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THEORETICAL MODEL OF CONFLICT RESOLUTION IN BRAZILIAN NAVIGATION COMPANIES THROUGH THE SYSTEMIC ORGANIZATIONAL CONSTELLATION - A PROPOSAL

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Abstract. This article is a first effort to seek to create a customized theoretical model to be applied in the Maritime Industry for a solution of organizational conflicts of a service company of maritime support vessels through a systemic tool. This model is derived from the self-composed conflict resolution technique called Systemic Organizational Constellation developed, initiated by Bert Hellinger. Its writing was supported by a theoretical bibliography on the use of applications of this technique, collected, between the years 2014 to 2020, from the electronic bank of scientific literature existing in Google Scholar using specific syntaxes. Use the content analysis method, under a Family Constellation matrix, for crossing theoretical academic papers on types of Constellations and on Maritime Support Companies to identify functional resources related to an industry company and suitability for performance. of the participants directly or indirectly involved in the process of an Organizational Constellation. As a result, create a model of the model still totally empirical; make a discussion about its validity by using focal groups and its employability in the company in this area. As a conclusion, understand that it is a pioneering model, personalized, personalized and ready to be tested in some maritime support company for proper assessment and verification of the adjustments that are used.

Keywords: Organizational Constellation; Maritime Support; Organizational Conflicts.

MODELO TEÓRICO DE RESOLUÇÃO DE CONFLITOS EM EMPRESAS DE NAVEGAÇÃO BRASILEIRAS ATRAVÉS DA CONSTELAÇÃO ORGANIZACIONAL SISTÊMICA – UMA PROPOSTA

Resumo. Este artigo é um primeiro esforço para se buscar construir um modelo teórico customizado a ser aplicado na Indústria Marítima para a solução de conflitos organizacionais de uma empresa de serviços de embarcações de apoio marítimo através de uma ferramenta sistêmica. Este modelo é derivado da técnica de resolução de conflitos auto-compositiva denominada Constelação Organizacional Sistêmica desenvolvida, inicialmente, por Bert Hellinger. A sua redação apoiou-se em Bibliografia teórica sobre o uso de aplicações desta técnica levantadas, entre os anos de 2014 a 2020, do banco eletrônico de literatura científica existente no Google Acadêmico com o uso de sintaxes específicas. Utilizou-se o método de análise de conteúdo, sob uma matriz de Constelação Familiar, para o cruzamento de trabalhos acadêmicos teóricos sobre tipos de Constelações e sobre Empresas de Apoio Marítimo para identificação de características funcionais necessárias em uma empresa do setor e respectiva adequação para os papéis existentes dos participantes envolvidos diretamente ou indiretamente no processo de uma Constelação Organizacional. Como resultado, tem-se a construção do modelo ainda totalmente empírico, faz-se uma discussão sobre a sua validade através de grupos focais e a sua empregabilidade em empresas desta área. Como conclusão, entende-se que é um modelo pioneiro, robusto, customizado e está pronto para ser testado em alguma empresa de apoio marítimo para a devida avaliação e verificação dos ajustes que sejam necessários.

Palavras-Chaves: Constelação Organizacional; Apoio Marítimo; Conflitos Organizacionais

MODELO TEÓRICO PARA LA RESOLUCIÓN DE CONFLICTOS EN LAS COMPAÑÍAS NAVIERAS BRASILEÑAS A TRAVÉS DE UNA CONSTELACIÓN ORGANIZACIONAL SISTÊMICA - UNA PROPUESTA

Resumen. Este artículo es un primer paso hacia la construcción de un modelo teórico personalizado que se aplica en la industria marítima para la solución de los conflictos organizativos de una empresa de servicios de apoyo marítimo a través de una herramienta sistémica. Este modelo se deriva de la técnica de resolución de conflictos autocomputada llamada Constelación Organizacional Sistémica desarrollada inicialmente por Bert Hellinger. Su redacción se apoyó en una bibliografía teórica sobre el uso de esta técnica, compilada entre 2014 y 2020 a partir del banco electrónico existente de literatura científica Google Scholar con el uso de sintaxis específica. Se utilizó el método de análisis de contenido, basado en una matriz de Constelaciones Familiares, para la intersección de trabajos académicos teóricos sobre tipos de Constelaciones y sobre Empresas de Apoyo Marítimo para identificar las características funcionales necesarias en una empresa del sector y su idoneidad para los roles existentes. de los participantes involucrados directa o indirectamente en el proceso de una Constelación Organizacional. Como resultado, la construcción del modelo sigue siendo totalmente empírica, y su validez se discute con el uso de grupos de discusión y su empleabilidad en la empresa en esta área. En conclusión, se entiende que se trata de un modelo pionero, robusto y personalizado, y que está listo para ser probado en alguna empresa de apoyo marítimo para la evaluación y verificación de los ajustes necesarios.

Palabras clave: Constelación Organizacional; Apoyo Marítimo; Conflictos Organizacionales

Introduction

The people who make up the organization become more important because they are highly interrelated, since "companies and our profession continue to be largely incorporated into the achievements of our lives, serving and obeying them" (Hellinger, 2014, p. 8). Thus, relationships in this organizational environment must be optimized and organizational conflicts (or disputes) must be managed, mitigated, or resolved in a way that effectively concerns this solution.

In this specific universe of people, modern organizations look for means so that strategic and operational objectives and goals can be achieved by these same people for their own survival. Therefore, it is a great challenge to maintain programs or activities that result in the employee "feeling motivated and valued by the Organization" (Oliveira, 2019, p.42).

Among the efforts made in this perspective is the adoption of auxiliary methods of conflict resolution, which are inserted in Systemic Law, in the search for "a more adequate solution to the conflict, considering the peculiarities and specificities" (Lacerda, Coelho & Telles, 2018, p. 326), corroborated by Lins (2019, p. 6.) who establishes that "Systemic Law will address the conflict in a more humanized way, visualizing the situation in its totality and exclusivity."

Systemic Law has acquired a relative importance in the business environment due to the results it has obtained when addressing non-judicial methods of conflict resolution. At this stage, the figure of the Family Constellation arises and "under the organizational aspect, the application of this technique is called Organizational Constellation (SOC)" (Barro, 2019, p. 106), because its systemic principles "*help the organization to carry out different self-regulation practices and to have a functional logic, intervening there in the organization from the people to the activities that operate within it*" (Salamanca 2019, p. 10).

From this point of view, the people and the organization act together dynamically under a functional point of view and a system is reached, which is in an organization, thus ensuring the applicability of a SOC for this purpose. Peliozzi (2017, p. 106), demonstrates the complexity and richness of this system by establishing that "within a system, habits and conditioning are formed, learned from the environment and the functioning of relationships, events in the order of growth (in)sufficient, recognition of needs and affections."

When a SOC is developed within a company, it is attempted to have a balance of forces between its participants for the success of the organization, because there is a distributed influence for a better result of the leaders and of the organizational system itself (Burchadt, 2015), because situations arise...

"Such as coercion, competition, rejection, exploitation, abuse of power, use of scapegoats, victimization, non-recognition of the merits of the founder, neglect of dismissed or excluded employees, lack of support from hierarchical superiors or material resources to achieve business objectives, the risks to workers' health and especially intra-systemic personal relationships" (Lacerda, 2017, p. 11).

The organization of maritime vessels is part of the maritime industry and presents specific conditions in which organizational conflicts arise due to the peculiarity of the activity on the high seas (Segnini, 2019) and the efficient support it must receive from the areas located in his office. All this activity is carried out with the main objective of complying with the clauses of a service contract carried out by the ship, which in this way provides services to a

specific contractor that offers them. This activity is considered high risk, developed in an aggressive and very stressful environment, in which a social group is maintained in long periods of shipment and confinement (Julião, 2018). From this point of view, it is imperative that there are no conflicts between the members of this company, or if there are, they must be resolved or managed before the boarding of these crew members and, if they occur during the development of the work, there must be the capacity for adequate management by the organization's administration. As an expected result, understanding, improvement of the relationship between people, the focus and emotional stability between all areas of the company should prevail.

The purpose of this article is to answer an innovative research question on the possibility of building a theoretical model for the application of SOCs in the organizational fabric of a company in the segment of maritime support navigation. It is pertinent to suggest its application in the rare moment when the two groups of employees, both those who work in the office and those who work aboard seagoing vessels as crew members, are together and with time available for a positive discussion about existing conflicts.

This moment is a pre-boarding meeting of the crew inside the company office, with the expectation of “facing the problem and finding effective and peaceful solutions” (Céspedes, 2017, p. 9) or even implementing or promoting at least an improvement in the relationship (Pereira, 2018) of the crew with the shore team prior to the operation of the ship by this maritime team.

Interest in research is justified by its temporality and its relevance is imposed by the scarcity of scientific works published in Academic Literature, which seek to establish a specific tool for the solution of organizational conflicts in maritime companies through a systemic solution, giving an innovative and unconventional approach to this academic work.

This exploratory research, with a qualitative approach, carried out exclusively through electronic bibliographic sources, is based on virtual publications on the subject of the research question. The deductive method is used with the support of the content analysis tool to generate and conjecture about the applicability of a specific SOC model in the organizational environment of a maritime support company. This environment is rich in conflict situations due to the very characteristic of social and psychological fragility in the execution of this work activity in operation on the high seas or even when arriving at the port, as well as the peculiarity of the organization's support activities to these vessels, according to a study by Segnini (2019), which presents a rich and current vision on this topic.

Development

Systemic organizational constellation and unconventional methods of conflict resolution

Relationships between people within an organization have become more complex over time, as if they behaved as an integrated whole, and their harmonization of tensions is imperative, being the best way to resolve disputes based on "the observance of the will of the parties and the humanization of the process" (Lacerda et al., 2018, p. 327).

To contextualize the issue, given that literature has a very broad concept, in this article Organization is understood as the definition given by Salamanca (2019, p. 10), which states that

an Organization “*is characterized by being a social group, which is formed by people who interact with each other and carry out a specific task to fulfill the proposed objectives.*”

From this perspective, in which the role of people predominates, it is reiterated that there must be tolerance, that is, a "broader and less belligerent understanding of conflicts" (Céspedes, 2017, p.9) among members of a community or even sectors of this organization in a context of security and personal and professional satisfaction. Note that there is a purpose and a need for survival in the Organization latent in people. A conflict resolution process should contribute to these ends in an “attempt to humanize relationships and work in organizations” (Oliveira, 2019, p. 9), which would have the beneficial consequence of increasing the vector of “effectiveness in the achievement of cooperative efforts and high capacity on the part of the employees” (Oliveira, 2019, p. 40) that ensure the achievement of the objectives of this organization.

Psychology and Law are allied sciences when they seek the harmonization of organizations (Lins, 2019), being unconventional methods of conflict resolution part of a set of self-composed consensual means of conflict resolution, the best known being "mediation, conciliation, arbitration and restorative justice” (Cornélius, 2017, p.113). However, progress is being made in a tool with a systemic scope called Systemic Constellations, considered as "a tool in the opening dialogue between the parties, seeking to appease the relationship between those involved" or even "we put the parties to think more widely, opening up to new forms of conflict resolution, showing how each party will benefit from this impartial decision” (Sousa, 2019, p. 35). Céspedes (2017, p.10) advocates that Systemic Constellations provide...

“The ability to understand the facts and, above all, the possibility of producing a new image of them (the facts), and, at the discretion of the parties, who now understand the points that were tired in the controversy itself, so that the solution is produced in a way that favors both parties.”

When this technique is applied in companies, it is called Systemic Organizational Constellations (Barro, 2019). Therefore, it is of "total relevance to use the constellation as a method of conflict and controversy resolution" (Lacerda and others, 2018, p. 334) for the solution of existing conflicts in an Organization, because it is made up of people, already that “it can be said that a conflict arises as a result of past frustration experienced by the party involved” (Silva and Cledes, 2017, p. 536). Thus, as a characteristic of this tool, “the gaze first turns to something that has been disordered in the past” (Hellinger, 2014, p. 12).

The Systemic Organizational Constellation was idealized by philosopher Bert Hellinger (Salamanca, 2019), under a "systemic-phenomenological approach and the three laws - the law of belonging, of compensation and of order - which has as its purpose" (Cornélius, 2017, p.11) and whose objective is “the search for solutions to conflicts and the possible problems that arise from them, in addition to behavioral issues and relationship difficulties, among others” (Lacerda et al., 2018, p. 330).

This technique was adapted to organizations by Gunthard Weber, since it is known that even “*organizations are more complex systems than family environments*” (Alexandra, 2018, p. 40), always “taking into account seniority, experience, work and people's sense of belonging” (Salamanca, 2019, p. 19) in the organization. Lacerda (2017, p. 11) shows that “the systemic constellation can be used in small teams, departments or in the company as a whole” and Burchardt (2015, p. 11) diagnoses its full applicability for the search for solutions for company

efficiency, where the reason for the problem is unknown and there is a sense of unity in the company:

“The systemic constellation work provides a fresh way of working towards organizational effectiveness when the source of the issue is not clear, where previous attempts to change have not endured or where there is a sense of stockiness at the individual, team and/or organizational level.”

Hellinger (2014) analyzes the use of the Systemic Organizational Constellation technique and creates a theoretical framework based on his empirical experience in company formation, reinforcing that this tool has a good adherence within the objectives of an organization and Kasper, Peterson, Stefani & Schaedler (2019, p. 8) highlight the great advantage of “its function of effectively resolving disputes,” since “it is based on the study and analysis of the hidden dynamics in conflicts, that is, all what leads to its appearance” (Cambi and Corrales, 2018, p. 12).

Lacerda (2017) and Barro (2019) present a rich history of conceptual thought in the application of the Systemic Organizational Constellation in the business environment with a focus on resolving cases of bullying in the workplace. Weber (No date, p. 93), shows situations of materialization of the technique in organizations, Alexandra (2018) presents the Systemic Organizational Constellation as a business management tool, Salamanca (2019) presents a review of the literature on a thematic vision and its systemic principles in companies from the 1980s to 2018.

Structure of a maritime support company

The Maritime Support shipping companies are part of the maritime industry and provide support services to the operations carried out by ships in relation to the activities explored on the high seas.

Regardless of the configuration that is established, in general, it has the classic organizational division of employees who do not work on board or make sporadic shipments, called "ground staff" and employees who carry out their professional activity as embarked (“employees at sea”). The latter work in stopovers of 15 days on board and have 28 days off the ship, on leave, for another 15 days, but in some maritime functions, these boarding and permit periods are 28 days.

Their organizational structures are of various configurations, for example, as shown in figures 1 and 2.

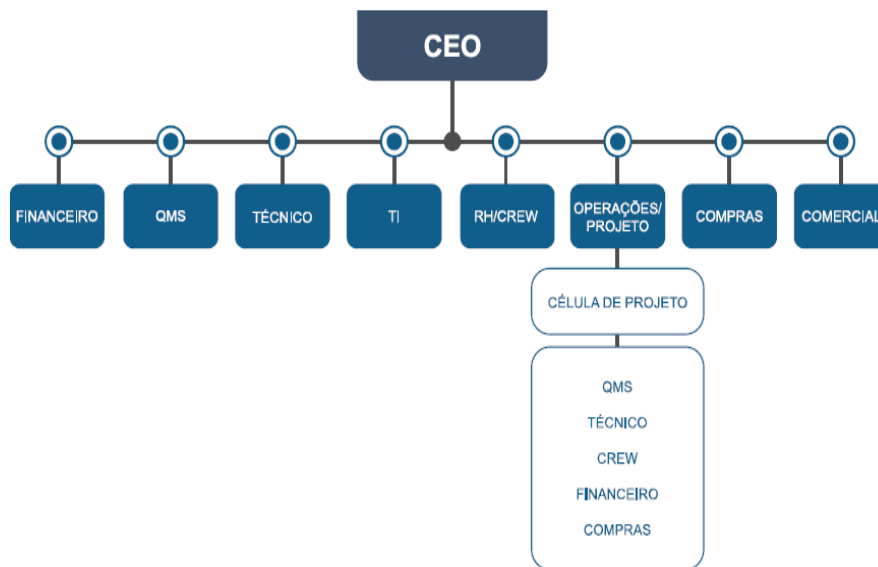


Figure 1. Structure of the work force on land of a maritime navigation support company.
 Note: Source: Haddad (2018).

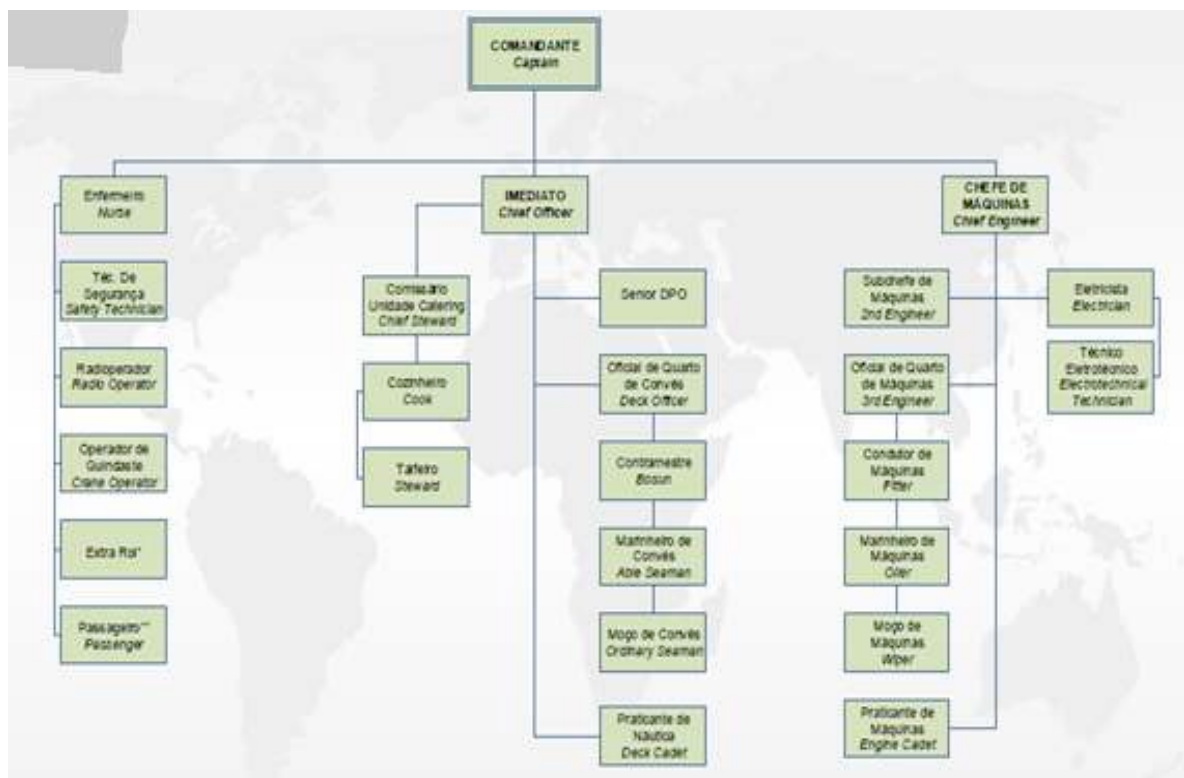


Figure 2. Structure of the personnel of a ship of a maritime support navigation company.
 Note: Source: Haddad (2018)

Methodology

The methodology of this exploratory article to answer the research question and fulfill the objective proposed in this article is divided into several parts within a process flow.

Methodology for the construction of the empirical model of Systemic Organizational Constellation

The flow for the construction of the empirical model for a Systemic Organizational Constellation begins with the selection of the academic work that will serve as a bibliographic base, going through the application of the content analysis tool for the study of the relevant empirical evidence, through the crossing of evidence of interest and, finally, the identification of characteristics and categories for the Model with a focus on a Maritime Support navigation organization. After the construction of the Model, the proposal for its evaluation is made. This scheme of the methodological process is presented in Figure 3.

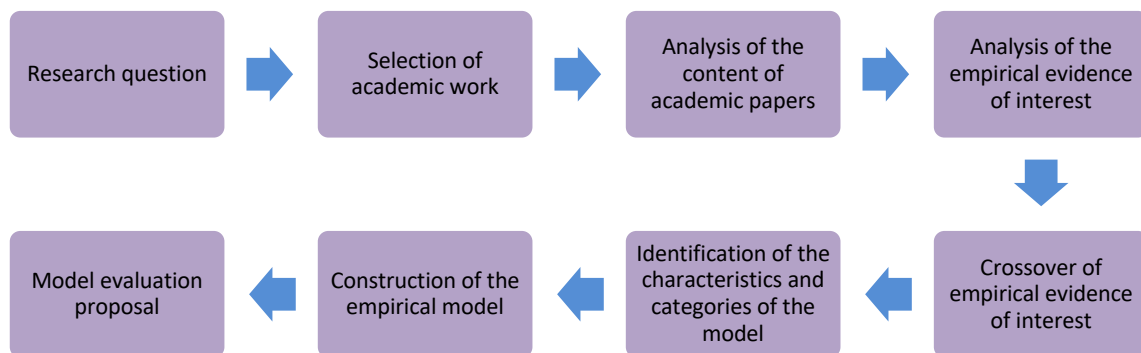


Figure 3. Research method execution procedure

Note: Source: Authors

Selection methodology of the sample bibliography

The collection of academic documents took place on March 20, 2020, using the Google Academic electronic archive search tool. To do this, through the search tool for the syntax "organizational constellation" and "maritime support," with the respective translations into English and Spanish, as of 2016, that is, searching for the recent articles of the last four years.

132 (one hundred thirty-two) academic papers that fit the selected search were identified. As the first selection criterion, works that were not relevant to the subject of this article were discarded, such as those that referred to military approaches, technological processes, international strategy, industrial policies, health institutions and public administration, with the final result and 52 (fifty-two) works. The citations and books that had to be purchased were also discarded, leaving 47 (forty-seven) articles suitable for the production of this article. After the complete reading of the text, 18 (eighteen) publications were selected, which are cited in the Bibliography, which made up the sample and were sent to the next phase of the process for the use of the content analysis instrument. Thus, this article is characterized

by being an exclusively bibliographic research and its selection method is summarized below in figure 2.

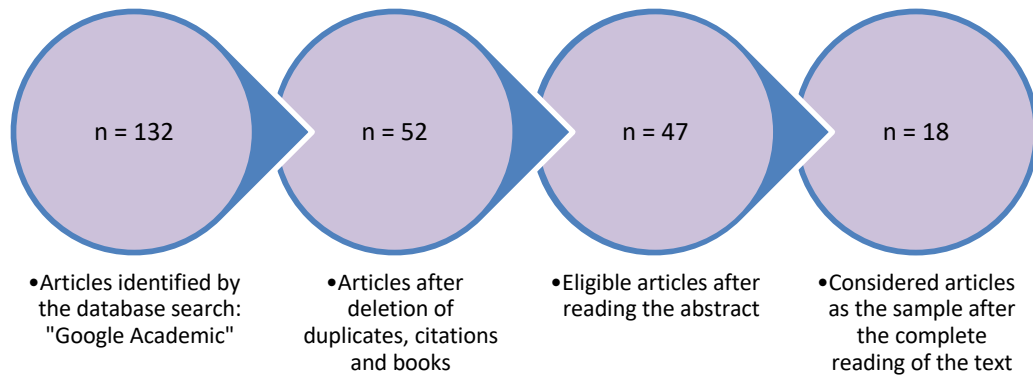


Figure 4. Flow chart of the academic work selection process.

Note: Source: Authors

Content analysis tool application

After selecting the scientific papers in light of the research question, they were read for content analysis in relation to the topic of SOC and Maritime Support for the identification of empirical evidence of interest that indicates the existence or possible existence of conditions that are captured by Content Analysis, that is, it can be interpreted as a technique to evaluate qualitative information about what is observed by the researcher, within the proposed material, for the collection of empirical evidence related to the research topic (Silva & Fossá, 2015).

It is a tool widely used in qualitative research, which requires specific rigor for its application. Silva and Fossá (2015) recommend that three categories of careful analysis be prepared: initial categories, intermediate categories, final categories and, at the end, prepare a summary of the progression of these categories. These steps are presented in table 1, as well as the respective characterizations.

Table 1
Category application for content analysis

N	Categories	Characteristic
1	Initial categories	They are configured as the first impressions on the studied organizational reality.
2	Intermediate categories	Following the presentation and discussion of the initial categories, the intermediate categories emerge within a guiding concept.
3	Final categories	Constructed in order to support interpretations and infer results. The final categories represent the synthesis of the apparatus of meanings, identified during the analysis of the study data within a guiding concept.
4	Synthesis of the progression of the categories	The intention to systematically highlight the progressive construction of the categories of analysis that emerged through data collection.

Note. Source: Adapted from Silva and Fossá (2015)

Analysis of the empirical evidence of interest: initial and intermediate categories

After reading the scientific papers in the light of the research question, this first stage takes place in an attempt to deepen the subject to identify situations of interest for the research in the eyes of the researcher, which will form the first chain of significant empirical evidence. Thus, the existence of specific characteristics that must be mentioned and grouped within the concept of initial categories, according to Silva and Fossá (2015). Therefore, this result can be seen in table 2.

Table 2
Category application for content analysis

N	Initial categories	Guiding concept	Intermediate categories
1	Conflicts in the company	Highlights the difficulty of conflict management in the organization	Unhandled conflicts
2	Conflicts between land and sea	Highlights the difficulty of managing conflicts specifically between land and sea	Inefficiency of the human resources area
3	Conflict resolution	Demonstrates the need for a person to stimulate the solution	Unhandled conflicts
4	Ratings	Need for training in conflict resolution	Inefficiency of the human resources area
5	Place	Evidence that a neutral location is possible	Lack of management in the company
6	Field	The environment generated by unmanaged conflicts	Inefficiency of the human resources area
7	Abilities	Capacity given by the company for conflict management.	Lack of management in the company
8	Hard work on board	Difficulty coping with work on board	Inherent to the profession
9	Lack of time	Difficulty for the organization to cope with a 24-hour operation	Inherent to the profession
10	Animosities	Consequence of the non-management of conflicts	Unhandled conflicts
11	Efficiency losses	Consequence of the lack of management	Lack of management in the company
12	Quality of life	Difficulty coping with the long boarding period	Inherent to the profession
13	Trust	Evidence of the need for empathy among professionals	Unhandled conflicts
14	Ground disconnection	Result of work on board	Inherent to the profession
15	Resignations	Motivated disconnections	Lack of management in the company
16	Lack of empathy	Difficulty putting yourself in someone else's shoes	Unhandled conflicts
17	Weak professional relationships	Evidence of behavior problems	Inefficiency of the human resources area
18	Lack of resources	Evidence of supply problems	Lack of management in the company
19	Cost effectiveness	Presents pressure problems for results	Lack of management in the company
20	Contractual sanctions	Pressure testing to meet contractual standards	Lack of management in the company
21	Lack of social support	Evidence of supply problems	Inefficiency of the human resources area

22	Sustainability	Pressure testing to meet contractual standards	Lack of management in the company
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Note. Source: Adapted from Silva and Fossá (2015)

Thus, as the next phase of content analysis, a second phase of the application of content analysis follows, and the intrinsic meanings of interest of the research can be identified, raised in an organized way, that arise as a consequence of the application of a guiding concept for the channeling of its characteristics to a new set of agglutinated characteristics, now called intermediaries, also demonstrated in table 2.

Crossing the tests of interest for the final categories

From the identification of the intermediate categories, which arose through a guiding unifying concept, a new analysis was made in the sense that new guiding clustering concepts are proposed for a new consolidation of this evidence in a third stage of application of the content analysis instrument. These final categories function as definitive empirical evidence, which can be considered sources of conflict, and should therefore be able to meaningfully and rationally cover all the initial categories, as they are the basic empirical evidence. Therefore, this result can be seen in table 3.

Table 3
Application of categories for content analysis

N	Initial categories	Guiding concept	Final categories
1	Unhandled conflicts	Need to implement the tool	Systemic tool for the entire Organization
2	Lack of management in the company	Organizational decision	Leadership management
3	Inherent to the profession	Regarding the activities carried out on the high seas	Responsibilities and advantages of the profession
4	Inefficiency of the human resources area	Understanding of the importance of the sector for the best performance and on-shore relationship	Need for a conflict management tool.

Note. Source: Adapted from Silva and Fossá (2015)

Summary of the progression of the categories for the identification of the characteristics and categories of the model

As a final step, the synthesis of the characteristic progression already provides a solid basis for an initial account of the components of an empirical model of a Systemic Constellation. In Céspedes (2017, p.20) the positions and characteristics of a Constellation are sought and, consequently, the very close relationship between the constellation positions, their characteristics and the final categories of needs of the organization can be made to avoid, solve or handle conflict. Thus, this result can be seen in table 4.

Table 4
Figures and elements of the traditional family constellation

Position in SOC	Characteristics	Final category Encompassed
Constellator	Trained and qualified facilitator in family constellation	Systemic tool for the entire organization, leadership management and the need for a conflict management tool
Constellated	The client, the person who seeks to work a matter of life	Systemic tool for the entire organization, levies and bonuses of the profession and the need for a conflict management tool
Topic	Client question, be it a conflict, symptom, feeling, behavior pattern, recurring phenomenon, illness, conflictive relationship	Need for a conflict management instrument
Group	People who participate in the dynamics by observing or representing	Systemic tool for the entire organization, levies and bonuses of the profession and the need for a conflict management tool
Representatives	Group members who, invited, are willing to represent the client, other members of the system (family members, unhappy people, colleagues, etc.) or components (places, feelings, resources, etc.) related to the topic	Taxes and bonuses of the profession and the need for conflict management tools
Field	Intangible core of information, memories of the client's systemic consciousness	Systemic tool for the entire organization and the need for a conflict management tool
Location of dynamics	Closed location, living room, study room, office, auditorium, etc., or open, garden, lawn, beach, etc. in which the Constellator, client, and group meet for constellation practice	Systemic tool for the entire Organization

Note. Source: Adapted from Céspedes (2017)

Results

The final construction of the model was based on the work functions presented in the functional organization chart of a shipping line presented by Haddad (2018) in figures 1 and 2. This provides information on the best functional options that can be searched within this organizational structure that can perform the functions of the figures and elements of a Systemic Organizational Constellation from the list presented in table 4.

Thus, a new table of relationships is assembled through the figures of a Constellator, a Constellated, a Definition of the Topic, a Group, the Representatives, a Field and a Place for Dynamics. In the same sense, also identify the functions within the organization that can play the role of other entities that belong to a family system within this same organization.

As the last stage, the Traditional Figures and their Characteristics established by Céspedes (2017, p. 20) and Lacerda (2017, p. 241), the Final Categories (Silva and Fossá, 2015)

and the Figures in the Maritime Organization are listed (Haddad, 2018). In this multiple relationship, the figures of Maritime Organization are inserted that provide the constitution of an empirical model for the application of the Systemic Organizational Constellation in a maritime shipping company, according to table 5.

Table 5
Figures and elements of the Organizational Constellation for a Maritime Organization: Empirical Model

Traditional figures	Characteristics	Final category Encompassed	Figures for Maritime Organization
Constellator	Position of respect, skill and humility to serve	Systemic tool for the entire organization, leadership management and the need for a conflict management tool	Leader of the Human Resources Area
Constellated	The person in charge of the projects/operations area	Systemic tool for the entire organization, levies and bonuses of the profession and the need for a conflict management tool	The land or sea employee who raised the issue in the interview
Topic	Understanding of any issue that affects the performance of an element of the contract on which the Vessel is working	Need for a conflict management instrument	Brought by the employee from the Land or Sea field
Group	Leaders of areas that are involved in functional and emotional processes	Systemic tool for the entire organization, levies and bonuses of the profession the need for a conflict management tool	Head of the Machinery, Deck and Health (Sea Field) and Commercial, Purchasing, IT, Technical, SHA and/or Financial (Land Field) sectors
Representatives	Land or sea personnel who can represent the Constellator	Taxes and bonuses of the profession and the need for conflict management tools	The members would be the people who are part of the crew's support circle
Field	Defined by the Constellator (HR Manager) who simulates the environment where relational behaviors are inserted among the members of the organization	Systemic tool for the entire organization and the need for a conflict management tool	Targeted by the Constellator
Place of the dynamic	Place where everyone involved with the functional space can be accommodated	Systemic tool for the entire Organization	Meeting room or neutral external location

Note. Source: Authors

For other traditional figures belonging to a Family System (Céspedes, 2017), such as Children, Parents and Uncles/Aunts, Former Parent Affective Couples, Grandparents and former partners and other people not united by blood ties that caused losses or gains, of life or heritage, the family system may be represented by an external professional with some responsibility for the success of the company, such as a service provider company.

Discussion

Preparation for the systemic constellation in groups

The theoretical model, although it seems easy to apply, may depend on some critical factors for its success: Process flow, desire and concession of the Employee-Client, ideal moment for the realization and leadership of the Constellator.

Process flow diagram

The theoretical model has been finalized, generating a direct application tool and for its application to be effective and efficient in a company, it is important to analyze the conditions under which it will be carried out or how it will be carried out with the intention of ensuring the “better understanding of its mechanism” of operation, as Silva and Clemes (2017, p. 528) point out. Thus, based on Céspedes (2017), an operational routine or a process flow diagram is proposed to be followed by the Constellator, according to figure 5.

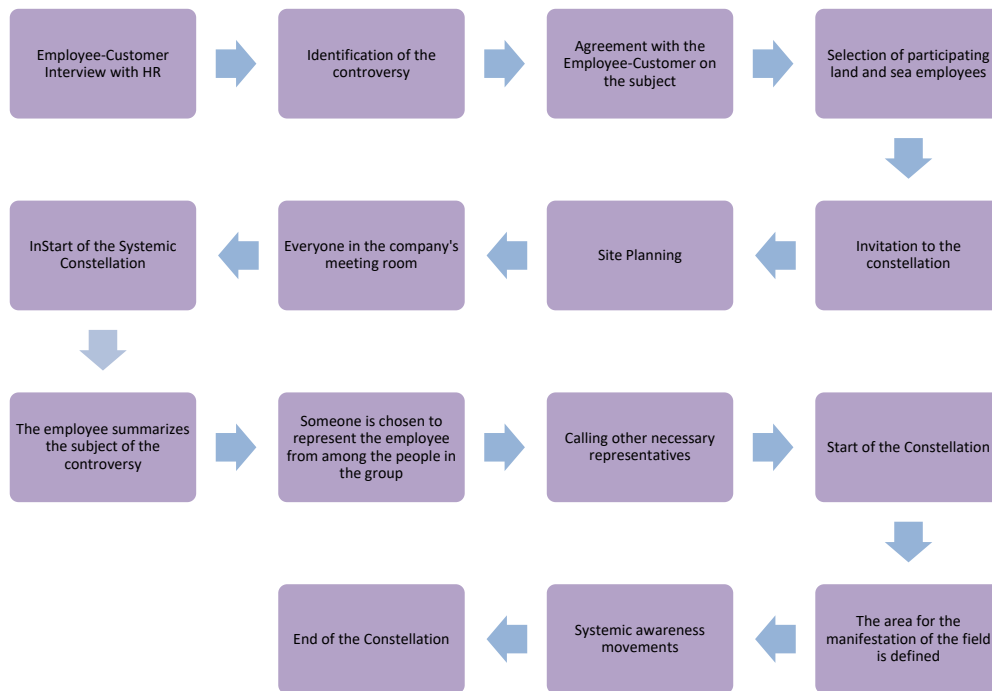


Figure 5. Flow diagram of the Organizational Constellation process for a maritime support company.

Note: Source: Adapted from Céspedes (2017).

Desire and permission of the employee-client

Based on the desire and permission of the Employee-Client to try to resolve the important controversy indicated in the management of the ship, because it is understood that "he has the burning desire to resolve it, and for this he is willing to invest something" (Weber, Sin Data, p.6), the Constellation can move towards success. As an initial subsidy, the Constellator must be provided with “a minimum of information about the Client” (Silva and Clemes, 2017, p. 535), since it is necessary to know “the course of people within the

organization to predict subsequent events” (Alexandra, 2018, p. 41). Thus, the Constellator must create the conducive environment for the Constellation to occur, with the presentation of information and existing memories of the Employee-Client in a timeless or systemic dimension, called "field." This figure preserves the memories of previous professional relationships and the experiences lived in past and current contractual problems in the ships or organization, bringing to light "information of the present moment, conscious or unconscious, and movements oriented to a future time" (Céspedes, 2017, p. 15) that will serve as inputs for the possibility of restoring the homeostasis of the system (Pelizzoli, 2017) based on the application developed in this work.

The ideal moment for the realization

The application of the constellation method would take place in the pre-boarding meetings of the crew, which is called the "Pre-boarding" meeting. This event usually takes place the day before the crew embarks, in which all members meet for a certain period to present and update matters relevant to the ship, mainly matters related to industrial, personal and operational safety.

The proposal would be that the dynamics take place within a maximum period of 02 hours, with the aim of “alleviating existing tensions, finding new resources and building durable solutions” (Burchardt, 2015, p. 11). However, in this period it is not possible to predict the maturation time and the effects for the conflict to be effectively resolved.

For greater process effectiveness, the Constellation process may or may not be disclosed to those involved. Cornélius (2017, p. 110) experienced the practice that revelation only occurred after “movements towards the desired solution” had been identified by the Constellation “to resolve tangles in relationships” (Kasper et al., 2019, p. 12) within the organization.

Leadership Constellation

The Constellator's leadership must be exercised at all times, within a vertical hierarchical model, as a preferred option (Hellinger, 2014), since it is the driver of the process and responsible for the expected result. Thus, the functions, their possible interactions and the way in which the session will be carried out must be clarified, since the capacity of understanding and the responsibilities of each person involved must be preserved by the Constellator.

Note that, according to Cornélius (2017, p. 93) “any person from any area can become a Constellator, as long as they are aware of the complexity and depth of what they are dealing with” and Céspedes (2017) corroborates that it is a position of respect, skill and humility to serve.

Another important point for the Constellator refers to the moment in which the timeless or systemic dimension is accessed, that is, when the information brought by the Employee-Client “begins to manifest itself in the people who were willing to represent the members of this system” (Céspedes, 2017, p. 15). It is taken into account that the representatives should be advised not to make criticisms, words or information about past situations that may cause the feeling of freedom and balance necessary so that the demonstration of feelings by the members at this time is not impaired or even inhibited (Lacerda, 2017).

It should be noted that Ferreira, Nakano and Spadari (2016) establish certain qualities in the training of coaches to carry out events with people, which could be very appropriate for the Constellator. In this sense, the Constellation must ensure that participants do not have the

perception of feeling excluded from the process or even recognize the value of their contribution. On the contrary, they should be encouraged and “make their role recognized, when they are looked at and included, with regard to the order of belonging” (Cornélius, 2017, p. 110) and in the identification of what should be done based on the reactions of those involved (Kasper et al., 2019).

Proposal for a method of continuous evaluation

Within this scenario, it is intended to use a Continuous Assessment System to verify the result of the proposed method with which organizational conflicts in the shipping company are minimized after its application during pre-shipment meetings. From this point of view, it is proposed that this evaluation be carried out through discussion groups in each final boarding period of the crew. This is justified by the very situation of the organization's division into workers who work at sea and those who work in the office, who must provide information in synchronized time, within the social places they occupy (Brites, 2017).

It should be noted that the discussion groups "*have a specific technique of discursive data in a group context*" (Ferreira and Raimundo, 2017, p. 59) and "*are an excellent instrument for searching for information on land*" (Arantes and Deusdará, 2017, p. 809). The continuous evaluation methodology is presented below:

- 1) For the definition of the Focus Groups, two focus groups will be identified, one within the office and the other within the ship, during the last week of embarkation of the crew that has already passed through the Organizational Constellation in the meeting prior to the boarding, followed by Arantes and Deusdará (2017, p. 809) who establish the "*recommendation of six to ten participants in each group.*"
- 2) These two groups would undergo, separately, a virtual or face-to-face interview (when allowed) to receive guidance to answer structured and objective questions based on the Likert scale, individually, that deal with the solution, the existence and relationship of conflicts on board and within the organization during the boarding period after the Organizational Constellation.
- 3) The results would be collected, verified and initially analyzed by the Human Resources professionals, preferably with the support of the external member of the company who supported the application of the Organizational Constellation, for the creation of a management report with the establishment of clear and objective metrics.
- 4) A critical analysis of the report has been carried out, evaluating the effectiveness and efficiency of the application of the Constellation against the established metrics, with the presence of Senior Management.
- 5) As a result, an Action Plan for Corrective Measures and/or Improvements with Hierarchy of Tasks, approved by Senior Management, with the definition of the Control Instruments, which will be disclosed to the entire Organization.
- 6) Application of the Action Plan for Corrective Measures and Improvements.

Conclusion

This article answers the research question to present an innovative proposal to build an effectively practical and functional model of an Organizational Constellation applied to Maritime Support Companies built from the characteristics of a Family Constellation and also proposes a flow diagram of the process for its application.

In this way, this article contributes to the Maritime Industry and the Academy by allowing conflict management in the maritime organization before the crew goes to sea, providing effective and highly relevant effects for a possible organizational pacification or even between areas that interact between maritime operations and office operations. Due to its innovative nature, it has not yet been proven in academic work with the application of this type of practice and the subsequent analysis of its results, which puts this academic work at the forefront.

As a restriction in this article, since it is an empirical model, it is necessary to have a future practical validation, as suggested by Dias (2015) and new studies are needed that can contribute to achieving a possible ideal model and standardizing it for companies in the Maritime Industry. Possibly there will be room for the necessary adaptations, which will improve the model, since the content analysis tool presents the author's subjectivity bias.

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