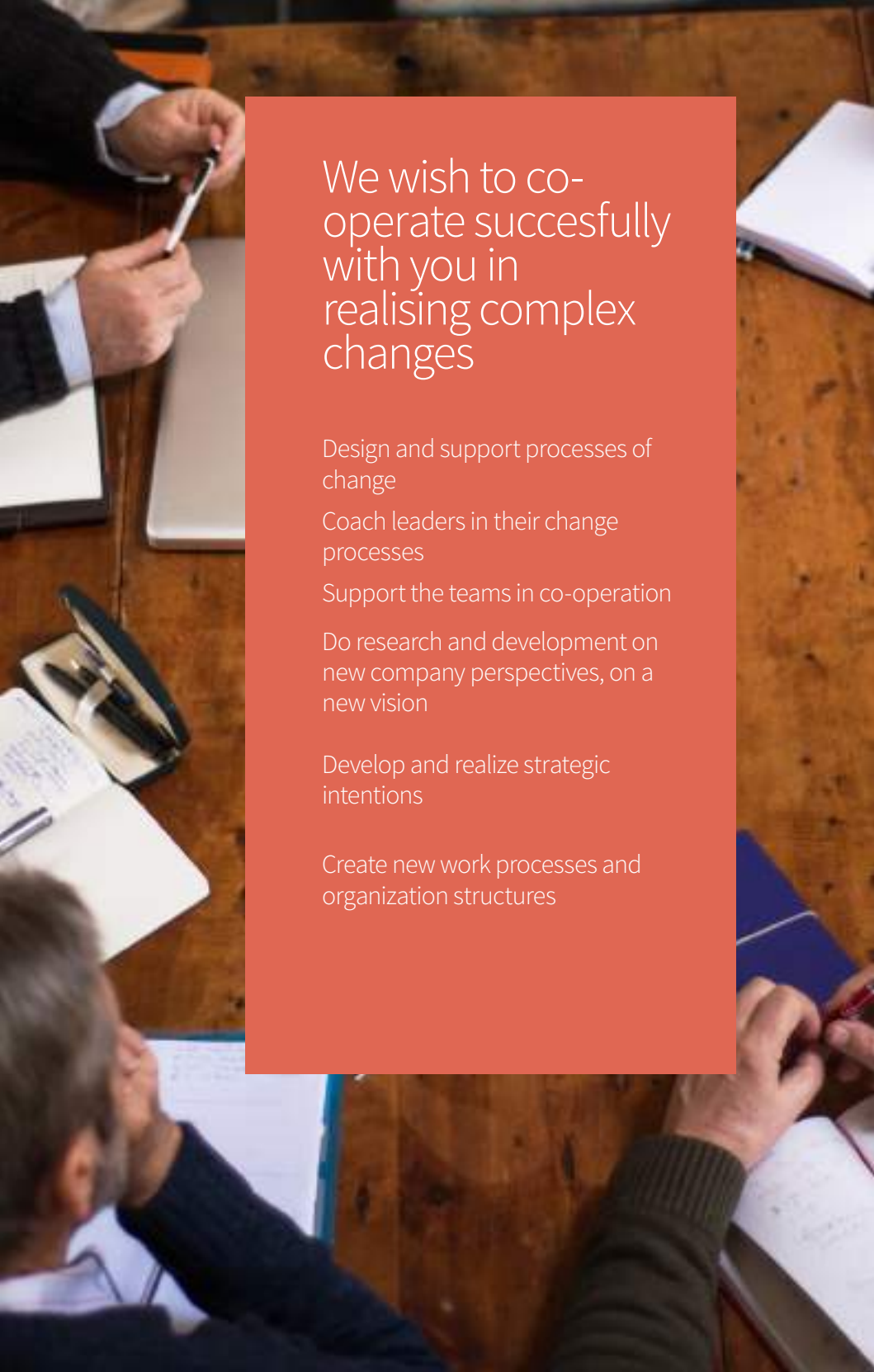


A FREE HUMAN  
BEING IS ABLE  
TO DO THE GOOD  
FOR THE OTHER



*instituut voor  
mens- & organisatie ontwikkeling*



# We wish to co-operate successfully with you in realising complex changes

Design and support processes of change

Coach leaders in their change processes

Support the teams in co-operation

Do research and development on new company perspectives, on a new vision

Develop and realize strategic intentions

Create new work processes and organization structures



# We support people and their organizations in taking up questions of change

We do this as:

partners for topmanagement of the organized community,  
partners for process owners, who realize change processes,  
partners for leaders, that want to make a difference,  
partners for leaders and teams that join the change.

The realizing of complex changes and innovations is a big challenge, demanding an unique and adequate process. The higher art of designing such processes is that people, who are involved, feel well about it, that they can act successfully in it and that they can make sense out of it.

Traditionally constructed and implemented change processes very often end up in disaster and bring no adequate change. Our IMO approach for change processes is experienced by our clients as an inspiring and result bringing adventure, a journey with a remarkable destination and outcome.

Our long time experience with creating change has shown us that processes of change depend on three core qualities.

These are:

- the top leaders of the organization have an inspiring vision
- the middle management is working together in an open way
- the professionals have the client as their permanent focus

These three core qualities of the process of change have to be brought into a good balance. People who are anyhow involved in these change processes are part of the game and play an important role in it.

The processes are guided by process owners, invited by the top of the organization. They steer the whole process and bring everything forward to a good end. They don't do that primarily out of their professional expertise or functional position, but they do it out of an inspiring and process orientated horizontal leadership.

The top of the organization and the process owners work together in a rhythmic way, steering the change processes together.

We characterize the core qualities of this acting as 'horizontal leadership'.

As IMO-consultants we accompany and support the designing of, giving direction to and implementing of these changes and we do this together with our clients.

# IMO is working with the scientific based methodology of the social evidential

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To address complex changes you have to design an appropriate and unique process. Don't walk for this change along the well known tracks.

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The whole process is flowing because of fruitful dialogues between persons who are involved. Those persons can be clients, leaders, employees, suppliers.

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The steps, done by the participants in the process, have the quality of sensemaking, being important to the participants biography.

## An institute with a remarkable, unique identity



Established by  
Prof. Dr. Adriaan  
Bekman in 2005

IMO – *instituut voor mens- en organisatieontwikkeling* - is established in January 2005 by Prof. Dr. Adriaan Bekman. IMO coregroup members and IMO Partner members develop the methodology, based on the fundament of experience and research, directed to serve clients with their questions

Adriaan Bekman, lector Leadership at Hanze University Groningen (the Netherlands), developed IMO during the last seven years into a flourishing community of entrepreneurial and inspired colleagues.

The IMO consultants have experience in a wide range of branches like education, healthcare and banking up to industry and agriculture.

They are active in profit and non-profit organizations and in (semi-) government organizations.

They work with leaders who are longing for real, sense making change.

The IMO consultants work in different countries like Germany, the Netherlands, Italy, Finland, Brazil, Chili, Switzerland, Russia.

They all have their own experience with entrepreneurship and leadership, being responsible for initiatives in society. They act as horizontal leaders in their client organization.

IMO is connected to the pioneering work of Bernard Lievegoed, founder of the NPI-Institute.

IMO is also connected to the international 'Association for Social Development' (ASD). About 110 consultants, with their own institutes and own networks, are worldwide active out of the same thoughts and values.

# IMO publications

On a regular basis we publish books and articles regarding our work and the methodology of the evidential.

**Adriaan Bekman:**



## **Inside the Change**

Alert Verlag, Berlin, 2014

This book gives an inspiring description of the IMO methodology.

Also available in German: 'Begeisterung steckt an', Alert Verlag, Berlin, 2011



## **Organisations with Soul**

Hawthorn Press Ltd, Zeist, Stroud, 2013

Description of the language and schooling of the soul, in the heart of our daily organized life.



## **The Art of Conscious Living**

Alert Verlag, Berlin, 2010

Knowledge building for the individual and the community. A new social path to higher consciousness



## **The Horizontal Leadership Book**

Publisher Alert Verlag, Berlin, 2011

The main concepts, completed with real cases on horizontal leadership.

# IMO network

IMO has a network of about 65 members, that work together with the IMO core group and IMO Partner colleagues in the different countries on creating change in their organizations and on developing the methodology for change.

The IMO Foundation takes care of the IMO-network.

# IMO Centers for Horizontal Leadership

Together with our clients we have created Centers for Horizontal Leadership. These Centers are functioning in Brazil, Germany, The Netherlands, Finland, Switzerland, Italy and Russia.

The research group forms the heart of every IMO Center for horizontal leadership. Client organizations participate in the

Center.

IMO Partner colleagues support the Center and act as client consultants in processes of human and organization development. The main topics for research are leadership, community building and sensemaking.

Results of the research will be published.

Every year we organize in the IMO Center for Horizontal Leadership various learning programmes:

Seminar Core Qualities of Leadership

Master Class Horizontal Leadership

Master Class Horizontal Leadership Consultancy

Workshop Horizontal Innovation

These programmes have a time span between three months and two years. We work with the IMO methodology.

In a series of two-day workshops the visiting teachers concentrate on the personal development questions of participants, working with them in small groups. They contribute with their own practical experiences to the processes in the intervention groups.

Everything is closely connected to the change processes in companies, in which the participants are involved.

These programmes can be tailor made for organizations and their specific needs.

The IMO foundation takes care for the Centers for Horizontal Leadership in the different countries





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## Invitation

We like to share with you some thoughts about the possibilities of co-operation with your organization in a way that it makes sense for you, your organization and IMO.

If you want to find more information about the members of the IMO coregroup, have a look at our website.

You can contact IMO colleagues by e-mail:  
[familyname@het-imo.net](mailto:familyname@het-imo.net)

All other information you want, please contact one of the IMO colleagues.

**[www.het-imo.net](http://www.het-imo.net)**  
**[www.horizontalleadership.com](http://www.horizontalleadership.com)**