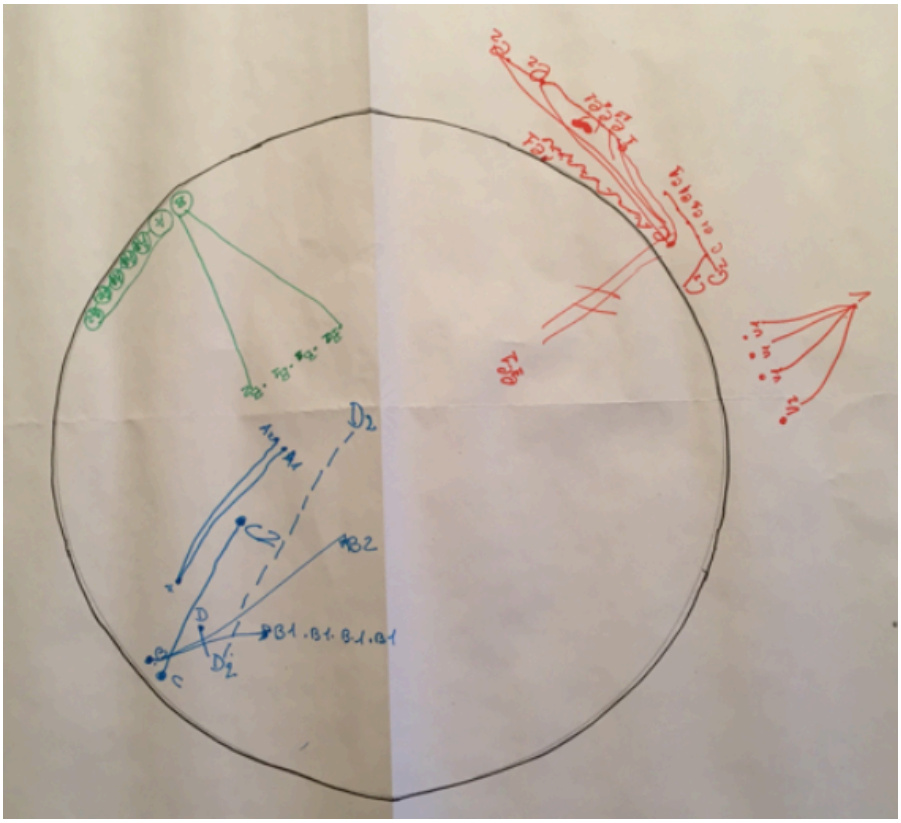
A Psychosocial Centre and Its Working Groups

The organisation is a psychosocial centre for minors with severe personality disorders and serious neurological impairments. It provides assessment, educational support, rehabilitation and care through a day programme and two residential services. The staff includes educators, social workers, psychologists, nurses and coordinators. A period of consultation and supervision was offered to help staff reflect on their work and on the relationships between professional teams.

The DSVO (Organisational Organizational Space Drawing) was proposed as a simple visual method: each participant draws the organisation as a space and places people, groups, roles and relevant forces inside or outside it. Distance, proximity, boundaries, arrows, barriers and empty spaces may express how the organisational field is experienced. Dashed lines represent weak relationships, continuous lines represent positive relationships, and continuous lines crossed by two short lines represent negative relationships. The drawing is not interpreted as a psychological test; it is a starting point for collective reflection. The drawing is not interpreted as a psychological test; it is a starting point for collective reflection.

The DSVO produced the following picture:



• **RED UNIT** Residential service for adolescents with severe personality disorders	• **GREEN UNIT** Day programme for minors with complex behavioural and relational needs	• **BLUE UNIT** Residential neurorehabilitation service for minors with serious brain injuries

The red unit appears close to the organisational boundary and points towards management (in the middle of the center). The green unit is drawn as a compact cluster. The blue unit is represented by several members positioned at a distance from one another, with arrows connecting some of them. The drawing also shows limited direct links between the three units. These are descriptions of the drawing, not yet interpretations.

Members of the red unit used statements such as:

"We are afraid that we are being divided into good and bad groups. They cannot think of us as one united group: divide et impera."
"There are informants who use other people's mistakes to report them to managers."
"We cannot do anything until the organisation changes its managers."
"When the previous director was here, collaboration was different; today we are treated like numbers."

Question

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Which dynamics may be operating inside each unit and among the units?

Task: Develop a group-level reading of the case. Distinguish observations from interpretations and identify what further information would be needed to test your hypotheses.