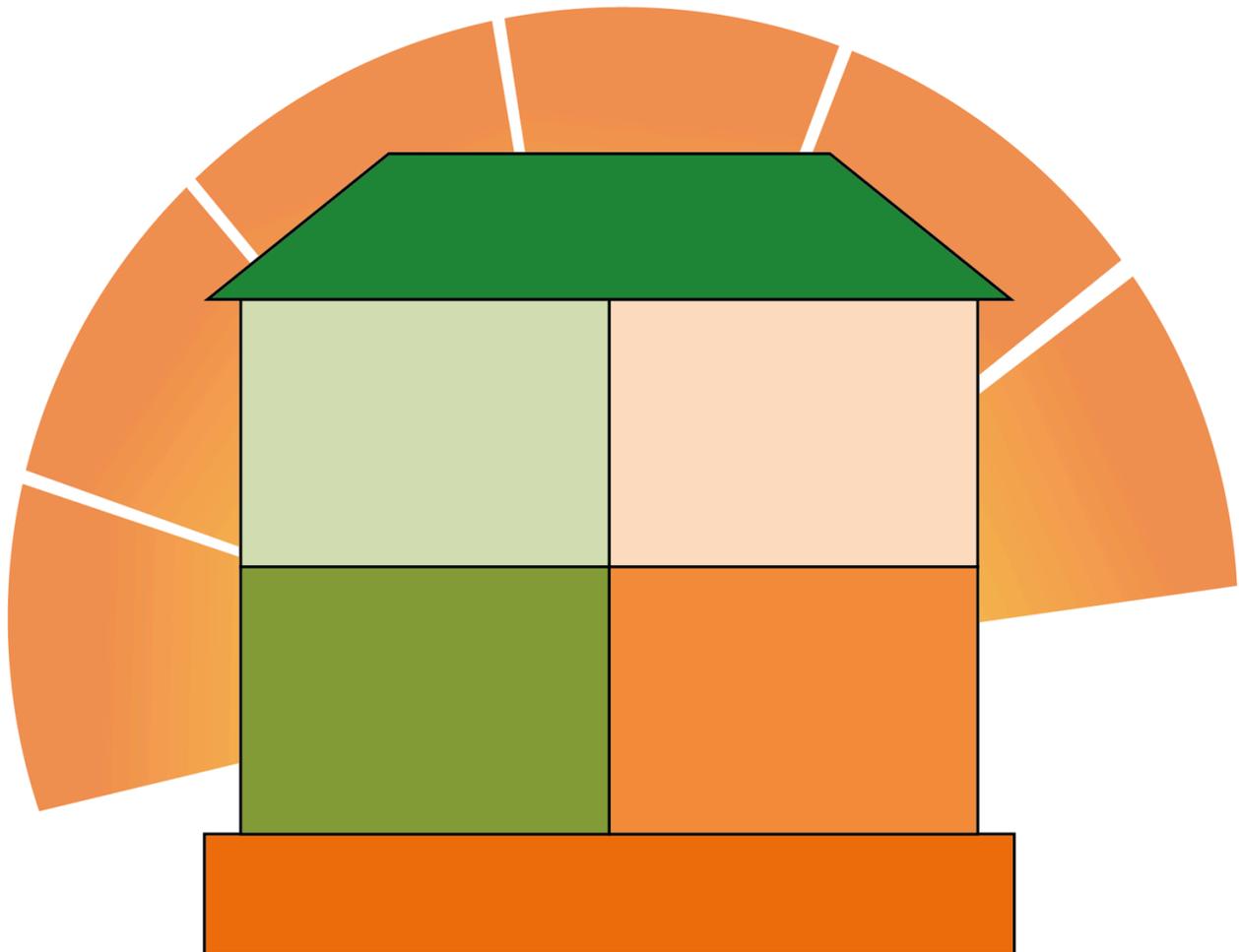


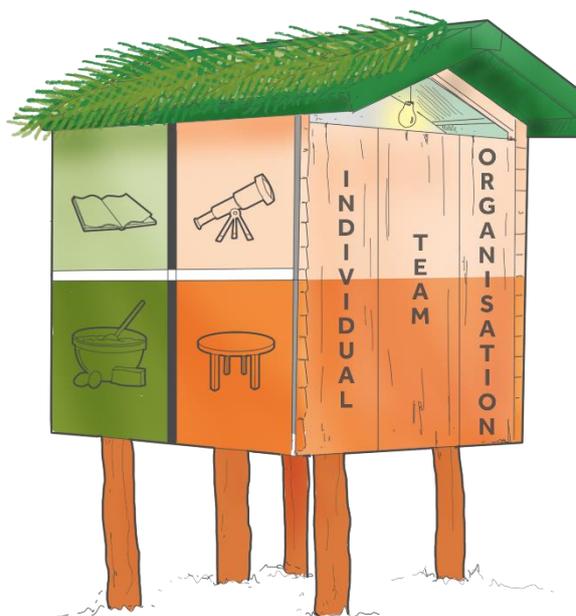
Caplor House Overview



<https://voyage.caplorhorizons.org/>

Introduction to the Caplor House

Caplor Horizons has its own model for learning – **The Caplor House**. The metaphor of the house or home is universal. A home provides shelter, safety and a sense of belonging. At Caplor Horizons we use this powerful metaphor to represent all aspects of our work and bring them together within a single, powerful model. The Caplor House draws from a number of research themes, academic paradigms and influential thinkers. It offers a shared language for organisational learning and it provides all the thinking tools that are needed to inspire and enable leaders to deliver a sustainable future. It helps to provide the confidence to go out into the world and make an impact on the things that matter, whatever our role and whoever we are.

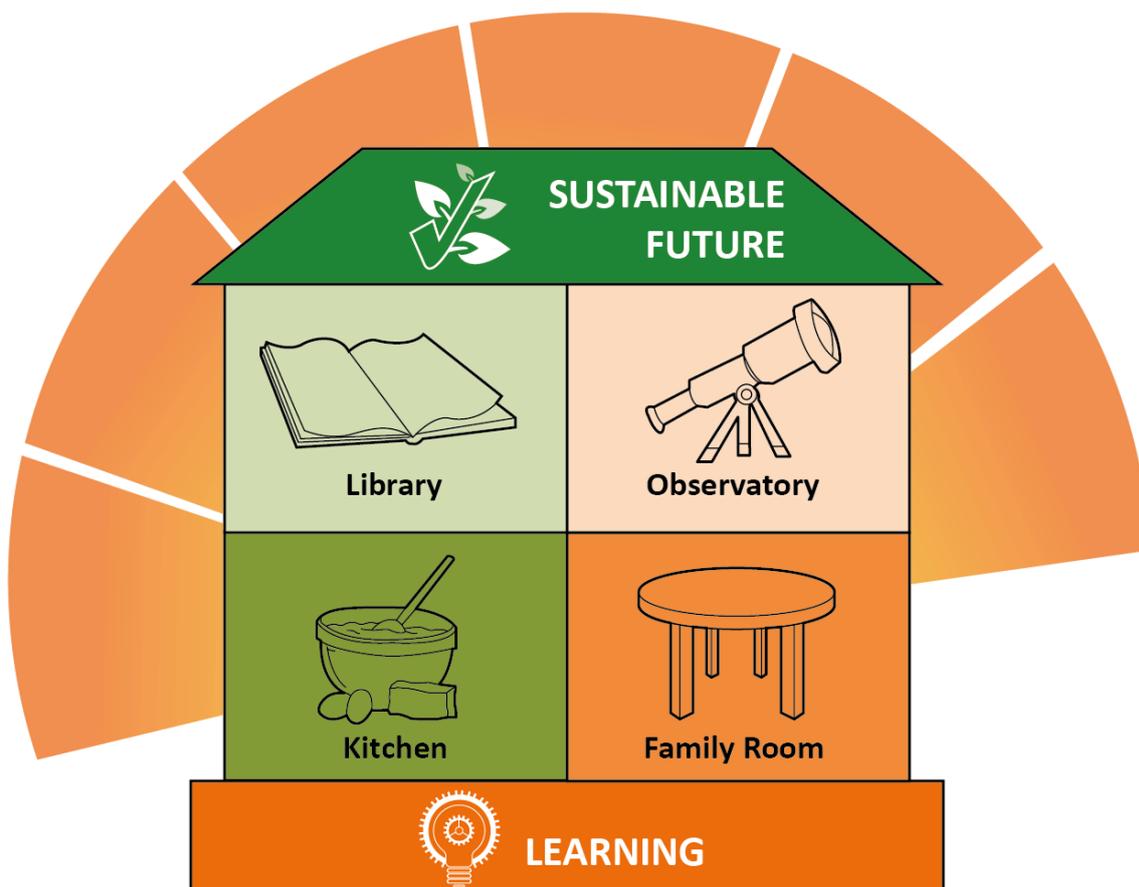


What is the Caplor House?

The Caplor House is a unique organisational effectiveness and leadership development model. It represents different aspects of the way in which we think and behave. It explores responses to different situations and offers a deeper understanding of individual preferences, prejudices and choices. It is built upon a firm foundation, has a protective roof and four distinct rooms. The rooms are linked by staircases and corridors.

- **The foundation of the Caplor House is learning.** Caplor Horizons aims to initiate and support change that requires learning. We do not believe that leadership capability and performance is sustainable without the ability to learn. All our work starts from this premise.
- **The roof of the Caplor House represents our overarching vision:** working towards a more sustainable future. The roof tiles contain four overlapping and balancing principles concerning purpose, people, planet, and prosperity.
- **The four rooms of the Caplor House** are places in which different aspects of individual thinking and behaviour are explored. They are called the “Library”, the “Observatory”, the “Family Room” and the “Kitchen”. These rooms can be “visited” in order to see issues from different perspectives, understand other people’s points of view, recognise and challenge assumptions and explore different solutions to problems. A metaphorical walk around the house offers a holistic view of any issue and the potential for satisfying and considered decision-making.

When you put all of these elements together, here is what you get:



What are the rooms of the house?

The Caplor House has four main rooms. These rooms are metaphors for a range of activities that we undertake both as part of our normal day-to-day living and within our professional roles. A brief description of the 4 rooms can be seen below:

The Observatory – a telescope



The Observatory is where we go to look to the future. We scan the horizon for opportunities, possibilities and innovative approaches. We look beyond the house to new markets, new business models and new challenges. We use this form of thinking to imagine what the future will bring and seek the inspiration that will form a new vision. In the Observatory, we work on generating new ideas, seeking inspiration from multiple sources. We challenge assumptions and the status quo. We take risks and are prepared to fail, as part of the innovation process.

The Observatory is open, light and expansive. The windows are open, bringing in sounds and smells from the outside environment. A breeze blows through the room changing the shape of the shadows on the walls. The room is equipped with the tools of the artist and the inventor.

The Family Room – a table



The Family Room is the social centre of the house. It is a place where people go to communicate, discuss, share and feel. It is a place of emotional memories and feeling, where children have grown up and values and beliefs have been discussed and developed. There is a feeling of warmth but there may be echoes of anger or sadness. In the family room we aim to build the social networks and partnerships that support and sustain us and we rehearse the inter-personal skills needed to mediate and resolve conflicts.

There may be music, poetry, stories and books in evidence. The room is equipped with the communication tools that bring different and diverse perspectives to the house and where guests are welcomed.

The Kitchen – a mixing bowl



The Kitchen is the operational centre of the house. It is where plans are followed and routine daily tasks carried out. It is busy, functional and practical. The room represents the things that we need to do to maintain life and exist safely within our environment, being watchful in order to react to risk and perceived danger. In the Kitchen we follow rules, use the materials and guidance available to us to feed ourselves, adopt routines that have been developed over time.

The experience of being in the kitchen may involve an instinctive and intuitive awareness, passed through generations, of what to do in response to challenging situations. The Kitchen is equipped with recipes, familiar tools and well-practised procedures.

The Library – a book



The Library is the focus of activity around reason, logic, critical and analytical thought. It is the place we go to work towards meaning, understand cause and effect, evaluate ideas and solve technical problems. It is where we build rational arguments, seek evidence and test and prove hypotheses.

We develop systems and plans here, as well as the operating guidelines and rules that will allow others to implement them.

The Library may sometimes feel cool, impersonal and academic - it is a space in which hard choices have to be made and the implications of these evaluated, without distractions or emotion. The Library is equipped with tools for measurement, calculation, data analysis and research.

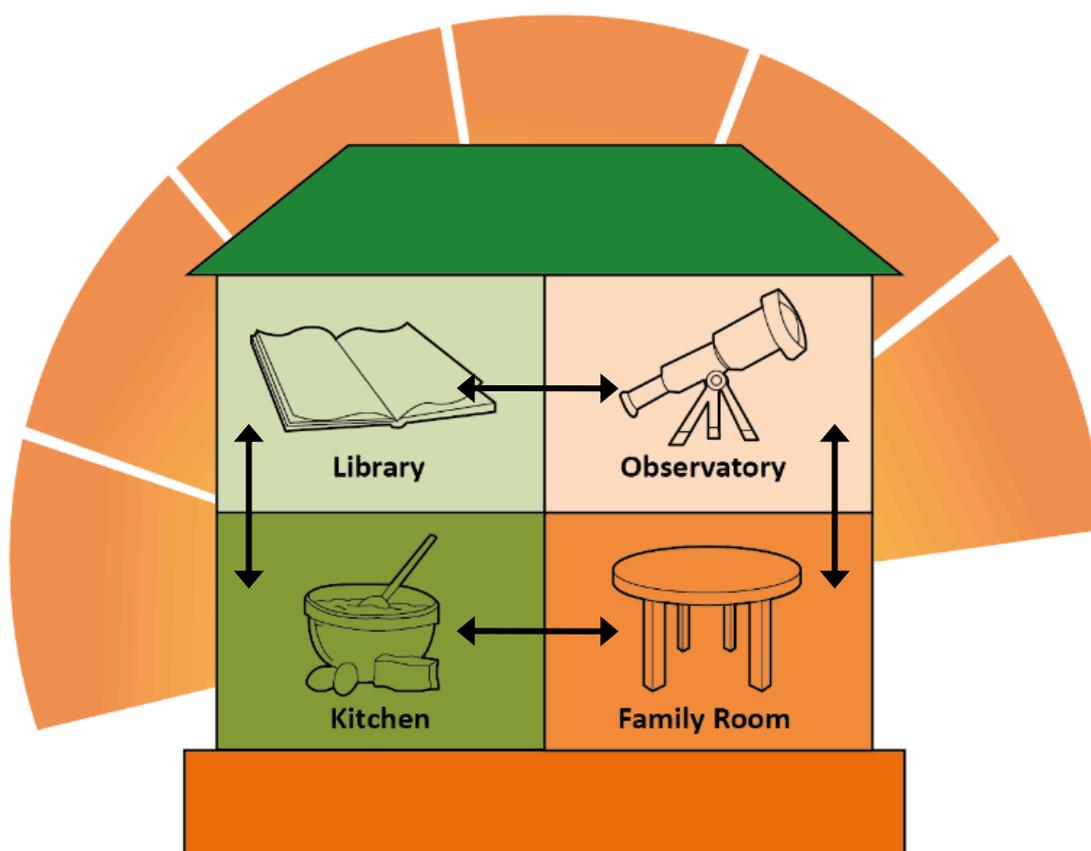
Moving around the house: The Rooms, Corridors and Staircases

The four rooms of the house are places in which different aspects of individual behaviours and leadership are explored.

The ground floor of the house contains two rooms that relate to activity with a focus on nourishment, safekeeping, survival and human interaction. When we operate in them we do the things that have traditionally helped us to build relationships, create human societies, manage and manipulate our immediate environment and minimise danger.

The upper floor contains rooms that we move to when we want to explore a higher order of thinking, use our intellectual capacity to understand meaning, imagine the future, explore options and build powerful arguments.

Links between the rooms – connecting doors and staircases – allow easy movement between the rooms and opportunities to explore. Great leaders have the capacity to work effectively in all the rooms, knowing when to move from one to another and how to take people with them. This “movement around the house” enables us to explore aspects of leadership behaviours, thinking and influence.



What characteristics are linked to your Caplor House preference?

When we work effectively in these rooms, we are using...

The Library

- Our ability to define and assess problems
- Critical thinking skills
- Logical decision-making processes
- The ability to define and clarify goals and objectives and set targets
- Skills in data-gathering and analysis
- An understanding of financial models
- The ability to build strong, evidence-based arguments and proposals and turn them into plans
- Skills in developing and using metrics to monitor and evaluate success

The Observatory

- Our ability to imagine things that have not yet happened
- Our ability to suspend judgement and keep options open
- Our ability to make unusual connections and make meaning from them
- A desire to ask, "What if..."
- A willingness to take risks and to reward experimentation
- Skills in visualisation and mental rehearsal to build "rich pictures"
- A focus on the big picture
- Flexibility to deal with uncertainty and change

The Kitchen

- Our ability to manage time and follow plans
- Our existing, almost automatic, knowledge of how to use the tools and resources available to us
- Administrative and organisational skills
- Resilience and repetition: a single-mindedness that gets the job done

The Family Room

- Our ability to manage our own emotional responses – to apply Emotional Intelligence
- Open revelation about our own core beliefs and values: authenticity
- Respectful and empathetic listening skills
- Influencing skills – influencing with integrity
- Rapport building skills and the ability to "walk in someone else's shoes"
- A recognition of the value of diversity
- Sensitivity to the unspoken messages that people transmit

What are the strengths of your preference?

The Caplor House rooms each have different strengths. Understanding your individual strengths helps you to take a “strengths-based approach” – something that we particularly encourage at Caplor Horizons.

The Library

Analytical
Precise
Rational
Reliable
Methodical
Objective
Inquisitive
Balanced

MOTIVATION: CLARITY

The Observatory

Visionary
Flexible
Thoughtful
Insightful
Intuitive
Creative
Open minded
Risk taker

MOTIVATION: MEANING

The Kitchen

Organised
Driven
Systematic
Diligent
Direct
Results focused
Competitive
Self-starter

MOTIVATION: RESULTS

The Family Room

Passionate
High spirited
Accommodating
Enthusiastic
Engaging
Energising
Empathic
Collaborative

MOTIVATION: RELATIONSHIPS

What are the challenges of your preference?

Each room has both strengths as well as challenges. When we overuse our preference, for instance when we are stressed or tired, the challenges emerge. It is useful to know the possible challenges connected to each of the four rooms to better understand yourselves and others in order to resolve conflicts.

The Library

Unemotional
Academic
Over critical
Perfectionist
Hard to please
Resistant
Inflexible

FEAR: CHAOS

The Observatory

Inadequate follow through
Indulgent
Indecisive
Lacking pragmatism
Volatile
Difficulty prioritising
Idealistic

FEAR: LACK OF PURPOSE

The Kitchen

Demanding
Confrontational
Arrogant
Not listening
Doesn't ask for input
Insensitive
Resistant to change

FEAR: LOSS OF CONTROL

The Family Room

Easily distracted
Impulsive
Avoiding conflict
Unpredictable
Disorganised
Overly expressive
Talk too much

**FEAR: LACK OF PERSONAL
ACKNOWLEDGEMENT**

Differences and Diagonals

The different preferences that people demonstrate can lead to great collaboration and creativity or they can lead to friction and tension.

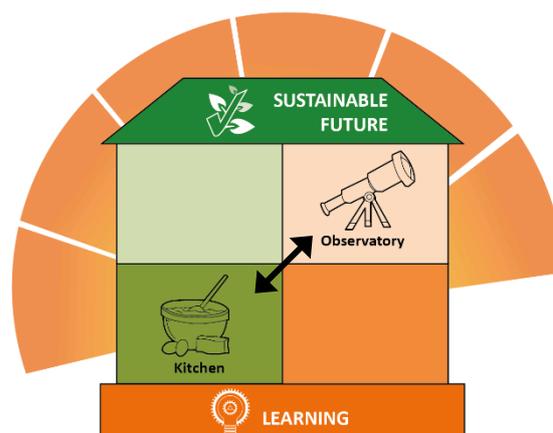
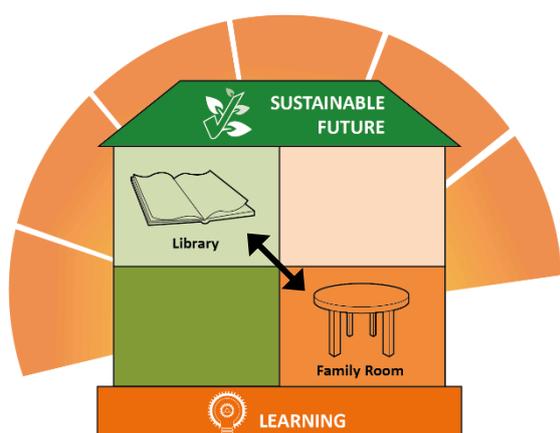
In many processes, such as problem-solving and innovation, change management and process improvement we need to work in all of the rooms. Teamwork allows us to find people who are most comfortable in each room and to use their strength to identify strong solutions. Different individuals can 'balance' each other and compensate for each other's least preferred ways of working.

However, it can sometimes be difficult to make decisions or work effectively if very strong preferences come into conflict. This can happen within an individual (when they experience different 'pulls' from different rooms) or between people whose strength of preferences leads them to prioritise and sequence things differently.

The diagonal lines between rooms suggest the greatest diversity or difference and the most potential for tension, indecisiveness or conflict. The two diagonal lines that are particularly significant run between:

The Library and the Family Room: the different between reason and emotion, head and heart, logic and intuition.

The Observatory and the Kitchen: the difference between big picture and detail, future and present, risk and security.



When we encounter tension, arising from the conflict between the prioritisation of activity and behaviour in each of the rooms, it may be necessary to break an established pattern or position by moving into another space.

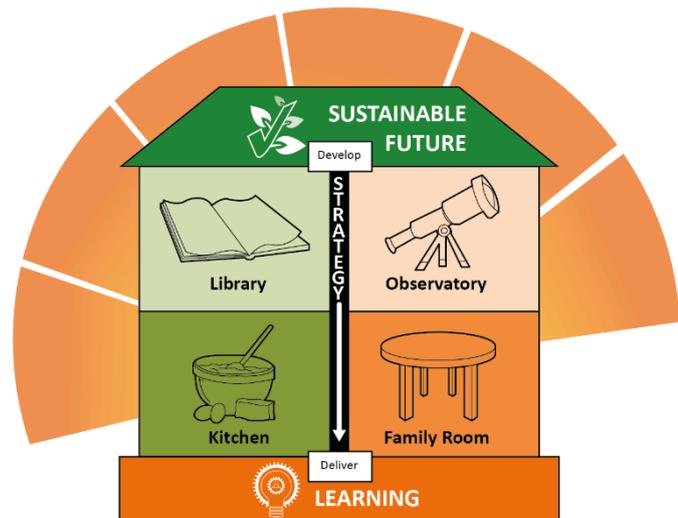
For an individual, this may require a conscious effort to move to another 'room' in order to get a different perspective on the situation.

The individual is likely to move to the available room that they feel most comfortable in.

However, if the conflict is between two people, the most successful outcome will be achieved if they move to the available room that both parties feel most comfortable in.

The Caplor House and Strategy: The Central Pillar

In the Caplor House, the structure of the roof is supported by a central pillar of strategy. From strategy development at the top, to strategy implementation at the bottom, the pillar is a constant reminder that strategy is, in reality, a top down and bottom up process, one that is deliberate and yet responsive to change at the same time. The central pillar represents the informed choices we make about what we will do to achieve our vision and goals and how we will do this.



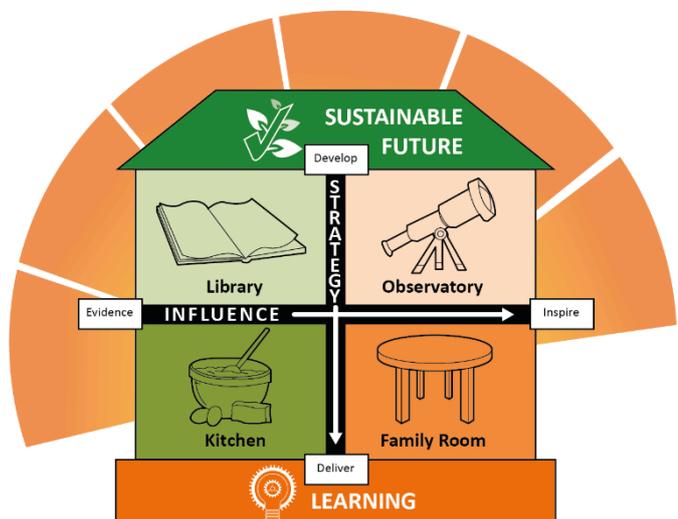
In order to **develop** a new strategy, we need to bring together thinking and activity from the two upper rooms of the Caplor House: the Library and the Observatory.

Strategy, once developed, must be **delivered** by people. In order to empower people to take the responsibility of implementing strategy, leaders need to ensure that they are well supported and resourced and capable with the capability to achieve the targets they have been set. Thus, delivering a strategy occurs in the Kitchen and Family Room.

The Caplor House and Influence: The Crossbeam

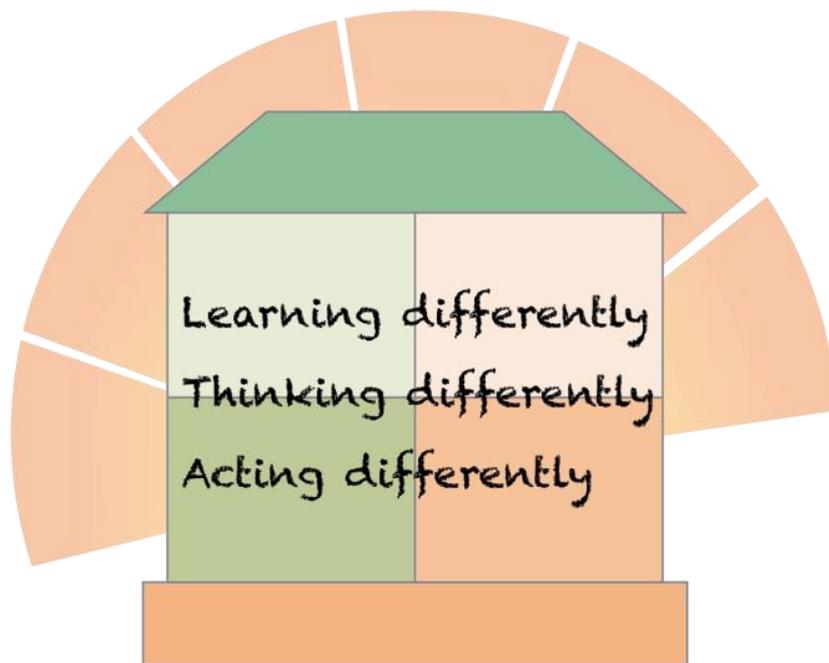
The crossbeam that runs from right to left in the centre of the house is influence. Influence is a combination of multiple factors, all related to encouraging others to “go with you” in your desired direction.

Influencing often starts in the left-hand side of the Caplor House: the Library and the Kitchen. It requires you to gather evidence, both through research and through practice. However, the most important part of influencing is gaining commitment. It is about ensuring not only that people will follow your lead but that they will do so willingly and with commitment. Therefore, in order to influence effectively, we need to bring together activity from the two right rooms of the Caplor House: the Observatory and the Family Room.



Embed and extend your learning...

- ✚ To read more about the Caplor House click [here](#)
- ✚ To deepen your individual learning, [contact us](#) for a further discussion. We can also provide coaching and mentoring support, click [here](#) to learn more.
- ✚ To introduce this model into your team or organisation [get in touch](#). We can create something bespoke, according to your needs. We also have a flagship programme based around this model. Click [here](#) to learn more.



“Never doubt that a small group of thoughtful, committed people can change the world. Indeed is the only thing that ever has.”

– Margaret Mead