

# integralMENTORS

**Worlds of Praxis** – Working Paper [010] :: August 2012  
 Jock Noble - augMentor integralMENTORS

"Do not depend on the hope of results. . . you may have to face the fact that your work will be apparently worthless and even achieve no result at all, if not perhaps results opposite to what you expect. As you get used to this idea, you start more and more to concentrate not on the results, but on the value, the rightness, the truth of the work itself . . . you gradually struggle less and less for an idea and more and more for specific people . . . In the end, it is the reality of personal relationship that saves everything" – Thomas Merton

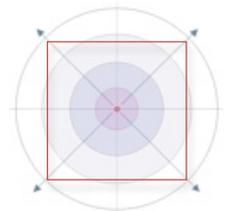
## Quadrants and stages in use in Praxis

These diagrams give an insight into how discussions with various individuals and groups in the organisation are related to worldviews and beliefs, And are based on observations of the work of a number of organisations of varying sizes - always contextual , but here illustrated as a generality to make the point.

"The diagrams below depict the kind of levels that may be typical in each of the four quadrants for people within the named structures. The two left hand quadrants of each chart describe the worldviews of 'me' and 'we' – our group and how 'I' or 'we' see the world; and the two right hand quadrants describe 'it' as in, "what do I perceive is available to me" and 'its' being "what is available to us".

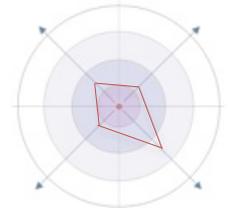
### Individual Donor

As a donor, I believe that I can make a difference in the life of at least one person, I have the support of the community, and the individual resources to contribute and through iNGO a framework to provide financial support.



### iNGO (Headquartered in 'developed' country)

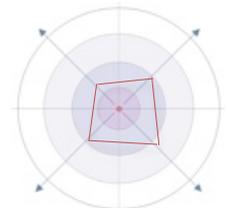
As an individual staff I believe there is not much I can do, also our effectiveness is determined by the Country Office, but at least we can generate funds and try to disburse them effectively. The staff in our Country Offices and in the field are often non responsive and seem to be of questionable competence. I am not sure how much money donors give ends up in the field or of the results that are achieved. By and large we are all confined by our system, policies and processes which are beyond our control.



### Country Office

There is not much I can do as an individual; I am caught between the expectations of Headquarters, the realities of the field and the confines of our systems. Our other staff feel the same. It is hard to attract and retain good staff and field staff often lack the competence to be effective and realistically trying to get outcomes from the communities we work in is very challenging even if we had the right staff.

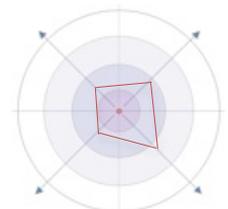
At least we have large material resources and can send money and staff to the field so all we can do is to trust the process and do what we need to, to keep our jobs.



### Field Office

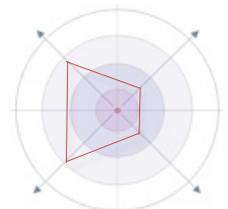
There is not much I can do as an individual; I am caught between the expectations of Headquarters staff and our own hierarchy and the confines of our system. Our other staff feel the same. Often I feel I lack the competence to know what to do so I do what I am told to do. The communities we work in are very challenging are uneducated, lazy, unmotivated and have many health and other issues, there is a lot of corruption and people often don't know how to work together.

At least we have large material resources and can send money and staff to the field so we can just trust the process and do what we need to, to keep our jobs.



### Community

There is a lot I could do if only I had the resources and training. Our community is the same, people are prepared to work together for a better future if they have a chance. We are not sure how the NGO operates they seem to have their own agenda but if we try to understand what they want from us then in the short term we are bound to get some resources that will help us in some way. (What is significant here is that the community is inclined to adjust its world view to align with the limited short term world view of the NGO and which reinforces the NGOs view of the limitations of the community.)



"Hope is definitely not the same thing as optimism. It is not the conviction that something will turn out well, but the certainty that something makes sense, regardless of how it turns out. In short, I think that the deepest and most important form of hope, the only one that can keep us above water and urge us to good works, and the only true source of the breathtaking dimension of the human spirit and its efforts, is something we get, as it were, from "elsewhere." It is also this hope, above all, which gives us the strength to live and continually to try new things, even in conditions that seem hopeless as ours do, here and now". Vaclav Havel.

\*with input from Paul J van Schaik – Director iMentors