this was only a pilot in a longer longitudinal investigation, it remains to be seen whether the client's level of happiness will be maintained over the long term.

Keywords: Systemic Constellations Work, strategic planning, analytics, intuition, decision-making

Strategy predictions with Systemic Constellations Work – pilot study

Project background

This senior project is dedicated to event company strategic planning that combines analytics with intuition to reach beyond the traditional planning methods by looking at the potential future business outcomes with the help of Systemic Constellations Work (SCW) and thus foster decision-making. The project focuses on the potential outcomes of an event firm operating in unstable and unpredictable markets, and does not rely on assumptions resulting from the past experiences or solely on analytics that often does not capture the whole reality of the firm. Therefore, this project aims to discover a more complete set of organizational possibilities. To this end, we used SCW as a method of obtaining intuitive insights into the organizational reality “as it is”, which is increasingly used as an aid to decision-making. In comparison with other methods used in organizational change and complex decision-making, constellations have been shown to produce faster results and often lead to more stable and sustainable outcomes (Gminder C. U., 2005)

Systemic Constellations Work?

SCW is a phenomenological, experiential and original method devised by German practitioner Bert Hellinger (1925 – 2019), renowned for his breakthrough work in psychotherapy, and his comprehensive insights into human relations. Bert Hellinger’s work was based on his rich life experience which started in his childhood during the Nazi regime, after which he became a boy soldier, war prisoner and Benedictine priest with 16 years of missionary work with the Zulus in South Africa after which he became a psychotherapist (Hellinger & Ten Heovel, 1999). All of the mentioned experiences brought something to the method.

In a nutshell, SCW deals with the gap between explicit (conscious) and implicit (unconscious) knowledge by bringing the important hidden dynamic into awareness and thus “consciousizing the unconscious” (Mayr, 2012). It is a purely intuitive method that provides structural or spatial visualization of the observed system whereby session participants, in an unexplainable way, in 99.99% of situations automatically represent persons or abstract concepts they were assigned to represent. SCW can be described as a role-play where people act and feel sensations, express emotions and say things that originate not from their own impressions, but from what the disciplinary jargon calls the commonly shared systemic field.

SCW is somewhat similar to Gestalt, psychodrama and role play, but it is in reality a separate method leading to insights in the shortest possible time compared to any of those (Arnold M. G., 2019). Roevens (2008) established the connection of SCW with organizational behavior, development and change, which was further underlined by Arnold (2017) and other authors.

The method originated in the 1990s in family therapy and, since then, slowly became established also in the business world. However, it is still considered fringe and experimental, because longitudinal studies which could potentially confirm all long-term effects have not been conducted (Arnold M. G., 2019).

SCW Session

A typical SCW session resembles a workshop with a facilitator (constellator) guiding the session aka constellation and taking a purely phenomenological stance while monitoring insights, impressions and carefully absorbing sensations from other participants. It is sometimes said that constellators act from the “empty middle” which is seen as an “ego-less, self-less, ratio-less phenomenological state where one perceives and inwardly follows the dynamics of a system” (Roevens J. L., 2008).

In the center of SCW session is the client who, at the very beginning, in very brief terms describes the concern they want to work on to the constellator. Other participants in the constellation are called representatives and, in many cases, might have never participated in a constellation and may have no idea about the organization, client or any of their behaviors, wants, needs or beliefs (Roevens J. L., 2008). A constellation starts with the constellator asking the client a few questions, which are not consulting-oriented, but rather more straightforward simple questions asked with the purpose of exploring the client’s concern that led them to use the method and formulating a simple and answerable question so that a constellation can be set around that topic.

When this is done, the constellator typically asks the client to choose representatives from the available participants who will represent persons or abstract concepts belonging to the observed system, e.g., manager, employee, clients, various stakeholders, product, market, events, etc. and set them in space according to their intuitive feeling. At that point the constellation “play” begins and representatives start representing roles they have been given (Roevens J. L., 2008).

Constellation typically ends when a solution is found or the dynamic is rolled out to the extent possible. In this process, movements, gestures and words of representatives are guided by reflexive bodily sensations which they receive from the felt dynamic or, as the trade jargon calls it, “the systemic field”. Representative sensations are context-based and can be anything, e.g., headache, pressure in the chest, heaviness, love, resentment, hate, disappointment, optimism, etc. Constellation is guided by such intuitive insights and there are no discussions involved, except that the constellator can invite representatives to share their thoughts or verbalize feelings or insights at certain critical points of the session. Typically, constellation reaches the peak in the moment when a relief of tensions can be felt by all participants and observers and, in most cases, it happens when a solution is found. In most cases, constellation lasts between five and 45 minutes, which depends on the complexity of the problem for which solution is sought (Arnold M. G., 2017).

Stages in the constellation process

At this point, it is necessary to explain the stages that the client goes during the constellation process, while operating in a complexity that involves personal, organizational and social contexts (Fig. 1.1).

Concern

Business clients typically have concerns that they may be hard to formulate and tackle. Such worries in many cases result in confusion, anxiety and/or frustration. Clients typically choose to try SCW when they feel that something is wrong and when those feelings cause tension or even depression.

Problem

For the constellation to be set, the often murky concerns must be translated into specific “workable” question that can give direction and clarity to the constellation. This is typically done with the help of the constellator. These questions can be linked to anything that causes current problems, whether it be prolonged negativity, uncertain business prospects, poor performance, conflicts, productivity issues, etc.

Phenomenological approach

For the constellation to be successful, a specific phenomenological approach should be developed. In this paradigm, the body serves as a transmitter/receiver of information/sensations. The method is not rational, because SCW practice shows that human brain cannot capture and integrate all the phenomena that body somehow can, particularly in a dedicated SCW session.

Sensations

Sensations are an integral part of every constellation. Without sensations, it would be impossible to recognize the dynamics or solutions in question. In line with the phenomenological approach, participants must distinguish between feelings linked to the constellation and those which are their own. Sensations can be varied, which depends on the context. It can be joy, pleasure, pain, lameness, heaviness, fatigue, immobility or anything related to the observed dynamics.

Reading the field

Sensations are reflexively translated into insights. This phenomenon is essentially a combination of intuitive sensations and rational interpretations which are awakened, once the sensations are felt. Nonetheless, participants should avoid forced rationalizations, because they can only impede outcomes. This way of “knowing” is often connected to “a-ha moments” that can be triggered by changes in the layout, something that was said or done, and is seen as a signal from a "deeper knowing place" that somehow rings true.

Solutions

Various solutions can be felt in a constellation by trying different situations or layouts. The solution is found when calmness is felt by the participants or epiphany, a strong feeling that something fundamental was changed in the system. Solutions can also gradually emerge as new possibilities are discovered.

Performance post facto

Clients by and large feel peace, enjoy better relationships and perform better after the constellation. Organizational productivity, communication, attitudes, confidence-levels, etc., improve including the measurable business indicators.

Wider impacts

The impacts of business constellations extend across the boundaries of the organization in question. They can help with personal problems that are nowadays normally transferred to business, especially by business leaders who are by default busy people. They can also affect teams, organizational partners, and even markets and society as a whole. The best outcomes are reached when a combination of SCW, business analytics and professional are used. Eventually, any solution reached in a constellation will result in a new concern, and thus SCW can be seen as a revolving process.



Fig.1 Phase model of client's path through SCW

Source: Nikolić (2022)

SCW use in business

To-date research of reasons why business people resort to SCW as a method of decision-making and change suggests that they seek this type of mediation when they believe that they exhausted the possibility of solving the problem with other more conventional tools, when they feel helplessness and/or duplicating patterns which obstruct organizational processes (Ulsamer, 2005), when they have to deal with unexplainable problems or behavioral patterns, unreasonable habits or demands (Stam & Hoogenboom, 2018), when they seek clarity on who to hire or make various other decisions (Burchardt, 2014), deal with staff retention issues and resentment towards the company management (Finckh & Reich, 2016), in improving revenue (Weber, 2002), with internal clashes (Abbotson & Lustig, 2005), when progress is stalled and client base diminishes (Borek, 2011), when they must deal with

defensiveness, weak connections and concealed realities (Birenkrahe, System constellations as a tool supporting organizational learning and change processes, 2008), when they wish to prototype or test hidden issues or dilemmas (Horn & Brick, 2018), when they need to prepare tactics, discover market potential, test products and services, evaluate contracts, mergers and acquisitions, structure settlements, when they need to examine HR issues, such as promotions or transfers to another business or department, when they must clarify business goals, fix management disputes, achieve work-life balance, enhance health and wellness, etc. (Miše, 2007). A particularly strong side of SCW is its effectiveness as a screening tool for testing various business options that can be analyzed in a safe-environment of a SCW session (Roevens J. L., 2008) (Kirby, 2008) (Burchardt, 2014).

SCW in scientific research

SCW was proven an effective method of exploring business team characteristics (Green, 2017) (Martinuzz & Kopp, 2010). It was also studied as decision making tool (Wade, 2004) (Rosselete, 2013), in the context of theory-based program evaluations (Martinuzz & Kopp, 2010) and technique of coping with business complexity (Grochowiak & Castella, 2001). Other scientists approached it from the viewpoint of private and group coaching (Muller - Chris & Pijetlović, 2018), business sustainability (Motto, 2006) (Muller-Christ & Liebscher, 2015), explorations in volatile dilemma scenarios (Muller-Christ & Liebscher, 2015), higher education (Abcouwer & Smit, 2015) and company social responsibility (Gomez, 2015). It was researched in the more hardcore business context as a tool for exploring branding possibilities (Levin-Keite, Lelong, & Thaler, 2017), human-machine user interfaces in manufacturing systems (Arnold M. , 2018) and developing spatial layouts (Tener, 2013). Notable progress has been made in studying intra-team conflict resolution (Abbotson & Lustig, 2005), organizational trauma healing (Roevens & Gomez Gomez, 2017), teaching corporate social responsibility exploration (Muller-Christ, 2017), and so on.

Beyond business, SCW was researched as a method of political conflict-resolution (Mayer & Viviers, 2015) (Mayr, 2012), helping prison populations (Kopp, 2013), trauma symptomization (Konfliktfelder, 2003), trauma healing (Gatfield & Ho, 2017), transgenerational trauma (Hrnčić, 2017), etc.

This all implies that SCW can be a fresh and useful tool to support organizational life and business flow. The truth of the matter is that, in the quickly changing world, companies must

have a tremendous agility in embracing the new and letting go of the old (Rupper, 2017). More than ever, companies are in need of tools for quick testing and prototyping, resolving dilemmas, exploring the unknowns, and resolving conflicts and unfavorable circumstances in order to produce lasting solutions. It seems that SCW, when integrated with analytics, can enhance deep experiential understanding and support human intuition which can be used to accomplish success (Nikolić & Valerij, 2021), which was deemed unthinkable and up until recently (Zeleny, 2021).

Method

The purpose of this research was to gather opinion on the effectiveness of SCW to handle the most pressing problem in a specific organization. It was based on a qualitative phenomenological approach (Denzin & Lincoln, 2000) (Morrissette, 1999) (Bolger, 1997); focusing on the experience of the business owner who, for the purpose of this research, became the SCW client that would be interviewed after the constellation. This is only a pilot study of a longer research that is planned to extend over a few years' time, and combine SCW with analytics at subsequent steps in the research.

Selection process

For this research, a volunteer was found willing to become a SCW client and informant in the interviews. The individual in question is a business owner and director of an event company, specialized in wedding planning and other event organization, and keen on improving and growing their businesses. This combines with concerns about the present business prospects due to the prolonged instability related to COVID-19 and the war in Ukraine, which have a huge impact on the hospitality and tourism industry as a whole, particularly in a relatively remote destination, such as Dubrovnik, where the company is based. The business in question was on the outlook to potentially expand or completely switch to new business segments.

The researcher knew the informant from before the project which ensured that there is enough trust between the two parties. The informant learned about systemic constellations only by connection to this research. They did not have any prior experience in organizational systemic constellations and used SCW for private purposes only a few weeks before the formal start of this research in order to get familiar with the method. When the informant became acquainted with the method, two meetings were organized between the researcher,

informant and constellator to learn about each other, choose the approach and discuss the procedure.

The constellator asked to participate in this study holds a combined degree of economics and tourism from the Economics Faculty of the University of Zagreb. He has been practicing SCW 2004, and became fulltime professional constellator in 2009. He works with SMEs, corporations, non-profits, informal organizations and individual clients. Educated the Bert Hellinger Institute in The Netherlands in the mid-2000's, he further his SCW education SCW in Zagreb, Croatia in the school of Vedran Kraljeta, and regularly expands his knowledge in workshops and seminars.

Constellation

The problem/question for the constellation was formulated by the client in consultation with the constellator at the beginning of the process:

- What is the most desirable future scenario in order to enhance the firm's cash flow, so that the owner can refocus on creative work, i.e., continuous business development?

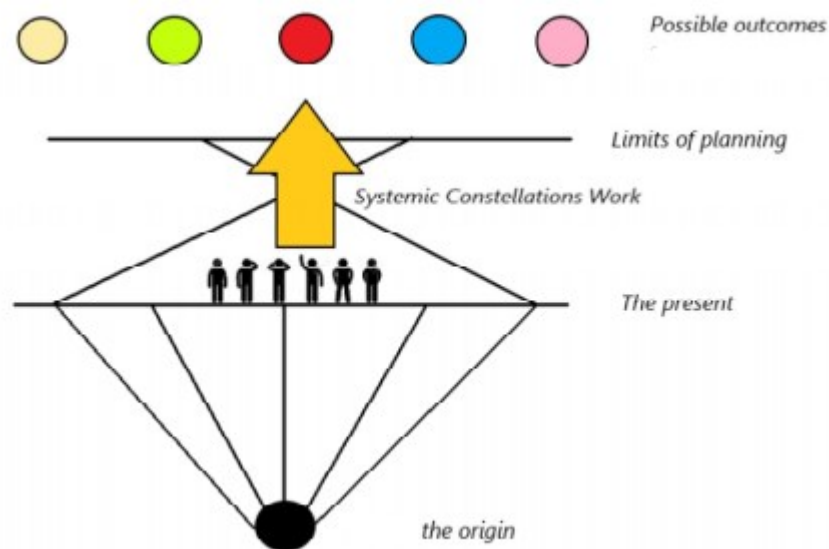


Figure 2: SCW and possible future outcomes

Source: Nikolić (2021)

After the question was formulated, a particular type of constellation was chosen to explore the possible future outcomes of potential business options, based on Fig. 2.1, that the author of the model calls strategy-predictive constellation. This type of constellation is recommended when the client is concerned about the present business model and wants to

test possible business strategies/options in a safe constellating environment. It is based on the previous research of Müller-Christ & Liebscher (2015) that established that SCW can help assess the possible future scenarios, which is a borderline fantastic concept, i.e., that something that never happened and may never happen can be intuitively “contacted”, felt and assessed (Nikolić, 2022) and is connected to the phenomenological concept that Scharmer (2016) called “leading from the emerging future.”

In this constellation type, one needs to be careful how many elements are set to be represented, because when something is added to the constellation, it cannot be removed. One should be careful of adding too many elements, since that can create confusion and distractions thus impeding the outcomes. However, by adding hidden or unknown elements, the client can realize the unknown solutions and possibilities. As this was the first experiment in this type of constellation, we decided to combine the approach with the past experience of the constellator, i.e. to add “the observer” in order gain an external phenomenological insight into the situation. As noted, a possible downside of this approach was too many elements in the constellation, which could potentially add confusion. Another weakness, although inevitable at this stage, was only partially available analytics, as the analytics were only available for the current working segments (Annex 1). However, this was only the first test of the method that should be further developed and rectified in the subsequent longitudinal study. The purpose of using the analytics is to help shape the future outcomes as particular elements in the constellation that are set to be represented.

Eight representatives were set in this initial constellation. All representatives were assigned random numbers to conceal the theme of the constellation and entities they were representing:

- 75 Firm
- 46 High-end weddings
- 24 Elopement weddings
- 58 MICE (meetings, incentives, conferences, and exhibitions)
- 89 WPC (workshops, photo shoots, collaborations)
- 17 Unknown element within the industry
- 63 Unknown element outside the industry
- 31 Observer (someone who can give an external view of the situation)

The representatives were randomly chosen from the pool of people who were the previous clients of the constellator, are interested in the method, and were asked to voluntarily participate without compensation. The constellation was conducted online as online constellations were proven to be just as effective as those conducted in person (Nikolić & Valerij, 2021) (Disterheft, Pijetlovic, & Müller-Christ, 2021).

Interview

The research entailed two interviews, both of them conducted by the author. The first brief interview was done immediately after the SCW session that was held on April 3, 2022 and second was a follow-up interview two weeks after. The interviews focused on two main elements: the client's experience with the constellation and their feedback after the session. Instrument, which is used in this research, is adapted from a previous similar study conducted by Helena (2005).

Client was asked the following questions in Interview 1:

1. How do you feel after completing the constellation?
2. How beneficial is it for your professional development?
3. Did it respond to your request and provide you with fresh information about your problem?
4. Do you find the knowledge gathered from the procedure to be useful?
5. How do you think the SCW compares to other professional development strategies you have tried?

Interview 2, or the follow-up interview was conducted about two weeks following from the first session to check whether the client's status or views changed in any way as an effect of SCW. Exploratory questions were asked, such as:

1. What insights did you gain from the constellation?
2. Does the constellation have an impact on how you think about your firm, and if so, how?
3. Does the constellation suggest any business adjustments for you, and if so, which ones?
4. How did it make you feel immediately following the session? and
5. How have things been at your company since the session?

These interview questions served as a support to the client to gain awareness about what happened in the constellation, since clients do not necessarily notice changes connected to the constellation since the change may appear natural to them.

Results

The outcome of constellation

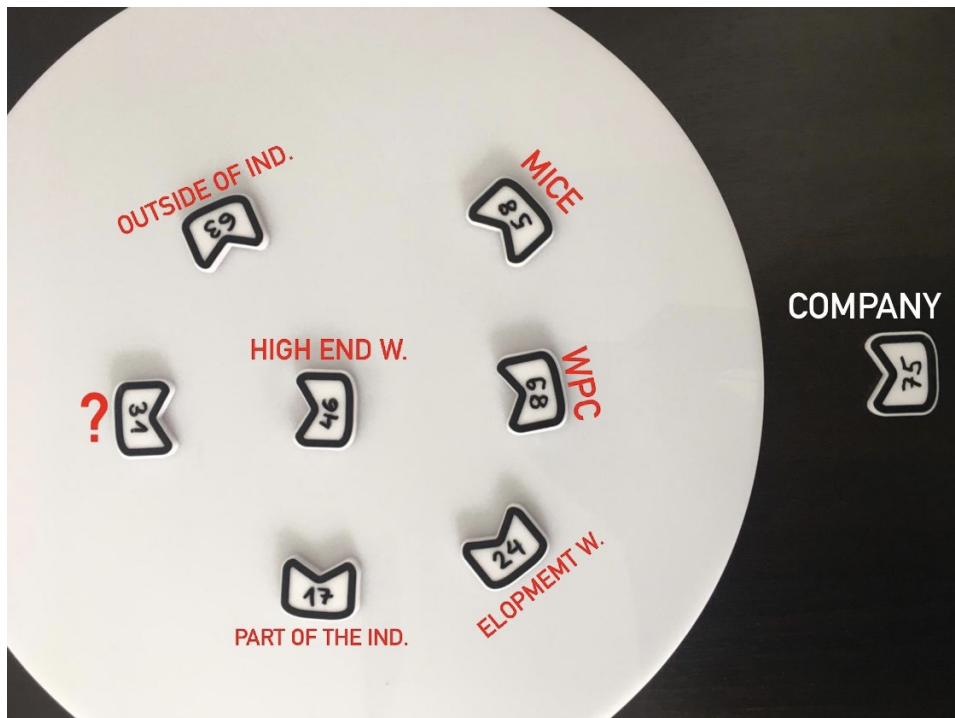


Figure 3: Image taken from original constellation outcome

The constellation ended with the structural layout in which high-end weddings took a central position with the WPC (workshops, photo shoots, collaborations) positioned in the background as support.

Some parts of the industry that were left undefined on purpose ended placed around at a larger distance implying they have an influence on the high-end weddings but they are an added value only when the central element is in focus (high-end weddings).

The constellation's result directs the owner to put more focus and resources into high-end weddings and WPC (workshops, photo shoots, collaborations), which will thus be crucial for achieving the improved business development and cashflow. The improved cashflow will

help create a new and more sustainable structure within the company and open the possibility for the owner to focus on the development of new products, services, production teams, etc.

First interview

1. *To Question 1 (How do you feel after completing the constellation?) the following answer was given:*

I feel very excited. I was confused at first. I didn't completely understand the constellation. It was confusing, because it included all the elements I was questioning. It seemed like it gave me no answer to what I have asked, but then we discussed it further and when we went into the details, I felt relief. I felt like I know exactly what I am supposed to do.

2. *To Question 2 (How beneficial is it for your professional development?) the following answer was given:*

It will be beneficial. It will direct me to things I need to set up or do before reaching my final goals or goals in general. It is going to help me decide on which part of the business I should focus more and which to just let go or just work on them with less effort so to say.

3. *To Question 3 (Did it respond to your request and provide you with fresh information about your problem?) the following answer was given:*

Absolutely.

4. *To Question 4 (Do you find the knowledge gathered from the procedure to be useful?) the following answer was given:*

Yes, yes. It is not only the knowledge; it is overall feeling and sensations. Because it is not only knowledge that I have found important in this constellation; it is also something that was my drive from the start and that is emotion. It proved me that without the emotion I would not be where I am today and without the emotion I would not go further where I want to be.

5. *To Question 5 (How do you think the SCW compares to other professional development strategies you have tried?) the following answer was given:*

It completes them. Other strategies are based on data and on the analytics, which are valuable, but this is something that you have from the past. You cannot ever predict

something that is going to happen in the future. There are some things that we cannot really think about. With constellations - they are opening new windows and they are pointing our attention to something that we did not even think that it could be possible or did not even think that it exists. I think it is very valuable tool, not only for decision-making, but also just as a position from which you can have a broader specter on what is happening with you, your business and everything that you are maybe thinking about or planning.

Second interview

1. *To question 1 (What insights did you gain from the constellation?) the following answer was given:*

I would say that in a way the constellation confirmed my intuition and it just gave me some strength to decide firmly about the direction that I need to go in. It confirmed that high-end weddings, which was the goal of our company, is something that will help us get closer to the overall goal that we set up for the constellation. But not only high-end weddings. It will be in combination with other parts: workshops, photo sessions and some other collaborations that I had in mind. This means that the combination will be probably the right way to gain the right clients. In this way, our goal will become closer. This also doesn't mean that we should not be including other weddings, like elopements, or maybe some other events from the MICE segment which was also the question of the constellation, but the focus should not be on them. It should be more on these two segments of the business that I have already mentioned.

2. *To question 2 (Does the constellation have an impact on how you think about your firm, and if so, how?) the following answer was given:*

Yes, definitively. As I have already mentioned, it confirms what I have previously thought. It would be a good thing to focus on, but it also gave me the insight of the thing of how to attain the goals. That is through workshops, photo sessions and other collaborations that I had in mind. This was something that I have thought about before, but now through the constellation I see that this could be the right way and this is something that I will put more attention to.

3. *To question 3 (Does the constellation suggest any business adjustments for you, and if so, which ones?) the following answer was given:*

I would not say that it suggests adjustments it more draws my attention to certain segments of the business and it gives me confirmations that I should invest more time or finances in that segment.

4. *To question number 4 (How did it make you feel immediately following the session?) the following answer was given:*

I was very excited. It was really one of a kind experience. I would say it was really interesting because I was at first confused but then when I got more into it, when I studied the constellation more and when I was thinking about how everything got in place where it should be. It was really exciting to see how things find their own place even though nobody knew what they were talking about. The main parts like the company and high-end weddings took the major roles in the whole constellation, so it was really interesting to see that live.

5. *To question number 5 (How have things been at your company since the session?) the following answer was given:*

They were no any dramatic changes. I just discussed options of the workshops and the photo sessions with my colleagues and this is something that we will definitely work more on. Since the season is starting, we need to take these obligations now as a priority and after the season we can discuss some new dates for this kind of workshops and collaborations with other wedding planers or other suppliers that we had in mind.

Discussion

The SCW method seems promising from this case. The client went through the typical SCW phase process involving confusion that was finally resolved when the constellation reached its climax when “relief” and clarity were felt.

The client was able to assess strategic options by evaluating the future outcomes during the SCW session. Thus, they feel the constellation helped to identify the appropriate business goals. The constellation also gave fresh views to the problems involved. In this sense, the client was pleased with the knowledge and level of insight that was reached during the session. From the words of the clients, as opposed to other, more analytical, planning methods, SCW does not transfer the past events or patterns into the future, but provides a completely fresh outlook of future events, free from the burdens of the past. Thus, SCW also

allows for new and fresh possibilities to be considered and as such is valuable for complex decision-making, but also for understanding the broader strategic context. SCW is thus complementary to data analytics and the best results are gained in combination of the two.

Thus, SCW gives context for intuition to be used in an informed and structured manner, as opposed to wild guessing. As such, it gives strength to decision-making. It also gives clarity about what adjustments in business strategy must be made in order for the goals to be attained.

SCW in itself is quite an extraordinary experience. The fact that random people who know nothing about the subject or persons or concepts that they were set to represent were “channelling” the right and accurate information is quite mind boggling. Another strength of the method is visualization, because it gives the client the cockpit, first-person view of the situation, which is not only interesting, but quite impressive. The impressions gained in such a manner seem realistic and give confidence to the client that this is something that they should follow.

Since it is only four weeks after the constellation, no major changes or outcomes have been noticed in the company operations. In the next months, the company will focus on the upcoming season, explore leads gained through the constellation and collect data that will become the basis of analytics that will be used in the follow up constellations.

Since this was only a pilot of a larger longitudinal study, the results are quite promising. However, it remains to be seen how the future events will unravel and whether the client will remain at the present level of satisfaction.

Limitations

A significant limitation of this study is the short timeframe. Only future will tell whether the SCW method will prove beneficial longer term.

Another limitation is the single case study approach. However, this approach may be justified, since the client intends to use SCW as a support in various investigations and decision-making processes that will be part of the future longitudinal study. Another justification is the fact that organizations that are open to using SCW method and sharing their experiences and data for research are not easy to find. Thirdly, since this study was

carefully crafted as a set of systemic constellations backed up with data analytics and followed up with interviews, it can be assumed that the results will be plausible and convincing (Gustaffson, 2017).

References

1. Gatfield, E., & Ho, R. (2017). Exploring Patterns of Relationship Between Trauma Symptomization and Family Constellation: Implications for Working With Trauma. *The American Journal of Family Therapy*.
2. Grochowiak, K., & Castella, J. (2001). Systemdynamische Organisationsberatung.
3. Kohlhauser, M., & Asslander, F. (2005). Organisationsaufstellungen evaluiert. *Studie zur Wirksamkeit von Systemaufstellungen im Management und Beratung*.
4. Mayer, C.-H., & Viviers, R. (2015). Exploring cultural issues for constellation work in South Africa. *Australian and New Zealand Journal of Family Therapy*.
5. Abbotson, S., & Lustig, P. (2005). Organizational constellations meets appreciative inquiry ,Positive Approaches to Change. *Chetlenham*.
6. Abcouwer, T., & Smit, B. (2015). Learning in a dynamic Information Management world. *International Conference on Enterprise Systems (ES)*, 131-138.
7. Arnold, M. (2018). Combining conscious and unconscious knowledge within human-machine-interfaces to foster sustainability with decision-making concerning production processes. *Journal of Cleaner Production*.
8. Arnold, M. G. (2017). *Systemic structural constellations and sustainability in academia: A new method for sustainable higher education*. London & New York: Routledge.
9. Birenkrahe, M. (2008). System constellations as a tool supporting organizational learning and change processes. *International Journal of Learning and Change*, 125-144.
10. Birkenkrahe. (2002). How Large Multinationals Manage Their Knowledge. 11-15.
11. Bolger, A. (1997). Women's satisfaction with group work experience for those subjected to domestic violence. *Master of Social Science*.
12. Borek, L. (2011). Team structural constellations and intra-team conflict. *Team Performance Management*.
13. Burchardt, C. (2014). Business Coaching and consulting -the Systemic Constellation Approach . *Modelling and Management of Engineering Processes*, 101-112.
14. Denzin, N., & Lincoln, Y. (2000). The handbook of qualitative research.

15. Disterheft, A., Pijetlovic, D., & Müller-Christ, G. (2021). On the Road of Discovery with Systemic Exploratory Constellations: Potentials of Online Constellation Exercises about Sustainability Transitions. *Sustainability*, 13(9), 5101.
16. Finckh, C., & Reich, K. (2016). Systemic constellations in diversity management. *International Journal of Organizational Diversity*, 17-38.
17. Gminder. (2005). Nachhaltigkeitsstrategien systemisch umsetzen. *Exploration der Organisationsaufstellungen als Managementmethode*.
18. Gminder, C. U. (2005). Exploration der Organisationsaufstellungen als Managementmethode. Wiesbaden: Dissertation Universitaet St. Gallen.
19. GÓMEZ GÓMEZ, F., & ROEVENS, J. (2017). Organizational change based on the new perspective of Systemic Constellation. *The Knowing Field International Constellations Journal*, 1-9.
20. Gomez, F. (2015). Aprendizaje mediante la conciencia plena y las constelaciones familiares.
21. Green, S. (2017). Creating organisational flow: using Hellinger constellation work for unblocking the past. *Research Gate*.
22. Gustaffson, J. (2017). Single case studies vs. multiple case studies: A comparative study. *Academy of Business. Engineering and Science, Halmstad University*, 12(1).
23. Helena, P. (2005). An Exploration of Career Issues Using the Systemic Structural Constellation Approach. *Master of Counselling in the School of Psychology and Counselling*.
24. Hellinger, B., & Ten Heovel, G. (1999). *Priznati ono što jest*.
25. Horn, K. P., & Brick, R. (2018). Invisible dynamics: Systemic constellations in organisations and in business. *Carl-Auer Verlag*.
26. Hrnčić, J. (2017). Porodice konstelacije kao tretman za prevazilazenje posledica koje nasilje ostavlja na zrtve.
27. Kirby, R. (2008). Constellations for Organizations. Inside Out. Retrieved from IAHIP. *Irish Association of Humanistic 1362 and Integrative Psychotherapy*.
28. Konfliktfelder, M. A. (2003). Wissende Felder. Systemaufstellungen in der Friedens- und Versöhnungsarbeit (Fields of conflict – knowing fields. Systemic constellations in peace and reconciliation).
29. Kopp, U. (2013). Systemische Nachhaltigkeitskompetenzen für Führungskräfte – Erfahrungen mit Aufstellungsarbeit in der Managementaus- und weiterbildung.
30. Levin-Keite, M., Lelong, B., & Thaler, T. (2017). Zur Darstellung von Macht in der räumlichen Planung Raumforschung und Raumordnung-Spatial Research and Planning. 31-44.

31. Martinuzz, A., & Kopp, U. (2010). Systemic Constellations in Theory- Based Evaluation - Tools and Experiences. *Conference on Evaluation of Cohesion Policy on "New Methods for Cohesion Policy Evaluation: Promoting Accountability and Learning"*.
32. Mayr, F. P. (2012). Consciousising Relatedness. Systemic Conflict Transformation in Political Constellations. *Doctoral disertation*. Universitat Jaume I.
33. Miše, M. (2007). Introducing Concept of Personal Responsibility on the Base of Organizational Constellations in the Course of Entrepreneurship. *The 12th IRDO International Scientific Conference*.
34. Morrissette, P. (1999). Phenomenological research data analysis: A proposed model for counsellors. *Guidance and Counselling*(15), 2-7.
35. Motto, C. (2006). La pratique systemique des constellations appliquee au coaching. *Revue Internationale de Psychosociologie*.
36. Muller - Chris, G., & Pijetlović. (2018). Komplexe System lesen: 'Das Potential von Systemaufstellungen in Wissenschaft und Praxis'.
37. Muller-Christ , G., & Liebscher, A. (2015). Advanced Training for Sustainability Change Agents—Insights and Experiences from a Seminar Series Using the Method of Systemic Constellations.
38. Muller-Christ, G. (2017). Values and the maturing process of "companies: Counterintuitive hypotheses discovered in a systemic setup using the theory.
39. Müller-Christ, G., & Liebscher, A. K. (2015). Advanced training for sustainability change - insights and experiences from a seminar series using the method of systemic constellations. U W. L. Filho, L. Brandli, O. Kuznetsova, & A. Paco. Springer. doi:https://doi.org/10.1007/978-3-319-10690-8_31
40. Nikolić, D. (2022). Effects of systemic constellations work on organizational performance. *Doctoral thesis*. Celje, Slovenia: International School for Social and Business Studies.
41. Roevens, J. L. (2008). Systemic Constellations Work in Organizations. *Science Guide* , 1-185.
42. Roevens, J., & Gomez Gomez, F. (2017). Organizational change based on the new perspective of Systemic Constellations. *The Knowing Field International Constellations Journal*.
43. Rosselete, C. (2013). Andersherum zur Losung: die Organisationsauf- "stellung als Verfahren der intuitiven Entscheidungsfindung".
44. Rupper, F. (2017). Trauma, Bonding & Family Constellations: Understanding and Healing Injuries of the Soul.
45. Scharmer, O. (2016). *Theory U: Leading from the Emerging Future (2nd ed.)*. Oakland, CA, USA: Berret Koehler Publishers.

46. Schlotter. (2005). Vertraute Sprache und ihre Entdeckung: Systemaufstellungen sind kein Zufallsprodukte. *der empirische Nachweis*.
47. Sparrer, I., & Varga von Kibed, M. (2005). Ganz im Gegenteil.
48. Stam, J., & Hoogenboom, B. (n.d.). Systemic Leadership. *The Netherlands*.
49. Tener, C. (2013). Organizational constellations: Facilitators' perspectives. *PhD Dissertation*.
50. Ulsamer. (2005). The Healing Power of the Past: A New Approach to Healing Family Wounds. 99.
51. Wade, H. (2004). Systemic working: the constellations approach. *Industrial and Commercial Training*.
52. Weber, G. (2002). Organizational Constellations: Basics and Special Situations.
53. Zeleny, M. (2021). Entering the age of accelerated change: In search of equilibrium. *Human Systems Management* , 3.

Annex 1 – Business analytics as currently available

Table 1: High-end weddings

9.7.2022	Viktorija & Nino	Zagreb: Rooftop	
12.7.2022	Nicole & Dylan	Crveni otok: Hutterott dvorac	
5.8.2022.	Zoe & Brian	Dubrovnik: M. Braća + Sunset b.	
27.8.2022.	Ivana & Philip	Dubrovnik: Samostan + Lovrijenac	
26.11.2022	Zagreb	Nina & Dario	200

Table 2: Regular weddings

31.5.2022.	Jack & Kelly	Dubrovnik: Sponza + Koraceva k.	50
11.6.2022	Matea & Kyle	Dubrovnik: Sv.Vlaho & Arsenal	120
18.6.2022	50th birthday Marian	???	100
24.6.2022	Megan & Sean	Park Orsula amfiteatar + Sheraton	30
26.6.2022	Sarah & Camden	Dubrovnik: Visnjica	30
30.6.2022	Marlee & Tomislav	Komarna: Terra Madre	100
1.7.2022	Laura & Fergus	Solta: Martinis Marchi + Sismis	30
2.7.2022	Marijana & Filip	Split: Villa Dalmacija	
8.7.2022	Kat & Sal	Dubrovnik: Sponza + Um. Gal.	
10.7.2022	Rania & David	Dubrovnik: Sponza + Neptun	
23.7.2022	Jo & Mark	Dubrovnik: Sponza + Sunset beach	
24.7.2022.	Wendy & John	Dubrovnik: Sponza	
10.8.2022.	Mira & Varg	Dubrovnik: Visnjica + Koraceva k.	
29.8.2022.	Carissa & Jared	Dubrovnik: Sponza + Lazareti	30
15.9.2022.	Kerrie & Ronan	Dubrovnik - Višnjica i Lazareti	70
1.10.2022.	Ali & Colm	Dubrovnik/Lopud: Lafodia	130
TBA	Kerrie & Ronan	Dubrovnik: ?	50

Table 3: Elopements

13.4.2022.	Marie & Enda	Dubrovnik: Park Orsula	2
22.4.2022.	Joanna & Chris	Dubrovnik: Park Orsula	2
12.5.2022.	Amy & John	Dubrovnik: Petka viewpoint	2+djeca
2.9.2022.	Marko & Gracija	Dubrovnik - Trsteno La Villa	12
7.9.2022.	Anna & Sean	Dubrovnik - Park Orsula i 360	2
17.11.2022	Emma	Dubrovnik: Sponza	2