

Systemic and Family Constellation in Organizational Management: Evidence and Challenges from an Integrative Literature Review

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ABSTRACT

This article presents the results of an integrative literature review on applying Systemic and Family Constellation (SFC) as a strategy for management, innovation, and organizational development. The review was conducted based on the PRISMA protocol, using the PICO method to formulate the research question and eligibility criteria, covering six scientific databases. Twenty-eight articles were selected, of which 23 address SFC and 5 address Organizational Systemic Constellation. Data extraction and analysis were supported by artificial intelligence tools, which provided greater precision in the screening, categorizing, and interpreting findings. The results indicate that SFC contributes to conflict resolution, strengthening leadership, promoting empathy, improving internal communication, productivity, and innovation. Although promising, the approach faces challenges such as the lack of robust empirical studies, cultural resistance in traditional organizations, and the need for qualified training of facilitators. It is concluded that CSF, when applied ethically and strategically, represents an innovative practice for organizations seeking to combine performance and human well-being.

Keywords: Systemic and Family Constellation; Systemic Management; Organizational Development; Innovation; Integrative Review.

INTRODUCTION

Family and Systemic Constellations (FSC), developed by Bert Hellinger in the late 1970s, has stood out as an innovative therapeutic and diagnostic approach, with growing recognition in various social and professional contexts. Initially focused on the field of family therapies, FSC has evolved to encompass multiple relational systems, including organizational, legal, educational, and public health contexts. Its strength lies in its ability to access and resignify hidden relational patterns that influence human behavior and interpersonal bonds.

Based on the systemic principles of belonging, hierarchy, and balance – referred to by Hellinger as Orders of Love – FSC makes visible dysfunctional patterns that operate unconsciously in human bonds. Recognizing and reorganizing these dynamics promotes greater balance and harmony in family or institutional systems (HELLINGER, 2001a; WELFORD, 2019). Phenomenology as a method of observation and intervention provides a non-interpretative perspective, focused on what is revealed in the relational field.

In the organizational environment, the application of CSF has gained prominence for its effectiveness in resolving conflicts, strengthening leadership, improving internal communication, and increasing productivity. Contemporary organizations face complex challenges related to internal culture, team engagement, and decision-making processes, which demand integrative approaches sensitive to human dynamics (SCHOLTENS et al., 2021; PERAZZOLI et al., 2022). In this context, CSF is a complementary strategy to traditional management, promoting solutions that value listening, empathy, and systemic inclusion.

Despite its growing adoption, CSF still faces challenges regarding scientific validation and acceptance in more traditional corporate environments. However, studies and systematic reviews have strengthened its credibility, consolidating an empirical basis supporting its therapeutic and organizational benefits (FIDYK, 2016;

NIKOLIĆ et al., 2022). This theoretical and methodological expansion justifies the importance of deepening its foundation and understanding the conceptual bases that structure its performance, especially in the organizational context.

Theoretical Framework

Family and Systemic Constellation (FSC) is an interdisciplinary approach that integrates therapeutic, philosophical, and systemic foundations. Created by Bert Hellinger, FSC combines psychology, phenomenology, systems theory, and various clinical practices to treat human relationships. Its focus lies in understanding the unconscious dynamics in family and organizational systems, promoting the harmonization of bonds and the release of dysfunctional patterns that span generations.

Psychodrama, developed by Jacob Levy Moreno, directly influences the practice of FSC, especially in using dramatization and symbolic representation as intervention instruments. This connection is evidenced in the studies analyzed that highlight the effectiveness of FSC in allowing the visualization of hidden dynamics and access to deep emotional content, central elements in psychodrama (NERY; HOLANDA, 2016).

Virginia Satir, a pioneer in family therapy, contributed techniques for sculpting and reconstructing families, which inspire the spatial movements used in constellations. The physical representation of relationships, observed in the studies in the review, proves to be a powerful tool for identifying conflicts and promoting changes in relational patterns; this is in line with empirical findings on FHC as a promoter of empathy, communication, and strengthening of bonds.

The influence of psychoanalysis, especially in the ideas of the unconscious, transgenerational transmission, and hidden loyalties (FREUD, 1923), was confirmed in several studies that indicate FHC as an effective method for accessing unconscious contents that affect the organizational environment. The notion of "systemic entanglement" corresponds to inherited invisible identification patterns directly impacting institutional culture and professional relationships.

Gestalt therapy, with its valorization of the here and now and self-responsibility, reinforces the phenomenological dimension of FHC. This characteristic is prominent in studies that report transformations obtained through phenomenological listening of the systemic field. The neutrality of the constellator, based on the principles of Husserl's phenomenology (1913), allows the contents to be revealed without judgment, promoting significant insights.

Bertalanffy's general systems theory (1968) provides the conceptual foundation for understanding the organization as a living system. Considering organizations as systems composed of multiple interdependent relationships, the review's findings demonstrate that CSF contributes to resolving conflicts and promoting balance between institutional elements. The principles of belonging, order, and balance — the Orders of Love described by Hellinger — were explicitly cited in studies that used CSF to develop leadership, improve the organizational climate, and stimulate innovation.

Rupert Sheldrake's theory of morphogenetic fields (1981), although not empirically proven, is used as an explanatory metaphor for the functioning of the systemic fields on which constellations are based. Studies included in the review indicate that participants in CSF sessions, even without prior information, can access significant content related to the represented system, which suggests the action of a collective systemic memory.

These theoretical approaches intertwine and are echoed in the empirical findings of this review, which demonstrated CSF as an effective tool for promoting empathy, resolving conflicts, strengthening bonds, and transforming organizational culture. By integrating psychodrama, family therapy, phenomenology, systems theory, and integrative practices, CSF offers a broader reading of human dynamics in organizations, based on a systemic and relational vision.

Strengthening the connections between the theoretical foundations and the review findings is essential to legitimize CSF as an approach applicable to the organizational field. The studies demonstrated that systemic principles are operational in practice: exclusion dynamics produce imbalances in teams; the lack of hierarchical recognition weakens leadership; and the breakdown in the balance of exchanges generates demotivation and conflicts. These empirical findings directly dialogue with the theoretical proposal of Hellinger and classical systemic authors.

Therefore, the theoretical framework of CSF underpins and supports its application in organizational contexts, especially when combined with rigorous methodologies, such as the use of the PICO method, and technological tools to support analysis, such as artificial intelligence. The conceptual solidity, combined with the practical evidence identified in this review, points to the potential of the approach as a strategic instrument for human development, management, and organizational innovation.

METHOD

The integrative literature review used the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method (MOHER ET AL., 2009). Studies were searched in the PubMed, Scopus, ISI Web of Science, Cochrane Library, Dimensions, and Embase databases, considering all document types, regardless of publication date or language. Keywords were selected to explore the specific question of this study: "How can Systemic and Family Constellations, by revealing interpersonal dynamics, contribute to organizational management, stimulate innovation, and promote integrated team development?" The search terms and Boolean operators used were: "Individual" OR "Person" OR "Family" OR "Organization" OR "Company" AND "Family Constellation(s)" OR "Systemic Constellation(s)" OR "System Constellation(s)" OR "Family/systemic constellation(s)", covering document titles, abstracts, and keywords. The last search was conducted on June 24, 2024.

To select the documents, the following inclusion and exclusion criteria were defined, as shown in Table 1 below:

Table 1 – Inclusion and exclusion criteria

INCLUSION CRITERIA	EXCLUSION CRITERIA
1 – Original Articles	1 – Non-original formats
2 – With DOI	2 – No DOI available
3 – Written in English	3 – Other languages
4 – Related to FSC or Organizational Systemic Constellation	4 – Not related to FSC
5 – Clearly defined methodology	5 – Unclear methodology
6 – PICO method applicable (fully or partially)	6 – PICO method not applicable

Source: Own elaboration (2025)

The complete documents corresponding to the selected records in the databases were downloaded in PDF format and independently evaluated by two researchers (Vanessa and Joyce – peer review). Any discrepancies were resolved by a third researcher (Vasco). The documents were manually reviewed by title and abstract and thoroughly evaluated for inclusion and exclusion criteria.

Twenty-eight Systemic and Family Constellations records were selected for the Integrative Literature Review. They were provided with a DOI, in the form of an Original Article, published in English, regardless of date, and with a classified methodology and fully or partially applicable to the PICO method. Of these 28 articles,

we found that 23 were related to Systemic and Family Constellations, while the other 5 were directly linked to Organizational Systemic Constellations.

This review mobilized 43 unique references, including 28 original scientific articles selected based on established methodological criteria and 15 theoretical and methodological sources supporting the approach and procedures adopted. Seven sources were used in the review's rationale and results.

An artificial intelligence tool called ChatPDF, designed to support the reading and analysis of scientific texts, was used to extract data from the studies included in the review. Although innovative, the tool only assists in the process. The researchers critically analyzed the data extracted from the documents selected for the review, focusing on the research question.

The main control questions used in data extraction addressed the following topics: General methodology; Experimental design; Research gap; Article limitations; Underlying theories, constructs, and variables; Country of origin of the studies; Difficulties in implementing and using the Organizational Systemic Constellation; Ways in which managers use the Organizational Systemic Constellation for Organizational Development; Benefits and risks of the Organizational Systemic Constellation; and Conclusions found in the studies. For data extraction, in addition to focusing directly on the research question, the following specific research themes were considered:

- Impact of FSC on Personal and Professional Relationships
- Systemic and Family Constellations in Organizational Management
- Organizational Development through Systemic and Family Constellations
- Organizational Innovation and Systemic Approaches
- Organizational Productivity and Efficiency
- Conflict Resolution and Systemic and Family Constellations
- Future Trends and Technological Innovations.

After extracting this data, the information was synthesized, and the frequency of information related to the research questions for each theme was identified, resulting in the results graphs.

Next, we extracted the methodologies used in the articles selected for the review. We observed that the studies are concentrated primarily in a few countries, such as Germany and the United States, with contributions from various contexts, including European, Latin American, and Asian countries. The analysis demonstrates geographic diversity in the studies, but also reveals a significant proportion of articles with missing or unclear methodological descriptions.

After analyzing the articles, we classified the types of methodologies used in each article as: Quantitative, Qualitative, Theoretical-Practical/Clinical, Experimental/Quasi-Experimental, Case Study, Mixed Methods, and Unclassified, all as shown in Table 2 – Review Articles and Their Methodologies - Classification, below:

Table 2 – Integrative Literature Review Articles and Their Methodologies – Classification.

TITLE	DOI	METHODOLOGY (SUMMARY)	CLASSIFICATION
Teaching note: birth order theory critique as a learning opportunity	10.1080/02615479.2020.1819972	The article's methodology consists of implementing a pedagogical activity in a class of Social Work students in higher education. The participants were second-semester social work students, totaling approximately 40 students, predominantly female and white, and also	Quantitative

		included adult students returning to school. The activity involved administering an informal questionnaire based on birth order theory, with 42 Likert-scale questions addressing characteristics associated with different family positions. After collection, the data were entered into SPSS software for frequency analysis and correlation between attributes related to the theory and demographic variables. The activity also included classroom discussions on theoretical concepts, instrument validity, possible response biases, and critiques of the theory, encouraging critical reflection among the students. There were no controlled experiments or comparisons with different groups; this is a teaching activity with qualitative and quantitative data analysis to stimulate critical thinking.	
Addressing the Theory of the Family Unconscious in the Context of Esotericism	10.1163/15700593-02301007	This article does not present a research methodology with specific participants or experiments, as it is a theoretical-interpretative analysis. It provides a reflective review of the works and concepts of Szondi and Hellinger, comparing their approaches to the family unconscious in light of existing bibliographical sources. Therefore, there is no description of the experiments or the number of participants involved.	Theoretical-practical / Clinical
The Effectiveness of Family Constellation Therapy in Reducing Psychopathological Symptoms in a Naturalistic Setting	10.24869/psyd.2022.497	The study was conducted with 182 participants recruited in Hungary; 102 completed all assessments (a retention rate of 19.1% of the original total). Participants attended a two-day family constellation workshop held in a private setting and were assessed before, approximately four weeks after, and six months after the intervention. Assessments included questionnaires on psychopathological symptoms, quality of life, and well-being and qualitative analyses on treatment goals and effects. Effectiveness was analyzed using nonparametric statistical tests (Wilcoxon) to compare baseline and follow-up results.	Quantitative
Technologies of the Social: Family Constellation Therapy and the Remodeling of Relational Selfhood in China and Mexico	10.1007/s11013-019-09632-x	The study's methodology is based on participant observations conducted in multiple Family Constellation Therapy (FCT) workshops in Beijing, China, and Oaxaca, Mexico, over several years. The authors conducted fieldwork that involved attendance and direct observation of these sessions and qualitative interviews with participants and facilitators. - Number of sessions observed: - In Oaxaca: 25 sessions in three different centers, led by Duncan. - In Beijing: 15 sessions in two centers, led by Pritzker. - Participants: - The workshops in Oaxaca were predominantly composed of women, although there were men in several sessions, with varying levels of education and socioeconomic status. - In Beijing, the participants were primarily middle-class, with approximately 70% women and 30% men. - Data collection methods: Participant observation, with records based on field notes taken	Qualitative

		after the sessions (there are no audio or video recordings due to confidentiality restrictions). - Qualitative interviews with 15 participants and facilitators in one of the studies. There are no traditional, statistically controlled, or quantitative experiments; the focus is on the qualitative analysis of the dynamics of FCT sessions, the experiences of participants, and the theoretical discussion about the functioning of therapy as a social and subjective technology.	
Healing the Fallout From Transgenerational Trauma: Supporting Clients in Making Peace With Their History	10.1080/03621537.2019.1650233	Enid Welford's article presents a theoretical-practical approach, not empirical research with specific participants or experiments. It combines a literature review, clinical analyses, and the description of experiences and techniques of family constellations and transactional analysis in the context of transgenerational trauma, drawing on the author's clinical experience. Therefore, no participant numbers or formal experiments are described in this publication.	Theoretical-practical / Clinical
Effects of family constellation seminars on itch in patients with atopic dermatitis and psoriasis: A patient preference controlled trial	10.1111/dth.13100	The study involved 31 adult patients with chronic pruritus (16 with atopic dermatitis and 15 with psoriasis). Participants were divided into an intervention group (FCS + G, n=16) and a control group (CG, n=15), with allocation based on patient preference. Those in the intervention group participated in four family constellation seminars over 3 months, while all used only emollients. Pruritus was assessed using a 27-item questionnaire, and skin condition was assessed using SCORAD and PASI before and after the intervention, with follow-up up to 9 months.	Experimental / Quasi-experimental
Process of Change and Effectiveness of Family Constellations: A Mixed Methods Single Case Study on Depression	10.1177/1066480719868706	The research methodology of this study is based on a single case study design using mixed methods. The participant was a Portuguese woman in her 60s, a psychologist, who presented symptoms of severe to moderate depression. She participated in five family constellation sessions, conducted both in person and via videoconference, to reduce her depressive symptoms. The following data collection instruments were used: - Quantitative: the Anxiety, Depression, and Stress Scale (EADS-21), adapted to Portuguese, administered before, after, and after a 3-month follow-up; - Qualitative: session notes, responses to the Psychotherapeutic Process Data Mining Questionnaire (PPDMQ), and the patient's autobiographical records. The study sought to verify the hypothesis that the five FC sessions would help reduce depressive symptoms from abnormal to normal levels.	Case Study
Extended family constellations workshop efficacy on intuition	10.1080/14330237.2018.1475527	The research involved eight South African participants of white descent, predominantly women, aged between 36 and 62, all with post-secondary education. The study used an intervention approach, where each participant attended an extended family constellation workshop that	Quantitative

measure and experience		included two main activities: resolving a personal problem through a traditional constellation and an experiential activity to create a bodily connection with ancestry, in which participants chose representatives for their maternal and paternal lineages. To assess the workshop's effects, participants completed the Intuition Type Scale (TIS) before and after the intervention and answered open-ended questions about their perceptions and experiences regarding intuition and ancestral connections. Statistical analysis used the nonparametric Wilcoxon test to compare pre- and post-intuition scores, complemented by a thematic analysis of the open-ended responses.	
Mid- and Long-Term Effects of Family Constellation Seminars in a General Population Sample: 8- and 12-Month Follow-Up	10.1111/famp.12102	The research was a randomized clinical trial with 104 adult participants (mean age 47 years, 84% female). Participants were divided into an intervention group, which participated in four family constellation sessions (64 active participants and 40 observers), led by two facilitators. Participants were assessed at three time points: baseline, 8 months, and 12 months after the intervention, using self-administered questionnaires to measure psychological functioning, distress, social experience, and goal achievement. The analysis followed an intention-to-treat design, including all initially recruited participants.	Experimental / Quasi-experimental
Exploring patterns of relationship between trauma symptomization and family constellation: Implications for working with trauma presentations in systemic practice	10.1080/01926187.2017.1348267	The study methodology used a mixed-method approach, combining archival analysis and statistical analysis. Sixty-four records of children and adolescents treated by the Australian child mental health service were selected and divided into two cohorts: 32 from intact families (biological parents with children under 16) and 32 from non-intact families. Participants were matched by age, developmental stage, and gender. Data collected included information on family structure, member mindsets, trauma experiences, and therapeutic interventions. Trauma symptom measures were developed from categories of validated scales, assigning numerical scores to the case records. Data were statistically analyzed using nonparametric tests to identify group differences and relationships between family factors and trauma symptoms.	Quantitative
Experiencing spiritual aspects outdoors in the winter: a case study from the Czech Republic using the method of systemic constellations	10.1080/01416200.2014.984586	The qualitative study methodology comprised two main techniques: unstructured interviews and the systemic constellation method. The participants, 12 self-identified individuals from various professions (students, professionals, teachers, etc.), selected by self-exclusion, participated in a series of interviews and constellation sessions held over a research weekend. The interviews were intentionally uninfluenced by the topic, prioritizing the participants' spontaneous expression of spiritual experiences. Subsequently, constellations were constructed with the help of	Qualitative

		facilitators, using proxies to represent elements of the participant's system. These sessions aimed to capture conscious and unconscious experiences, including nonverbal aspects, related to spirituality in a nonreligious environment and outdoors in winter.	
The Experience in Personal Social Systems Questionnaire (EXIS.pers): Development and Psychometric Properties	10.1111/famp.12205	The study methodology involved several stages with different participant samples: - Study 1 (Pilot): 179 adults were recruited through a snowballing approach, including colleagues, family, and friends, aged 18 to 63. Participants completed a 50-item questionnaire to explore the initial structure of EXIS.pers. - Studies 2 and 3 (Validation): - Study 2: Used a larger sample of 634 adults recruited from German universities, with an average age of 43, including students, professionals, and individuals with experience in family constellations. - Study 3: Included 310 employees of a British organization supporting vulnerable children, with an average age of 36, all from the kitchen, with a high proportion of women and experience in family constellations. Participants completed the questionnaire, indicating the important people in their lives while reflecting on the last two weeks. The data were used for exploratory (in study 1) and confirmatory (in studies 2 and 3) factor analyses, as well as assessments of internal consistency and cultural equivalence.	Quantitative
Dinámicas Ocultas: Culture and Psy-Sociality in Mexican Family Constellations Therapy	10.1111/etho.12175	The article's research methodology is based on an ethnographic approach, including 20 months of non-consecutive fieldwork in Oaxaca. The author conducted 164 in-depth interviews with different actors (56 patients in a psychiatric hospital, 64 health professionals and healers, and 44 people from the general community), in addition to administering a survey to 995 participants, conducting focus groups, and analyzing discourses in institutional documents, advertising, and media. The research focuses primarily on Family Constellation sessions and semi-structured interviews with participants and practitioners, observing and analyzing therapeutic practices within their cultural context. Controlled experiments are not mentioned, but rather qualitative work based on observation and analysis of experiences and discourses.	Qualitative
Family constellation seminars improve psychological functioning in a general population sample: Results of a randomized	10.1037/a0033539	The research was conducted as a randomized clinical trial with 208 adult participants from the general population, with a mean age of 48 years and a predominance of women (79%). Participants were randomly assigned to two groups: the intervention group (IG), which participated in a 3-day family constellation seminar, and the waitlist group (WLG), which received the same treatment after 4 months. The effects were assessed throughout the study at three time points: baseline, 2 weeks, and 4 months after the intervention, using psychological functioning	Experimental / Quasi-experimental

controlled trial		questionnaires (Outcome Questionnaire, OQ-45.2).	
Improving experience in personal social systems through family constellation seminars: Results of a randomized controlled trial	10.1111/famp.12051	The study methodology was a randomized clinical trial with 208 adult participants, predominantly women, with an average age of 48. Participants were randomly allocated to two groups: an intervention group that participated in family constellations (FCS) seminars with 128 participants (64 participants and 40 observers), and a controlled waiting group that waited for the intervention after the study, also with 128 participants (64 participants and 40 observers). Participants were assessed at three time points: baseline, 2 weeks, and 4 months after the intervention, using the questionnaire administered in the social system (EXIS.pers) and complementary scales. The results indicated improvements in the social experience of participants in the intervention group compared to the control group.	Experimental / Quasi-experimental
Sister of the Heart and Mind: Healing and Teaching with Family System Constellations	10.1080/02703149.2012.720554	The article does not present a quantitative research methodology with many participants or systematic experiments. Instead, it accounts for experience and theoretical reflection, illustrated by specific clinical examples (Annette's case and others) and the author's experiences with Family Constellations practices and complementary approaches. Therefore, the methodology is qualitative, based on clinical experiences, observations, and interviews, without formal quantitative data or controlled experiments conducted by the author.	Qualitative
Earliest Recollections and Birth Order: Two Adlerian Exercises	10.1207/s15328023top1901_9	The study applied two exercises based on Adler's principles in psychology classes: earliest memory (recollection recognition) and birth order (group discussion). Eighty-five students participated, 47 undergraduates and 38 graduate students. After the activities, the students evaluated the exercises on a scale of 1 to 10, with annual responses. Undergraduate students attributed greater value to birth order (M=8.4), while graduate students valued the early memory exercise more, highlighting differences in the activities' perceived value.	Quantitative
Family Constellation and Schizophrenia	10.1080/00223980.1963.9916625	The research was a cross-sectional study involving 527 patients hospitalized between September and December 1961. Of these, 241 were patients diagnosed with schizophrenia (experimental group) and 286 were patients with other functional disorders (control group). Family data, including number of siblings, birth position, and family size, were collected through social history records, hospital admission forms, and psychiatric examination reports, excluding incomplete or unreliable information. No controlled experiments were performed, but a comparative statistical analysis of these demographic and life history data between the	Experimental / Quasi-experimental

		patient groups was performed.	
Spirituality in family constellations and its reflections for the mediation of conflicts in the judicial power	10.23925/1677-1222.2023vol23i2a9	The study methodology used a descriptive, exploratory, quantitative, and qualitative approach. Eighteen semi-structured interviews were conducted with participants who work as constellations in the judiciary, including one judge, a prosecutor, two judicial employees, and 14 lawyers. The interviews took place in August 2020, conducted via the Google Meet platform, and data were analyzed using lexicographic techniques such as Descending Hierarchical Classification (DHC), similarity analysis, and word cloud analysis, using the Iramuteq software.	Qualitative
Family Constellation — A Therapy Beyond Words	10.1002/j.1467-8438.2002.tb00484.x	This article does not present a research methodology with participants or systematic experiments. Instead, it describes the theoretical approach, principles, operation, and examples of application of Family Constellation Therapy, including an illustrative case report of a session with a young woman with an eating disorder. Thus, it is a conceptual presentation and a non-experimental case study, without formal experimental or sampling research procedures.	Case Study
Sibling Niches and the Diagnosis of Attention-Deficit Hyperactivity Disorder	10.1353/jip.2019.0010	The study used a sample of 308 families of alumni of a US liberal arts college, who graduated between 1965 and 1985. A total of 2,500 questionnaires were sent, of which 436 were returned (17%) and 308 were included in the analysis, after meeting exclusion criteria (adoption, age differences greater than 4 years, and severe disabilities). The sample totaled 594 children, of whom 50 (8%) had ADHD, reflecting average rates in the literature. Parents reported behavioral characteristics and diagnoses, including sibling arrangements, number of siblings, and birth order positions. The analysis compared ADHD rates across different family configurations, primarily in arrangements with at least three siblings, with differences of up to 4 years. Chi-square tests with Bonferroni adjustments for multiple comparisons were used to identify diagnostic patterns related to family position and number of siblings. The study was based on questionnaire data analysis and did not involve controlled experiments.	Quantitative
Family constellation as a treatment for overcoming the consequences of violence on victims	10.2298/tem1702219h	The research methodology described in the document includes both qualitative and quantitative studies. Family constellation sessions were conducted with different groups of participants, including victims of violence, their families, and even prisoners convicted of serious crimes such as homicide or rape. Some studies involved groups of participants who attended three-day workshops, where the constellations were led by trained and supervised professionals. The effects were assessed	Quantitative

		using questionnaires and standardized instruments (such as EXIS-peers, OQ-45, and FEP) administered before, two weeks, and up to four months after the meetings. Furthermore, individual and group experiments aimed to analyze changes in participants' perception, emotionality, interpersonal relationships, and behavior.	
Family constellation and birth order variables related to vocational choice of dentistry.	10.2466/pr0.1979.45.3.883	The study methodology used a descriptive and analytical approach, involving a sample of 282 male dentists recruited through interviews at a dental conference, with a high response rate (97.9%). Participants provided information on siblings, age differences, family circumstances, and birth order variables. The research analyzed relationships between birth order variables (ordinal and sociopsychological), family size, and the influence of the closest sibling, using comparative statistical analyses such as frequency and chi-square tests.	Qualitative
A Systemic Perspective on Organizations: International Experience with the Systemic Constellation Method	10.1007/s11213-023-09642-2	The study methodology involved quantitative and qualitative research, administered through an online questionnaire in five languages, aimed at international professionals who use the Systemic Constellation method in organizational settings. Respondents were 273 professionals, of whom 260 already used or planned to use the approach. Data collection included open- and closed-ended questions, and analysis was conducted using qualitative content analysis (coded by multiple researchers) and quantitative descriptive analyses using SPSS. There were no experiments; this was exploratory field research.	Quantitative
How organizational systemic constellations foster organizational trauma healing.	10.3233/hs-m-211570	The research methodology was qualitative, using semi-structured interviews and an ethnographic approach. Five participants were interviewed: an inactive SCW practitioner, an active practitioner, and three experienced users. The interviews, which lasted approximately 50 minutes, were conducted via Skype, manually transcribed, and analyzed using open, inductive, and deductive coding to develop a model of the healing process phases and understand the SCW phenomenon.	Qualitative
Let's Sculpt It!: Experiencing the Role of Organizational Context in Coaching	10.1177/2379298119833692	The article's methodology involves an experiential group sculpting activity designed to coach students and professionals. The ideal group has between 20 and 25 participants, with approximately eight directly involved in the sculpting (actors) and the rest as observers. The activity includes reading the case study "White Horse Coaching," followed by preparation with warm-up activities, formation of the sculpture itself (positioning, orientation, posture), and a joint reflection on the present and future of the represented system. The suggested time is approximately 60 to 80 minutes, including introduction, reading, sculpting, debriefing,	Case Study

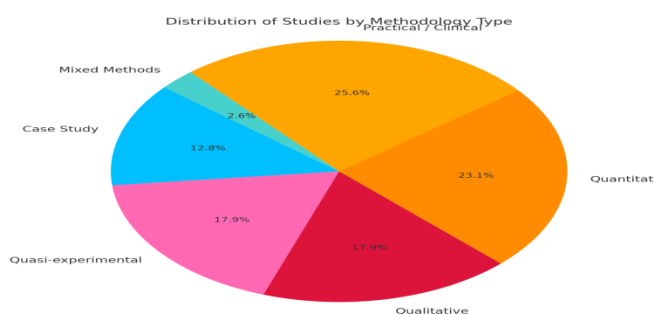
		and closing.	
Team structural constellations and intra-team conflict	10.1108/13527591111182652	The study involved 67 members of 14 work teams from different organizations in Vienna, who conducted interventions using structural team constellations (STCs). Participants were assessed at three time points using questionnaires that measured task and relationship conflicts and satisfaction with the therapeutic alliance with the constellator. The approach was longitudinal and quasi-experimental, with no control group, allowing for observation of conflict changes over time.	Experimental / Quasi-experimental
System constellations as a tool supporting organisational learning and change processes	10.1504/ijlc.2008.023179	The research methodology used in this article is an interpretative field study, based on empirical observations of the behaviors of groups of managers in modern organizations. The method is phenomenological, and the authors analyzed three distinct case studies: 1. A large multinational company in a global strategy workshop with CEOs and HR management; 2. During a year-long development program, a group of 10 potential leaders from a medium-sized company in Germany, and 3. The owner of a small business in New Zealand is in a workshop demonstrating the method. All sessions were recorded, and the interpretations presented are based on the transcripts of these sessions, allowing for a detailed analysis of the dynamics emerging during the constellations. The amount of quantitative detail is limited, with a more qualitative focus on the dynamics and outcomes of these sessions.	Mixed Methods

Source: Prepared by the author based on the analysis of the methodologies of the studies included in the integrative review.

To avoid compromising research quality, files with unclassified methodology that did not meet the PICO method were excluded from the search. Thus, 28 articles that met the inclusion criteria were selected.

The studies were analyzed using their methodologies and classified according to the authors' descriptions.

Below, a pie chart illustrates the proportional distribution of the methodologies used in the analyzed studies.



Graph 1: Distribution of Studies by Type of Methodology

Source: Own elaboration (2025)

It is noted that quantitative and experimental/quasi-experimental studies are predominant, followed by theoretical-practical/clinical and qualitative approaches. This methodological diversity reflects the multiplicity of ways in which Family Constellations have been investigated and applied.

Extensive bibliographic research was carried out to theoretically support the investigation, including the analysis of works by Bert Hellinger and other authors who outline the principles and practices of CSF. In addition, peer-reviewed academic articles were consulted, which address the evolution and effectiveness of the technique in different contexts.

All stages of the research followed ethical principles and the responsible use of the data collected.

RESULTS

Prisma Flowchart

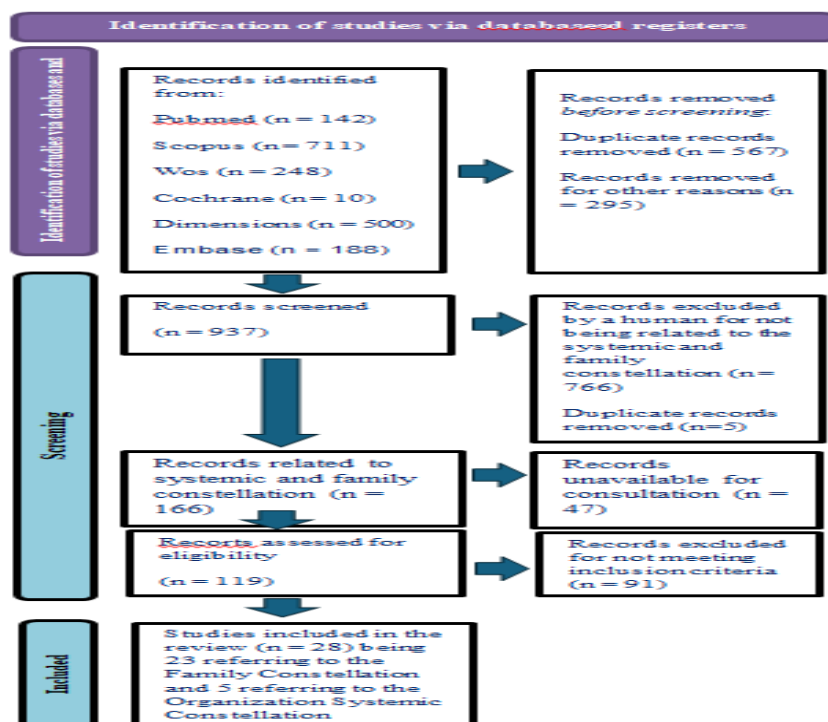


Figure 1: Prisma Flowchart describing in detail all stages of document inclusion: selection, screening, and inclusion

Reason 1: Duplicate documents

Reason 2: Other reasons

Reason 3: Documents unrelated to Systemic and Family Constellation

Reason 4: Documents unavailable for access

Reason 5: Documents that did not meet the inclusion criteria

The initial selection occurred by searching for keywords in the titles, abstracts, and keywords of the records existing in the six databases selected for the research. This search located 1799 records, including articles, books, book chapters, and others.

567 articles duplicated or triplicated in more than one database, and another 295 for other reasons were removed. 937 records remained for analysis and selection. Of these 937 records, 766 were also removed. After all, they did not refer to the therapeutic approach of Systemic and Family Constellation, and another 5 because

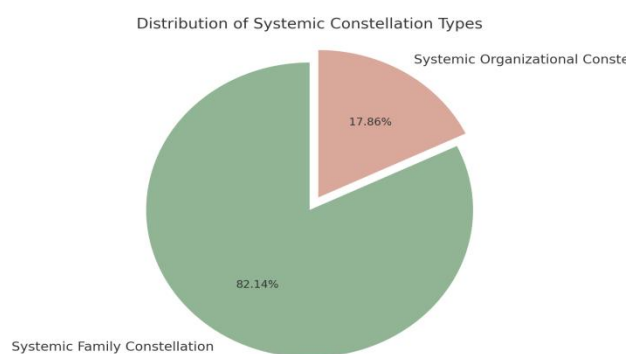
they were duplicated or triplicated in the databases. There were 166 records of the Systemic and Family Constellation therapeutic approach left for analysis. However, of these 166 records, 47 documents were unavailable for free reading. Thus, 119 records were considered to analyze the inclusion and exclusion criteria.

Based on the exclusion criteria, we disregarded 91 records that were not related to the Systemic and Family Constellation therapeutic approach and/or that did not have the original article format and/or that did not have a DOI and/or that were not written in English and/or that did not have a classified methodology and/or the PICO method was not applied.

Thus, based on the content of the title, abstract, and keywords of each document, as well as the inclusion and exclusion criteria, 28 records related to Systemic and Family Constellation, with DOI, in the Original Article format and published in English, regardless of the date, were selected for the review. Of these 28 articles, we found that 23 were related to Systemic and Family Constellation, while the other 05 were directly linked to Organizational Systemic Constellation.

Distribution Chart of Systemic Constellation Types

The following chart shows the percentage distribution among the types of Systemic Constellation identified in the sample analyzed (28 articles selected for the review). Family Systemic Constellation predominates (82.14%), followed by Organizational Systemic Constellation (17.86%).



Graph 2: Distribution of Systemic Constellation Types

Source: Own elaboration (2025)

Geographical Distribution Map



Figure 2: Geographical Distribution Map of Publications on Systemic and Family Constellations

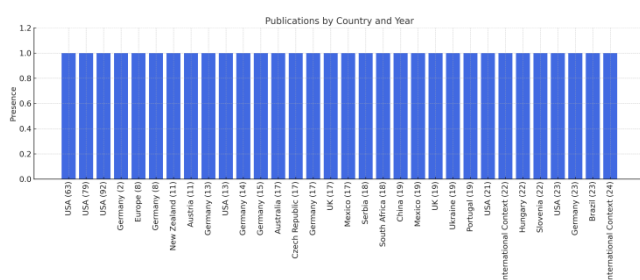
Source: Prepared by the author using the Bing Excel Platform (2025).

The map presented shows the geographic distribution of scientific publications related to Systemic and Family Constellations in different countries worldwide, using a color scale that varies from light blue (fewer publications) to dark blue (highest concentration of publications). Thus, we observe the following:

1. United States: It stands out as the country with the most significant number of publications, indicated by the darker shade; this highlights the strong academic and scientific interest in the theme within the North American context.
2. Germany: It also presents a high density of publications; this is consistent with the fact that Bert Hellinger, creator of the Family Constellations method, is German, which suggests a strong base of development and initial dissemination of the practice in this country.
3. Other countries with notable publications, such as Brazil, South Africa, Mexico, and Hungary, appear to have a significant presence, although less intense than the two countries mentioned above; this suggests that the method has been adopted or studied in multicultural and diverse contexts, including outside the Europe-United States axis.
4. Latin America and Africa: Countries such as Brazil and South Africa point to a growing diffusion of the method in contexts of the Global South, which may be related to the method's applicability in social and restorative justice issues.
5. Asia and Oceania: The absence or low representation of Asian and Oceanian countries suggests that, despite possible local practices, there is still little scientific production published in these contexts or limited international visibility of such practices.

Finally, the map reveals that scientific production on Systemic and Family Constellations is still concentrated in a few countries, mainly Western Europe and North America. However, the presence of publications in Latin American and African countries demonstrates the beginning of a process of internationalization of the method and its use in different sociocultural realities.

Graph of scientific publications on CSF by country and year



Graph 3: Temporal and geographic distribution of scientific publications on Systemic and Family Constellations

Source: Own elaboration (2025)

The graph above shows the temporal and geographic distribution of scientific publications on Systemic and Family Constellations, based on the studies included in the review. It can be seen that the United States stands out as the leading academic producer, with publications registered from 1963 to 2022, evidencing a trajectory of continuous interest in the topic. Germany, where the approach originated, also stands out with publications over several years, confirming its centrality in the theoretical and practical construction of Systemic Constellations. In addition to these two countries, relevant contributions can be observed from other contexts, such as Australia, New Zealand, Hungary, Mexico, China, Portugal, South Africa, Serbia, the United Kingdom, and Ukraine. The presence of studies classified as "International" in the years 2021, 2023, and 2024

is notable, which suggests the growth of transnational collaboration and the carrying out of multicenter research. These data demonstrate the advancement of Systemic Constellations as an object of research in different cultures and contexts. Finally, it is worth highlighting that Brazil only entered the indexed publications scenario in 2023, revealing a potential that is still little explored in formal academic production, despite the widespread dissemination of the practice in the country. This data reinforces the importance of promoting Brazilian research to strengthen the scientific recognition of the approach.

Impact of CSF on Personal and Professional Relationships

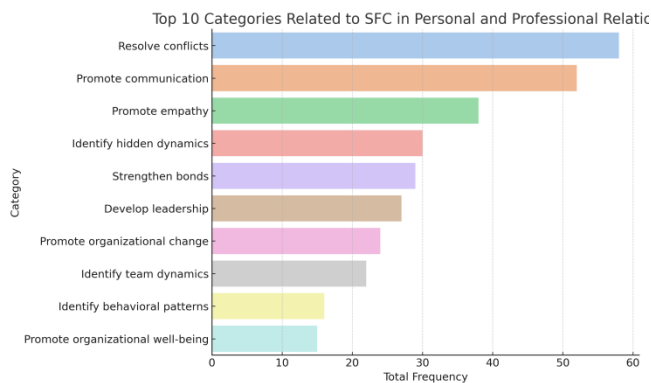


Figure 3 – The 10 main categories of CSF application according to total frequency in Table 2.

Source: Own elaboration (2025).

The analysis of the 10 most frequent categories in applying Systemic and Family Constellations (CSF) in personal and professional relationships indicates that conflict resolution occupies the most prominent place, being mentioned in almost all impact dimensions analyzed. Next, we observe the high incidence of 'promoting communication' and 'promoting empathy', which reinforces the relational nature of CSF, aimed at improving listening, expression, and interpersonal understanding. Categories such as 'identifying hidden dynamics' and 'strengthening bonds' highlight the diagnostic function of the methodology, while 'developing leadership' appears as a reflection of the structural gains obtained through the practice. The presence of themes such as 'promoting well-being' and 'organizational changes' reveals an expanded impact of CSF, which goes beyond the relational field and reaches organizations' strategic and cultural levels. Therefore, the data reinforce the versatility of CSF in addressing complex human and organizational issues.

Systemic and Family Constellation in Organizational Management

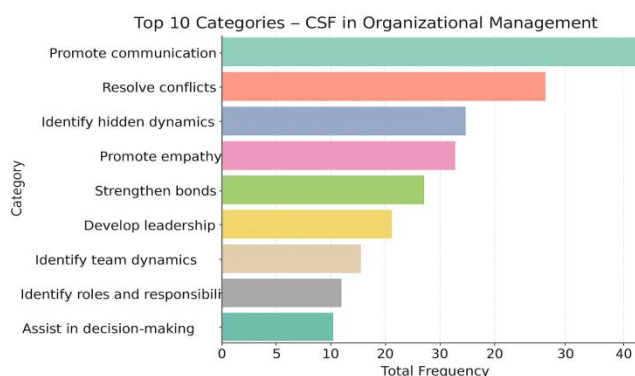


Figure 4 – The 10 main categories of CSF application in Organizational Management.

Source: Created by the authors (2025).

Analyzing the 10 most frequently mentioned categories in applying Systemic and Family Constellations (CSF) in organizational management reveals the centrality of communication and conflict resolution as pillars for more efficient work environments. The category 'promoting communication' leads in frequency, highlighting

CSF as an essential tool for improving the flow of interaction between individuals and teams. The presence of 'resolving conflicts' and 'identifying hidden dynamics' highlights CSF's ability to act on invisible tensions, allowing for more strategic interventions. Furthermore, categories such as 'promoting empathy', 'strengthening bonds', and 'developing leadership' indicate that the methodology contributes to strengthening human relationships, promoting integration and alignment of roles. The data reinforce the role of CSF as a practical approach in conducting more sensitive, participatory management processes aligned with the principles of relational intelligence and a healthy organizational culture.

Organizational Development through Systemic and Family Constellation

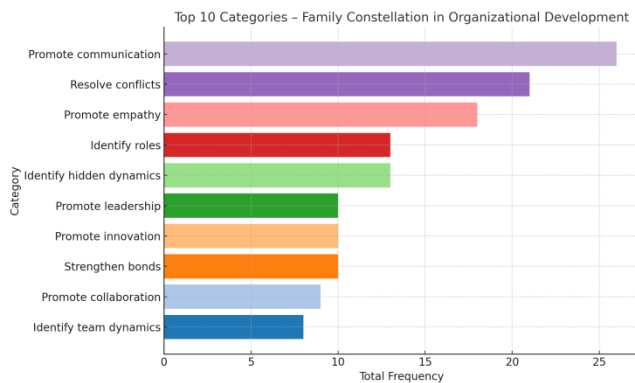


Figure 5 – The 10 main categories of CSF application in Organizational Development.

Source: Created by the authors (2025).

Analyzing the main categories related to applying Systemic and Family Constellations (SFC) in organizational development highlights the relevance of communication and conflict resolution practices. 'Promoting communication' leads in frequency, reflecting the importance of clarity, active listening, and relational expression for advancing organizational processes. 'Resolving conflicts' comes next, highlighting the role of SFC as a mediator of tensions and facilitator of reconciliation in collective contexts. The presence of categories such as 'promoting empathy', 'identifying roles', and 'strengthening bonds' indicates that SFC contributes to the humanization of structures, bringing people together and aligning expectations and functions. Furthermore, actions such as 'promoting innovation' and 'leadership' point to the strategic dimension of the approach, promoting more creative, collaborative, and integrated environments. SFC, therefore, confirms itself as a systemic methodology capable of fostering sustainable organizational development through relational balance and strengthening internal connections.

Organizational Innovation and Systemic Approaches

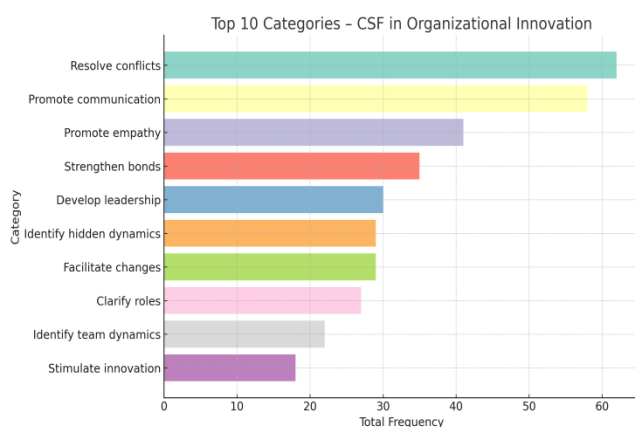


Figure 6 – The 10 main categories of CSF application in Organizational Innovation.

Source: Created by the author (2025).

Analyzing the most frequent categories in applying Systemic and Family Constellation (CSF) in organizational innovation highlights the prominence of practices aimed at conflict resolution and efficient communication. The categories 'resolving conflicts' and 'promoting communication' lead the ranking, demonstrating that creating innovative environments requires overcoming tensions and strengthening communication bonds. 'Promoting empathy' and 'strengthening bonds' also occupy prominent positions, revealing the importance of relational sensitivity and cohesion among the organization's members. Other categories, such as 'developing leadership', 'facilitating change', and 'stimulating innovation', reinforce the strategic nature of CSF as a tool to support protagonism, adaptability, and the emergence of creative ideas. With this, CSF confirms itself as an integrative and systemic approach, capable of contributing to a more humanized and collaborative innovation ecosystem.

Productivity and Organizational Efficiency

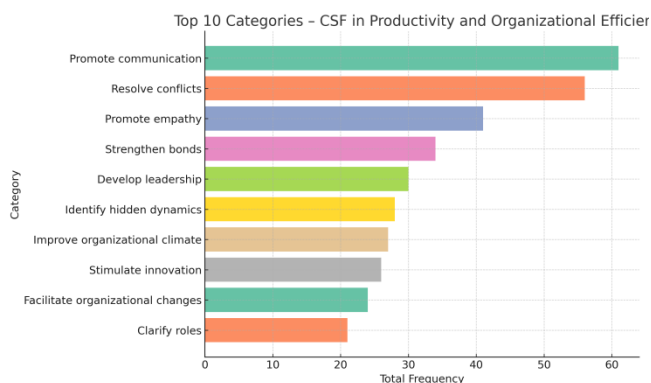


Figure 7 – The 10 main categories of CSF application in Productivity and Organizational Efficiency.

Source: Prepared by the author (2025).

The analysis of the 10 main categories related to applying Systemic and Family Constellations (CSF) in the context of productivity and organizational efficiency reveals the leading role of practices focused on communication and conflict resolution. The category 'promoting communication' ranks first, highlighting the relevance of active listening, dialogue, and clarity in interactions to improve collective performance. Next, 'resolving conflicts' stands out, confirming the central role of CSF as a tool for organizational peacemaking and mediation. Categories such as 'promoting empathy', 'strengthening bonds', and 'developing leadership' complement the scenario, indicating that productive efficiency is directly associated with the quality of human relationships. The presence of actions such as 'improving organizational climate', 'stimulating innovation', and 'facilitating organizational changes' reinforces the strategic scope of CSF, expanding its effects beyond the relational field and impacting culture, innovation, and organizational engagement.

Conflict Resolution and Systemic and Family Constellation

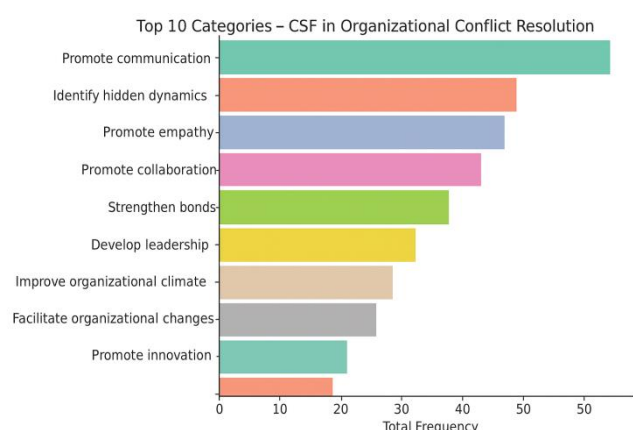


Figure 8 – The 10 main categories of CSF application in Organizational Conflict Resolution.

Source: Created by the authors (2025).

Analyzing the most recurrent categories in applying Systemic and Family Constellations (SFC) to resolving organizational conflicts reveals the leading role of communication, with the category 'promoting communication' leading in frequency; this highlights the importance of clear and open communication channels for dealing with organizational tensions. 'Identifying hidden dynamics' and 'promoting empathy' appear with the same intensity, indicating the importance of a systemic perspective and empathetic listening to understand conflicts beyond their apparent symptoms. 'Resolving conflicts' and 'promoting collaboration' reinforce the integrative aspect of SFC, promoting spaces for conciliation and joint construction. In addition, categories such as 'strengthening bonds', 'improving the organizational climate', and 'facilitating changes' point to broad effects of the practice, which go beyond the specific resolution of disputes, impacting culture, well-being, and innovation in organizations. CSF, therefore, emerges as a transversal and restorative approach, promoting reconnections and sustainable transformations in the organizational environment.

Future Trends and Technological Innovations

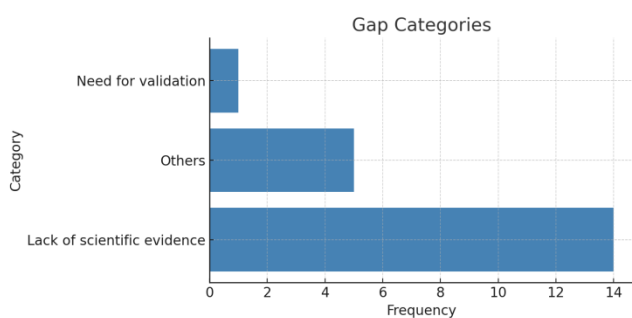


Figure 9 – Categories of gaps in CSF studies.

Source: Prepared by the authors (2025).

The analysis of gaps in studies on Systemic and Family Constellations (CSF) shows a predominance of observations about the lack of scientific evidence. This data reflects the urgent need to expand the empirical body of the area through systematic and rigorous research. Other studies also indicate a lack of theoretical and methodological validation, which reinforces the emerging nature of the application of CSF in organizational environments and its demand for academic consolidation.

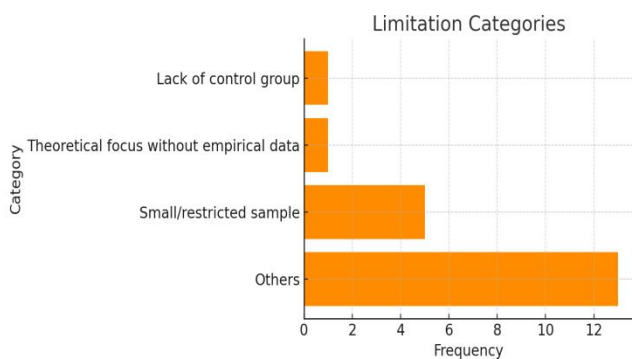


Figure 10 – Categories of methodological limitations in studies on CSF

Source: Prepared by the authors (2025).

Regarding limitations, diverse situations are classified as 'others', demonstrating the heterogeneity of methodological designs. Also noteworthy are the recurrence of small or restricted samples, which compromise the generalization of results, and the absence of a control group. These limitations suggest the need to strengthen studies' robustness, expand the scope of the samples, and improve the technical rigor of CSF investigations.

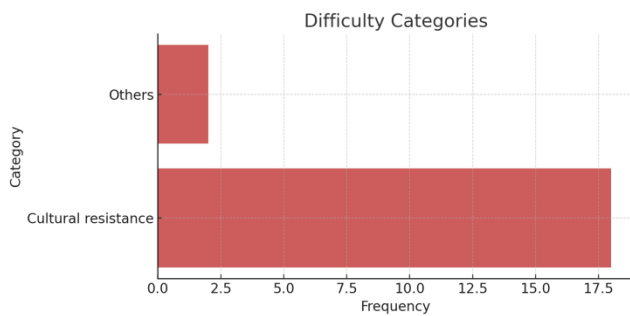


Figure 11 – Difficulties in implementing and using CSF.

Source: Prepared by the authors (2025).

Cultural resistance is the main difficulty identified in studies on implementing Systemic and Family Constellations. This data indicates that, despite its transformative potential, CSF still faces acceptance barriers in more traditional organizational contexts. Other challenges include the lack of understanding of the methodology and the lack of trained professionals. Such difficulties reinforce the importance of educational actions, technical training, and institutional communication to insert CSF in organizations effectively.

Integration of Categories by Thematic Axis

Table 3 - Integration of Categories by Thematic Axis

Category	Personal and professional relationships	Organizational management	Organizational development	Organizational innovation	Productivity and efficiency	Conflict resolution
Expand creativity				X✓		
Develop leadership	X✓	X✓	X✓	X✓	X✓	
Stimulate innovation				X✓	X✓	
Facilitate changes		X✓		X✓		X✓
Facilitate organizational changes					X✓	
Strengthen bonds	X✓	X✓	X✓	X✓	X✓	X✓
Generate alignment			X✓			
Generate organizational changes	X✓					
Identify hidden changes	X✓	X✓				X✓
Identify roles			X✓			
Improve organizational climate		X✓			X✓	X✓
Promote well-being	X✓					

Promote collaboration						X✓
Promote communication	X✓	X✓	X✓	X✓	X✓	X✓
Promote empathy	X✓	X✓	X✓	X✓	X✓	X✓
Promote innovation			X✓			
Resolve conflicts	X✓	X✓	X✓	X✓	X✓	X✓

Source: Prepared by the authors (2025).

The integration table of categories identified in the review by thematic axis reveals the breadth and transversality of Systemic and Family Constellation (CSF) in organizational management. The categories were grouped into six principal axes: personal and professional relationships, organizational management, organizational development, innovation, productivity and efficiency, and conflict resolution.

It is observed that some categories appear recurrently in practically all the axes analyzed. "Promoting communication", "resolving conflicts", "promoting empathy", "strengthening bonds", and "developing leadership" form the central core of CSF's impact on organizations; this indicates that the approach essentially acts on the relational fabric that supports corporate practices, being especially effective in improving interpersonal communication and conflict mediation.

Categories such as "identifying hidden dynamics", "improving the organizational climate," and "facilitating changes" also stand out, pointing to the diagnostic and strategic potential of CSF. These data reinforce that the approach allows us to identify dysfunctional patterns that escape conventional management methodologies, offering paths for reconciliation, repositioning, and integrating forces within teams and organizational culture.

In the innovation axis, categories such as "stimulating innovation", "expanding creativity", and "developing leadership" stand out, revealing that CSF contributes to unlocking creative flows and strengthening the autonomy of leaders who are more connected to human needs and a systemic vision. This direct relationship between relational culture and innovation highlights CSF as an ally in building more adaptive and collaborative environments.

The transversality of the categories in multiple axes demonstrates that CSF does not act only in specific niches but holistically, connecting the individual, collective, and institutional levels; this consolidates the approach as a multifaceted tool for organizational development, with direct impacts on performance, well-being, and innovation.

DISCUSSION

The results of this review demonstrate that Systemic and Family Constellations (SFC) constitute an innovative and promising approach in the context of organizational management. Analysis of the included studies demonstrated that their application is associated with positive impacts in promoting healthier, more collaborative, and integrative organizational environments. Among the main benefits highlighted in the literature are the strengthening of interpersonal bonds, the effective resolution of internal conflicts, the expansion of empathy among team members, and the promotion of an organizational culture focused on innovation and collective well-being.

SFC's unique feature lies in its ability to access and reveal systemic dynamics invisible to traditional analysis, allowing for a broader and deeper understanding of the dysfunctions in interpersonal relationships and organizational patterns. This understanding is based on phenomenological representations, which bring unconscious or unspoken content to light, often related to hidden loyalties, exclusions, hierarchical inversions,

and imbalances in exchanges. By enabling visualization of these dynamics, CSF fosters relevant insights and more assertive interventions, facilitating structural transformations in organizational systems.

However, although the positive effects of the approach are well documented in case reports and qualitative studies, there is a significant lack of robust empirical evidence attesting to its effectiveness in a generalizable manner. Some studies analyzed in this review have methodological limitations, such as small sample sizes, lack of control groups, non-randomized designs, and a scarcity of quantitative assessment indicators. These gaps compromise the reliability of the findings and reinforce the need for further studies with scientific rigor, using mixed-method designs, validated instruments, and longitudinal follow-up to assess the sustainability of the intervention's effects over time.

Another critical aspect identified concerns the training of organizational constellation facilitators. The professional's competence is essential to ensure process safety, ethical conduct, and an accurate understanding of the systemic field. Given the complexity of organizational dynamics and the depth of proposed interventions, developing more structured, scientifically based training programs with practical supervision is essential. Standardizing protocols, defining certification criteria, and promoting ongoing training are key factors in ensuring the effectiveness and legitimacy of CSF as an organizational development tool.

Beyond its therapeutic and structural contributions, the integration of CSF with emerging technologies such as artificial intelligence (AI), virtual reality (VR), and augmented reality (AR) emerges as a promising frontier for its development. Digital tools can map emotional patterns, model systemic structures, and simulate relational scenarios, expanding the possibilities for intervention and assessment. These innovations can also expand access to the approach, offering immersive and safe experiences, including in remote or hybrid environments. Collaboration between constellations, researchers, and technology developers can enable new methodologies for applying, monitoring, and validating results.

Furthermore, the CSF aligns with contemporary demands for more humanized, sustainable organizational practices integrated with the principles of systemic governance. In digital transformation and accelerated change in work models, methodologies that value human relationships, active listening, and systemic understanding become essential for building resilient, ethical, and adaptive organizations. By acting at the symbolic, emotional, and structural levels, the constellation offers a powerful path for developing conscious leadership and cohesive teams, promoting specific solutions and lasting transformations in organizational cultures.

It is important to emphasize here that, despite the methodological rigor adopted in this review, some limitations must be acknowledged. The selection of studies was restricted to publications available in specific databases, which may have resulted in the exclusion of relevant research published in other repositories or outside the traditional academic scope. Furthermore, the predominance of qualitative studies and the scarcity of controlled trials limit the generalizability of the results. Another limitation concerns the possibility of publication bias, as studies with positive results tend to be more frequently published. There were also limitations related to the English language, the article format with DOI, and the therapeutic approach of Systemic and Family Constellations. Finally, the data extraction and analysis process, although supported by digital tools, still depended on the researchers' interpretation, which can introduce subjectivity inherent to the qualitative approach.

Finally, consolidating CSF as an organizational management strategy requires strengthening its theoretical foundation, expanding empirical evidence, and professionalizing its practice. With investments in research, training, and technological innovation, the approach is poised to occupy an increasingly relevant space in organizational development, contributing to more integrated, creative, and healthy work environments.

CONCLUSION

This integrative literature review has shown that Systemic and Family Constellations (SFC), when applied with theoretical rigor, professional ethics, and strategic intentionality, represent an innovative and effective approach for promoting healthier, more collaborative, and innovation-oriented organizational environments. Its

application has proven particularly relevant in relational complexity, interpersonal conflicts, communication difficulties, and team management challenges. SFC stands out for its unique ability to access hidden dynamics in human systems, favoring a broader understanding of relationship structures and enabling deeper, more transformative interventions.

The studies analyzed in this review point to significant benefits of SFC in improving the organizational climate, resolving conflicts, strengthening bonds, and developing more conscious and empathetic leaders. Its application also favors increased employee engagement, cohesion among teams, and the adaptive capacity of organizations in the face of change. These results demonstrate the potential of CSF as a strategic management tool that integrates emotional, cultural, and structural aspects into companies' decision-making processes and human development.

In addition, CSF proves to be especially powerful when combined with institutional policies and corporate governance models. In internal policies — such as ethics, diversity, well-being, and people management — the systemic approach helps diagnose misalignments between discourse and practice. It supports reformulating guidelines based on belonging, order, and balance principles. The constellation can help mediate policy resistance, revealing invisible links with previous organizational cultures or institutional exclusions that compromise adherence to and effectiveness.

In corporate governance, CSF offers important support for alignment between partners, boards, and leaders by illuminating hidden dynamics that influence decision-making processes, family successions, and institutional crises. The symbolic representation of elements such as organizational purpose, legacy, stakeholders, and market enables more conscious and systemic decision-making based on rational data and relational intelligence. Practical cases indicate that the approach can prevent ruptures, strengthen bonds of trust, and facilitate structural transitions with greater harmony.

Despite advances in practices and institutional recognition of the approach, such as its inclusion in public health and justice policies, important gaps persist in the scientific field. The lack of a robust empirical basis, with validated quantitative methods and controlled designs, still limits the consolidation of CSF in academia and in more traditional organizational sectors. This methodological weakness reinforces the need to increase investment in applied research, especially longitudinal studies investigating the approach's effectiveness in different contexts and populations.

Another critical point is training professionals who act as facilitators or organizational constellations. The dynamics' complexity requires technical preparation, relational sensitivity, ethical maturity, and continuous theoretical-practical updating. Therefore, developing standardized, supervised, and evidence-based training programs that guarantee quality and safety in the interventions carried out is urgent. Ethical regulation and strengthening professional associations are also important steps to consolidate the legitimacy of the practice.

Additionally, integrating CSF with emerging technologies, such as artificial intelligence, augmented reality, and digital relational mapping platforms, constitutes a promising frontier for its expansion and sophistication. Such resources can contribute significantly to expanding the scope of the approach, modeling complex systemic dynamics, and assessing the impacts of interventions with greater precision. The intersection between systemic constellation and technological innovation points to a new field of possibilities, which combines phenomenological depth and analytical intelligence in favor of organizational transformation.

For CSF to consolidate itself as a strategic and scientifically recognized tool in the management field, its articulation with institutional policies, human development programs, and interdisciplinary research and practice networks is essential. The approach must be understood as an alternative intervention method and a management philosophy based on systemic, human, and integrative principles. In an increasingly complex, interdependent, and vulnerable to crises, CSF offers paths to reconnect with the essential values of human relations and with the systemic intelligence present in all collectives. Ao todo, esta revisão foi sustentada por 43 referências únicas, combinando 28 artigos científicos empíricos com 15 fontes teóricas e metodológicas, das quais sete estiveram presentes em ambas as categorias.

Aiming to contribute to new research in the area, we present the following agenda of suggestions:

- Conduct longitudinal studies with control groups to verify the sustained effects of CSF in different organizational contexts.
- Develop standardized protocols for applying CSF in corporate environments, focusing on performance indicators, organizational climate, and engagement.
- Promote certified training programs for facilitators based on scientifically validated methodologies supervised by experts.
- Investigate the integration of CSF with emerging technologies, such as artificial intelligence, augmented reality, relational modeling software, and digital systemic visualization platforms.

Thus, it is concluded that Systemic and Family Constellations contribute significantly to development, innovation, and organizational management, facilitating communication between teams, increasing safety, creativity, and productivity, and improving the organizational climate. Due to the lack of scientific evidence of the effectiveness of Bert Hellinger's approach, new research, with more rigorous methods, needs to be carried out to bring credibility and trust to the method, which can contribute substantially to strengthening governance practices, coherent institutional policies, and more humane and integrative organizational models.

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