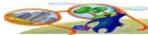


# Kantor

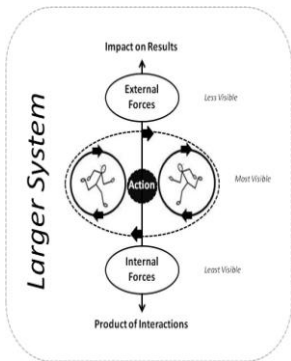
# 4 Player Model

# Inside Moves

2003 Copyright D. Kantor from [Inside the Family](#)



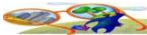
*A product of Strategic Model Building*



## “Inside Moves”

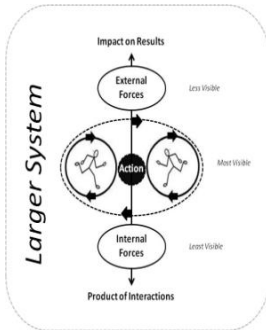
Where the action is in Kantor’s Structural Dynamics!

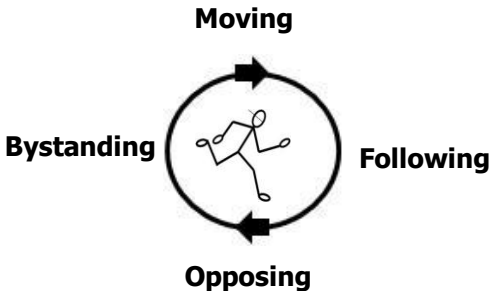
Structural Dynamics is a powerful language for observing, coding and describing all communications that take place in face to face relationships.



## Structural Dynamics

Structural Dynamics is a powerful language for observing, coding and describing all communications that take place in face to face relationships. The “structure” in Structural Dynamics refers to a specific set of clearly describable forces, some more visible than others, that explain the nature of communications and why individuals happen to communicate the way they do, differently from others. The “dynamic” in Structural Dynamics refers to both the ordinary and the dramatic patterns that result whenever two or more people with different structural preferences come together in meaningful relationships. Structural Dynamics has the capacity to explain why groups of people succeed and fail in understanding one another, how they express their differences and resolve their conflicts, and why and how their behaviors change in high stakes situations





- ***Moving***  
Initiates and provides Direction
- ***Following***  
Supports and provides Completion
- ***Opposing***  
Challenges and provides Correction
- ***Bystanding***  
Observes and provides Perspective

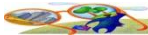
© David Kantor, © 1995



## Action Positions: Features of Disabled Groups and Teams

- Individuals get locked into a single action
- Opposers are punished by the group, or they dominate
- There are no strong Movers, or no one ever Follows a move
- The Bystander is disabled
- Individuals attach double messages to their moves
- Ritualistic and unproductive patterns of behavior prevail
- The team is unable to reach closure and produce results
- Lack of capability or flexibility to engage in all four action behaviors
- Individuals gravitate to favorite behaviors (and are type case in roles by others)
- The team cannot see itself in action and gets stuck or just “Spins.”

© David Kantor, © 1995



## Action Positions: Features of Enabled Groups and Teams

- Capability to engage in all four actions (move, follow, oppose, bystand) in observable balanced sequences
- Individuals have the flexibility to engage in more than one of the behaviors
- The group and individuals do not get caught frequently in repetitive or ritualized patterns of behavior
- The group has an active, enabled bystander function which helps is inquire and stay unstuck
- People in the group are able to make clear, rather than mixed or ambiguous moves
- The group is able to reach closure and produce results
- The team can self-correct

© David Kantor, © 1995



## Diagnosing Action Positions

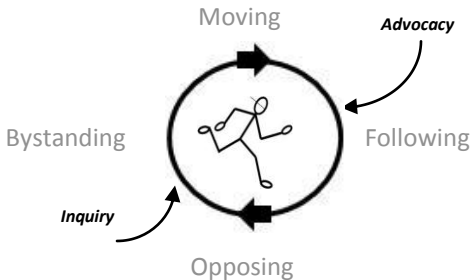
- **Strong Position:** The one you are best at, that you do most skillfully.
- **Weak Position:** The one in which you feel you have the least facility.
- **Stuck Position:** The one you make that gets you in trouble, in which you “get stuck”.

What are your Strong, Weak, and Stuck Positions?

© David Kantor, © 1995



## Action Positions: Advocacy and Inquiry

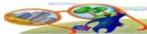




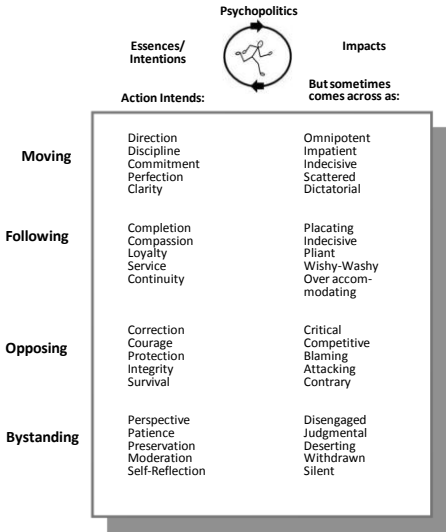
## Self-Sealing and Self-Correcting Action Positions

	<b>Self-Sealing</b>	<b>Self-Correcting</b>
<b>Moving</b>	Takes unilateral action	Jointly design action
<b>Following</b>	Go along/defer without genuine commitment	Commit to trying another's direction
<b>Opposing</b>	Unilaterally resist (overtly or covertly)	Raise differences for purposes of testing
<b>Bystanding</b>	Unilaterally assert what's happening	Test your view of what's happening

Adapted from David Kantor, © 1995



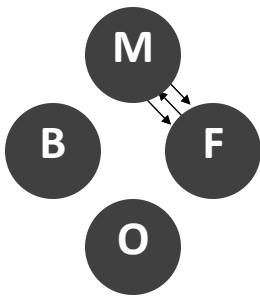
# Listening for Essences



© David Kantor, 1995



## Action Archetype: *Courteous Compliance*



*Key Sequence:*  
**Move - Follow**

### Options for Action:

#### 1. Deepen the Inquiry

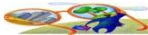
- If Leaders: Ask, "What about this do people like?"

#### 2. Bystand

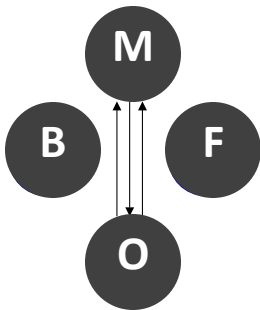
- Name what is happening.
- Point out what the group is doing and the potential traps.
- Say: "I've noticed that no one has opposed the direction of this conversation for some time. Has anyone else noticed?"

#### 3. Alternatives

- Strengthen the creative opposers and bystanders. Ask: "Does anyone see things differently?"



## Action Archetype: *Point - Counterpoint*



*Key Sequence:*  
**Move - Oppose**

### Options for Action:

#### 1. Bystand

- Point out the structure and the impact it is having.
- Encourage the group to bystand itself: "What are we doing?"
- Encourage silent bystanders - people who see but can't say what they see.

#### 2. Draw out Followers

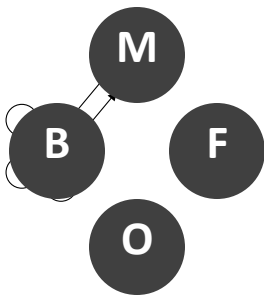
- "I know some of you support Ted. I'd like to hear your thinking."

#### 3. Go Beyond "Win - Lose"

- Point out that over-emphasis on win-lose mental models is not productive. Suggest alternatives.



## Action Archetype: *Hall of Mirrors*



*Key Sequence:*

**Move - Bystand -  
Bystand - Bystand**

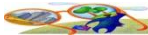
### Options for Action:

#### 1. Encourage pure, non-Bystand

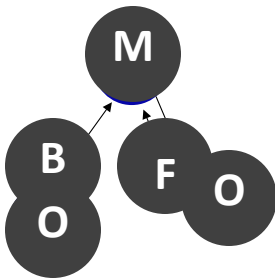
- Encourage clear “Move, Follow, and Oppose” behavior.
- Help people to say just one thing that relates to their experience.

#### 2. Move Clearly

- Re-establish control through clear Moves
- Propose a new direction for the group and test it.



## Action Archetype: *Covert Opposition*



*Key Sequence:*

**Move - Follow/Oppose.**

**Move - Bystand/Oppose**

### Options for Action:

#### 1. Clean Bystand

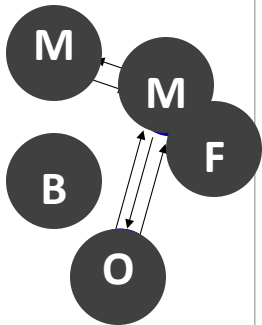
- Help the team see the structure and how it impacts their ability to produce results.
- Legitimize the opposition, and ask people to feel free to oppose in the interest of providing creative input.

#### 2. Shift Opposition from destructive to creative.

- Teach movers how to receive opposition as creative input.
- Establish ground rules which encourage opposers to speak up.
- Explore underlying mental models about conflict.



## Action Archetype: *Empowerment Paradox*



*Key Sequence:*

**Move, Move / Follow,  
Oppose-Move-Oppose**

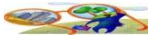
### Options for Action:

**1. Bystand:** Let leaders know you notice them saying they want empowerment but see them not letting go.

- Help the team make clear choices about what they really want
- Help them learn new behaviors which support rather than undermine the goal they select.

**2. Establish organizational and business process and structures which match the espoused power distribution system.**

- Explore underlying mental models which support or inhibit the team's ability to achieve desired results.

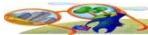


# NOTES





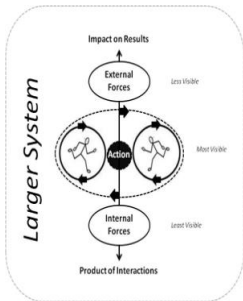
# NOTES



# NOTES



Log on to [StrategicModelBuilding.com](http://StrategicModelBuilding.com) to see all Program and Consulting Offerings behind the Where we Intervene tab.



**BC Huselton**  
**1 Clearwater Lane**  
**Hilton Head Island, SC 29926**

**Phone: 843 342 5471**

**Cell: 843 384 1975**

**[BCHuselton@gmail.com](mailto:BCHuselton@gmail.com)**

**[StrategicModelBuilding.com](http://StrategicModelBuilding.com)**

**[KantorInstitute.com](http://KantorInstitute.com)**





## **B.C. is President of Strategic Model Building, an enterprise devoted to increasing clients' competency in building and effectively using their own intervention models for change.**

B.C. has partnered with Dr. David Kantor in designing, building and field testing Change and Intervention Models using the Kantor's Meta Model for Model Building.

Dr. Kantor is a systems psychologist, clinical researcher, university professor, organizational consultant and the principal founder of Family Systems Therapy. Log on to the ([Kantorinstitute.com](http://Kantorinstitute.com))

B.C. has been a business partner in the development of the Organizational Learning Center at MIT, a member of the Design Team for the creation of the Society for Organizational Learning, Chief Operating Officer of *Dialogos* and Co-Founder of Leadership Model Building LLC with Dr. David Kantor.

He has 28 years of extensive international business experience designing and utilizing system dynamics strategies that addressed complex change and transformation. Over the last 14 years (1998-12), BC has focused his business on Leadership Model Building and the Principals and Practices of Systemic Intervention.

He has been featured in *The Fifth Discipline Field Book*, *The Systems Thinker*, *Fortune*, and a variety of news publications. He has appeared in a CNBC Profiles of America Series and PBS television specials addressing the significance of a systemic approach for planning large-scale change.

