

White Paper

January 2005



Authors:

Richard A. Pierce, Ph.D.
Co-Founder & Senior
Consultant

James S. Rowell, M.S.Ed.
Co-Founder & Senior
Consultant

Solution Focus Areas:

**Engagement / Morale
Leadership/Supervision**

*For more information, contact
Lynn Lehman at 717-512-7531,
or
Lynn@RisingSunConsultants.com*

Visit our website at
www.RisingSunConsultants.com

Rising Sun Model: “Serving Others In Reaching New Horizons”

“Rising Sun Model”

Overview: A Systems Approach to Consultation

At Rising Sun Consultants, we are committed to partnering with our clients and serving them in order to reach their highest potential. In so doing, we believe that it is important to always remember how and where it all started and to always try to connect current decisions with your original values and beliefs. Therefore, at Rising Sun Consultants, we view all consulting opportunities from a *“holistic” or “systems” perspective*. From this perspective, a “system” can be defined as a group of interrelated parts, each having some function or purpose in common. As such, each individual within the system is seen as an integral part of the larger “functional unit.” The physical, emotional, and social condition of each individual or unit is intricately interwoven with that of each other individual or unit. Neither the individual/unit nor their problems can exist independently of the other members/units within the system. All problems and symptoms are believed to be a reflection of the system’s attempt to adapt to the total context of its current environment.

From a practical standpoint, the Rising Sun Model of Consultation follows what might best be described as a deductive process in order to create a comprehensive framework for consultation. Using a deductive process such as this requires the sequential movement through a series of design phases, each phase building on the framework/content of the previous ones. For the purpose of the current model, the nine (9) sequential phases or dimensions have been identified as:

- **"Revelation"** - the inspiration upon which one bases what they think, feel and believe about leading or serving others.
- **"Ideology"** – one’s theoretical or philosophical leadership orientation.
- **"Systemic Design"** – one’s overarching leadership strategy or style.
- **"Interrelationships"** – one’s definition of the necessary and/or desired culture they wish to create through their leadership efforts.
- **"Necessities"** - important day-to-day routines and realities.
- **"Guidance"** – systems and/or structures which provide support to one’s desired culture.
- **"Schema"** - strategies for developing a comprehensive and unified implementation plan.
- **"Utility"** - a process for assessing the successful implementation of one’s overall leadership strategy.
- **"New Horizons"** - the sense of fulfillment which comes from realizing one’s leadership potential.

Being committed to serving others, Rising Sun Consultants believes strongly in the value of others and in establishing a “partnership” with the clients with whom we work. Working one-on-one with individual executives or managers, Rising Sun Consultants begins by helping our clients articulate a vision for where and how they want to see their teams/organizations grow and develop. In addition, we help our clients to clarify a set of values for working with their staff/organizations and to identify various individual and group strategies for engaging and developing others.

At Rising Sun Consultants, we also believe strongly that in order to be successful, every individual involved with the process needs to have some level of understanding and input into all aspects of the system. *Stakeholder involvement* and buy-in is absolutely critical to maintaining a healthy and productive system. The further one is from the center of the *Rising Sun*, the greater the need for purposeful involvement and buy-in. It seems that the further from the top of the organization one gets, the less they know, understand, or believe. There is a tremendous disconnect within organizations today regarding what they stand for or where they are going. Employees need to have the opportunity to have input and involvement.

Finally, at Rising Sun Consultants we believe that it is the responsibility of the “Rising Sun Leader” to shed light on the entire system through an attitude of *service to others*. Leaders who care for people and hold high standards for behavior, performance, and attitudes are seen as inspiring and motivating. These leaders are seen taking risks and reaching out to people. They are the leaders who see something in others that most refuse to see. These leaders allow room for mistakes and risks; they provide support and resources along with positive coaching and strong feedback that helps to build people up.

Process: Serving Our Clients

As suggested above, Rising Sun Consultants views all consulting opportunities from a *holistic or systems perspective*. Working in partnership with our clients, we utilize the *Rising Sun Model* to work through a process of *assessment, analysis, design, implementation, and evaluation*. This is true regardless of whether we are providing services to our clients through *Organizational and Culture Development, Executive/Management Coaching, Program Evaluation and Development*, and/or the delivery of *Human Development Workshops/Seminars*. This process allows us to customize all our services to address the specific issues and/or needs of the particular client we are partnering with at the time.

Assessment

Working through the *Rising Sun Model* one dimension at a time, Rising Sun Consultants asks clients a series of assessment questions for each of the dimensions. The purpose of such questions is helps clients articulate their thoughts, feelings, values and beliefs in such a way as to highlight that which is most important to them. Following the deductive process, both the dimensions, as well as the corresponding questions, transition from broad-based, big picture, philosophical issues to more narrowly focused, day-today, operational issues and concerns.

Analysis

Based on answers to the individual questions, Rising Sun Consultants interprets the client’s position or status in each of the nine (9) dimensions. The purpose of this analysis is to help determine where, if at all, our clients need our help, support and/or intervention.

Design

Working in close partnership with our clients, Rising Sun Consultants designs an implementation program based on our analysis of the client’s position or status in each of the nine (9) dimensions. As suggested above, using a deductive process requires the sequential movement through a series of design phases/dimensions, each phase building on the framework/content of the previous ones. Therefore, if there is weakness in one dimension, it will affect the status of each of the dimensions which follow. The key is to identify the appropriate point of intervention, if any. Our goal is not to create work for ourselves by suggesting the need for intervention at all nine (9) dimensions, but rather, to assist clients in identifying those dimensions which they are strong in and those in which they might need some assistance. What is most important, however, is that our clients understand the sequential, deductive nature of the dimensions.

Implementation

Based on the client’s desired timeline, Rising Sun Consultants provides whatever level of support (i.e., *Organizational and Culture Development, Executive/Management Coaching, Program Evaluation and Development*, and/or the delivery of *Human Development Workshops/Seminars*) is necessary in order to help the client successfully implement the strategies and/or plan developed in the design phase. Once again, our goal is not to create work for ourselves, but rather, to assist our clients in building the capacity to carry out the interventions on their own. In fact, if successful, our ultimate goal is to work ourselves out of the picture.

Evaluation

Based on decisions/strategies determined during the early part of the design phase, Rising Sun Consultants works closely with our clients to implement an evaluation process to determine: 1) whether or not the implementation was carried out the way it was designed, and 2) to what degree the implementation was successful in doing what it was designed to do. The primary purpose of program evaluation is to provide information for future decision-making regarding program continuation, as well as new program development. As in all learning organizations, program evaluation and development is a critical key to success. In order to maintain a high level of success, there needs to be continuous evaluation of all programs/strategies that the organization implements.

Summary: Reaching New Horizons

By way of review, Rising Sun Consultants views all consulting opportunities from a *holistic or systems* perspective. Using a *deductive process*, Rising Sun Consultants helps our clients work through a series of design phases in order to better understand and develop their overall system. Focusing on our commitment to servant leadership, Rising Sun Consultants places strong emphasis on appropriate *stakeholder involvement* from the very first step. We believe strongly that it is the responsibility of the *Rising Sun Leader* to shed light on the entire system through an attitude of *service to others*.

In utilizing our model, our clients will ultimately find themselves in the position of experiencing or reaching *new horizons* - the sense of fulfillment or satisfaction which comes from realizing one's potential.

Nine Dimension's of the Rising Sun Model

Revelation

Everything we do in life is based on what we think, feel, and believe. Whenever we make decisions, take a new direction, change what we are currently doing, or create something new, we must first be inspired by something or someone. In the Revelation dimension of the Rising Sun Model, you determine what the deepest, most underlying beliefs are that inspire or cause you to act. In this dimension we ask the question, “What is it that inspires you to focus your attention on a specific desire or change at this point in time.”

Webster's dictionary defines revelation as “an act of revealing to view or making known; an enlightening or astonishing disclosure; a pleasant often enlightening surprise.” In this first dimension of the Rising Sun Model, we bring forward, what once might have been unknown, to what is now known. Revelation identifies what the root motive is for your action.

Ideology

Webster’s Dictionary defines ideology as, “a systematic body of concepts especially about human life or culture; a manner or the content of thinking characteristic of an individual, group, or culture; the integrated assertions, theories and aims that constitute a sociopolitical program.” In the Ideology phase of the Rising Sun Model we ask the question, “Given what you said inspired you to action, what guiding principles or beliefs do you hold to be true about the action?”

We all have a set of values and beliefs that drive and motivate our actions. Once you articulate these values and beliefs and align them with what inspires you to action, you are ready to begin defining a vision of what your action looks like. Based on the root motives for your actions that were revealed in the Revelation dimension, you then need to determine the core values, beliefs, guiding principles, and philosophies that support and give meaning to your revelations. This is a critical phase in your thought process. Without understanding your core values, beliefs, guiding principles, and philosophies, you will have a difficult time aligning your actions and decisions with what you believe.

Systemic Design

Once you articulate your values and beliefs and align them with what inspires you to action, you are ready to begin defining a vision of what your action looks like and the strategies for how you will get there. Webster’s Dictionary defines vision as, “the act or power of seeing; the special sense by which the qualities of an object (as color, luminosity, shape and size) constituting its appearance are perceived and which is mediated by the eye.” In this dimension of the Rising Sun Model we begin to bring clarity to what your actions will look like and result in. Traditionally this is what we would call a vision statement. We begin to develop your values and beliefs into something that you can act on.

This leads us to the second aspect of Systemic Design – our overarching strategies. Webster’s Dictionary defines strategies as, “a careful plan or method; the art of devising or employing plans toward a goal; an adaptation or complex of adaptations (as of behavior, metabolism, or structure) that serves or appears to serve an important function in achieving evolutionary success.” This aspect of the Systemic Design dimension helps you to create a set of overarching strategies. This is the first step in creating a road map toward seeing how your vision will be realized.

It is critical during this phase to answer the question, “Now that you have described your inspiration and ideology, what would you envision your actions to look like?” In order to successfully move past the first three dimensions of the Rising Sun Model, it is important to have a clear vision along with an overarching set of strategies to support the vision. All of this, in turn, must naturally be aligned with your values and beliefs.

Interrelationships

With every decision, new direction, change, or new creation there are various components that must relate to each other. For example, there are typically various people, structures, and systems involved. The Interrelationships dimension of the Rising Sun Model addresses the mutual relationships between these various components. This dimension addresses the question, "Given our vision, how would we describe our culture, particularly in terms of the relationships among and between its various components?"

The Interrelationships dimension is a critical step in defining and developing the culture needed to support the success of the action. With every action and in every organization there is culture. The interesting question is whether or not the culture was created intentionally and methodically or was it left to chance. The Interrelationships dimension suggests taking the time to intentionally and methodically define what the necessary and desired culture will be to support the action. It is also at this time that we ensure that the desired culture is aligned with your values and beliefs and that your overarching strategies are also consistent with the desired culture.

Necessities

"Given both our vision and culture, what do we see as the necessary day-to-day routines or realities?" In the Necessities dimension of the Rising Sun you begin to delineate specific day-to-day functions that will help to ensure your success. It is here that you map out specific strategies, rituals, traditions, techniques, and policies. This dimension is so important to developing culture.

It is in the day-to-day operations that a culture is created, maintained, and regenerated. It is of no value for a leader to have a great vision of the culture if they are not able to articulate it so that the people involved in the day-to-day operations can implement what is necessary to see the vision become reality.

You need to start clearly articulating what specific people will do and how they will do it in order to see the vision to fruition. You can think of the Necessities dimension as those daily routines needed in order to make the primary function of the action or organization occur.

Guidance

The Guidance dimension of the Rising Sun Model is similar to the Necessities dimension. This dimension requires specific strategies and clearly articulated ideas concerning the necessary functions and roles to support the success of the day-to-day routines.

The Guidance dimension focuses on determining the educational, training, people, financial, facilities, and material resources, needed to provide the support for the daily operations to function effectively. Here we ask the question, “Based upon our stated cultural realities, what systems or structures might we establish in order to support the ongoing development of the action?” You can think of Guidance as those support mechanisms or secondary functions needed in order to make the primary function of the action or organization occur.

Schema

The Schema dimension of the Rising Sun Model is one of the more important and often one of the first areas to be overlooked. It is here that we ask, “What strategies need to be in place now, and in the future, in order to ensure the successful implementation of the action?” This is the dimension where a comprehensive implementation plan is developed. Goals, objectives, and action plans are created to help the action move forward toward success.

The concepts of change and transition must be considered in this dimension as well. A comprehensive implementation plan needs to include goals and strategies, but also needs to include how to involve stakeholders in the development and implementation of the action. When people are involved in the process from all areas of the organization or team, they tend to invest themselves in the action thus producing a greater likelihood that the action will succeed. The contents of this plan and how the plan is implemented should be consistent with the values, beliefs, and overarching strategies discussed in previous dimensions.

Utility

Webster’s Dictionary defines utility as, “fitness for some purpose or worth to some end; something useful or designed for use.” Rising Sun Consultants defines the Utility dimension as, “the process for assessing and evaluating the successful implementation of the overall strategy.” The combination of the two definitions creates the concept that assessment and evaluation are important; however, what is more important is the use of the assessment and evaluation. Utility is more than simply assessing and evaluating the strategies and progress, it is the actual use and implementation of the information.

Many organizations collect data and sometimes evaluate the data. Where most organizations fall short is in the actual use of the data. Assessment and evaluation are only useful when the data is used to make decisions regarding programs. Leaders need to make decisions based on accurate and useful data. This information allows leaders to determine whether a program, action, or organization is meeting the desired values, strategies, goals, and objectives. The Utility dimension addresses the question, “Given our current strategies, how do we plan to assess both the implementation and success of the action?”

New Horizons

Finally, the New Horizons dimension of the Rising Sun Model is what we believe to be the most exciting and most overlooked dimension in organizations. This dimension is synonymous with the concept of celebration. When you think of celebration, however, you typically think of only the positives. People usually think of celebrating the successes. Rising Sun Consultants believes that there is equal value in celebrating the failures as well as the successes. The New Horizons dimension asks the question, “Given the hard work and dedication to make the action a reality, how might we celebrate both our successes and failures along the way?” It is in answering this question that you will help sustain any and all actions that occur within your organization.