



# THE DEFINITION OF A SHIFTMAKER



Source : Butterfly&CO

## What is a Shiftmaker?

We are invited to transform both the human and the organisational levels. The new forms of organisation that are emerging, such as the liberated company, holacracy and enterprise 3.0, are examples of this.

To lead these transformations and to face the new paradigms of our time, organisations need new types of professionals. They are the Shiftmakers who are able to manage complexity and be ok in the chaos.

The Shiftmaker is a professional capable of understanding, diagnosing and accompanying in a perspective of sustainable and integrative transformation:

- an individual and a group with its personal, professional, managerial, emotional, psychological and spiritual dimensions

AND

- an organisation with its challenges, its business models, its processes, its value creation and its environment.

The specificity of the Shiftmaker is that he will be able to adapt his cursor between the 'psychological' and the 'organisational' with agility and with professionalism. He will combine a psychological and an organisational support in an integrative approach. (The integrative approach aims to reconcile paradoxes, to enter into a logic of 'and' whenever we are tempted to say 'or').

He is a "professional".

The professional is able to theorise his practice and to practice his theory with awareness. This is in contrast to the amateur who may well achieve the same result but without any awareness of what he has done or the strategy he has used. The amateur therefore runs the risk of making a mistake or of being unable to duplicate his feat. The incessant yo-yo between theory and practice pushes the professional to be more clear-sighted and therefore more efficient.

## Shiftmaker is not a profession but it's a posture

Everyone can therefore be a Shiftmaker in their own capacity, in their own job or outside the organisation. The Shiftmaker can therefore be a director, a manager, a project manager, an operational person, an HR person, an internal or external coach, etc.

A professional posture includes:

- professional knowledge (knowledge, concepts, experiences, ...),
- professional practices (behaviour, roles, ...),
- and attitude.

To define it differently, a professional posture is the acquisition of many values, combining knowledge, know how and skills.

Such a posture is the result of a personal journey. Through their existential, spiritual or historical experiences, each person experiences ruptures, changes and trials, which are the occasion for the construction of their identity and their quality of being. The course of existence places each human being in a fundamentally new position with regard to life, in the sense that it is an invitation to open up to oneself, to one's own limits.

Beyond the path of life, posture is a voluntary and engaging process of decisions, choices and stances. The posture of the Shiftmaker is reflected in, among other things :

- a way of relating to oneself, to others and to the world, a moral and ethical attitude,
- an awakening, an awareness, a lucidity,
- a capacity to move and adapt,
- a humanistic listening,
- an opening of the heart,
- an integration of knowledge,
- a humility,
- a propensity to dare and to experiment.

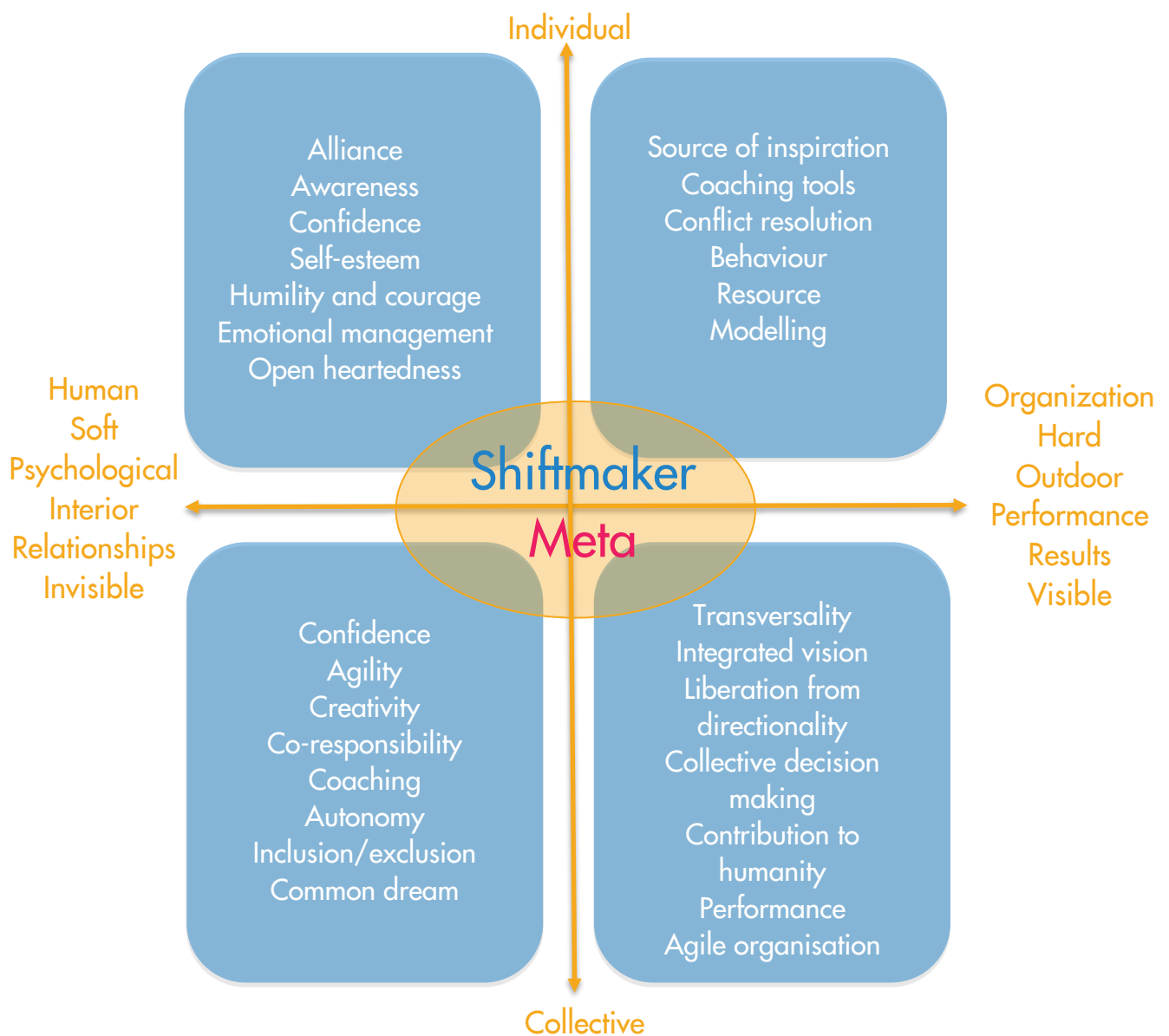
Driven by a particular vision of the New World and aware of the challenges to be met, the Shiftmaker is not a militant! He or she will exercise the shifts from a low position, which we believe is a prerequisite for the transformations to take place.

## The shiftmaker and the META position

In the diagram below, the Shiftmaker supports a central position while surveying the four quadrants:

- he relies on know-how and interpersonal skills that it has integrated and experienced,
- he accompanies the individual and the team,
- he understands the human and organisational issues.

He is like a spinning top or a lighthouse whose light sweeps the environment at 360°. He knows how to take a meta position at any time. This means that on the one hand, he must be able to take a step back and take their eyes off the wheel AND on the other hand, he must be sufficiently clear about their own frames of reference to be able to accept those of their colleagues in order to work together on proposals, solutions, ideas, visions and objectives.

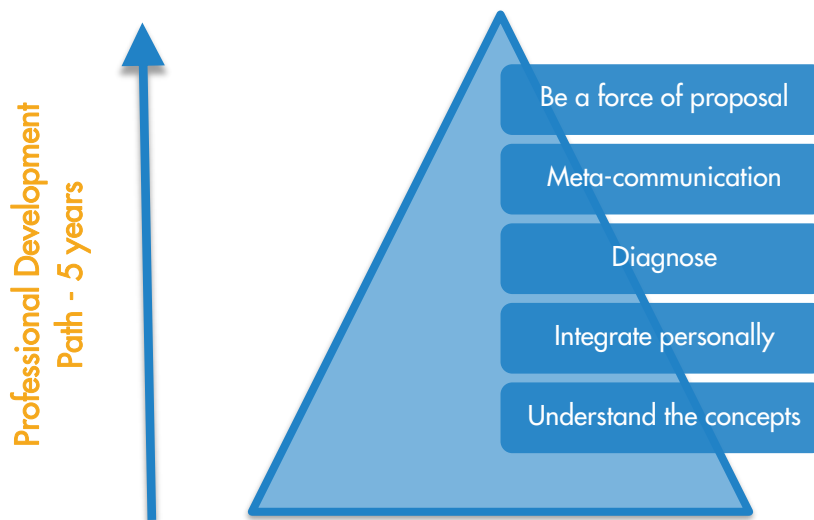


## The shifmaker and the 4 quadrants

The Shiftmaker develops each quadrant in a conscious and integrated way through different skills and competencies.

Let's be careful here with regard to his skills: it is not a question of having already acquired them in order to be a Shiftmaker. No, the Shiftmaker is on his way, he is working towards these skills, he is 'looking' at what is present and what needs to be developed. He engages in a continuous learning process.

Moreover, it is not only a question of integrating them for himself but also of being able to accompany them, i.e. to create sufficient conditions for them to be generated in others, in a group or in an organisation. This implies an ability to :



So, in the upper left quadrant :

- he is able to create the alliance,
- he develops confidence and self-esteem,
- he demonstrates humility and courage,
- he manages his emotions,
- he is constantly raising his level of consciousness,
- he adopts a personal posture of authenticity,
- he keeps his heart open

the lower left quadrant, the Shiftmaker will favour within a group :

- the creation of trust,
- the agility and the ability to bounce back (situational intelligence),
- a culture of co-responsibility,
- an autonomy,
- the creativity,
- a coaching culture,

- the collective competence to include and decline a group member quickly,
- the emergence of a common dream that is greater than the sum of its parts,
- a culture centred around values that serve humanity rather than self-centredness and stasis.

In the upper right quadrant, the Shiftmaker :

- adopts behaviour that proves to be inspirational to others,
- coaches with the support tools at his disposal,
- regulates conflicts,
- models what he says through his behaviour,
- behaves as a resource person: he/she presents the issues, defines the rules (protection, permissions), generates a dynamic appeal, supports, listens, welcomes proposals, optimises decisions, etc.

Finally, in the bottom right-hand quadrant, the Shiftmaker will promote within the group and more globally within an organisation :

- operation through transversality,
- an organisation free from directionality,
- the creation of a common long-term strategic vision,
- the ability to decide collectively,
- performance,
- agility,
- contribution to the greater good and to humanity, in particular enables the organisation to offer efficient and innovative products with a positive impact on Nature and People.

We will not develop each of the concepts in this sheet but refer the reader to the other theory sheets for more information.