

Windows on Organizations

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For my IMO colleagues

Zeist 2015

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Introduction

Organization development is a science and an art, but even more a creative practice for questions we cannot answer easily. They require leadership and community involvement.

Leadership while we have to go a new path in unknown territory and we have to overcome the hindrances inside and outside ourselves by taking initiatives on the basis of personal responsibility.

Community while people create the new themselves and they need each other in doing this. This brings the whole and each individual a step further in his development.

It can be helpful to be more aware of some concepts that might help in these challenging processes to find the path and go the way.

In this book you find concepts for organisation development. These concepts are based on a thinking that is not logic thinking but a heart thinking in the form of elements and the way these elements could relate with each other.

We can approach the reality as a reality that exists of dimensions, elements, of levels of existence. They are balanced or they are misbalanced. That creates questions to be dealt with. That we do in processes of organization development.

We follow the same pattern in describing these elements in the different concepts.

- Introducing the core idea
- The Model
- Characteristics
- The sense of the model
- Application
- An example
- Reflection

These concepts have proven their value in the practice. It needs a hand of the master to make them work.

To master these concepts it is advised first to live a while and reflect on a concept. Then they become a bit familiar and at some moment they appear to be useful for you in your practice. One cannot immediately apply them in the practice. It is in the concrete situation that the concept can start to work in the way you deal with the situation yourself.

The Organization



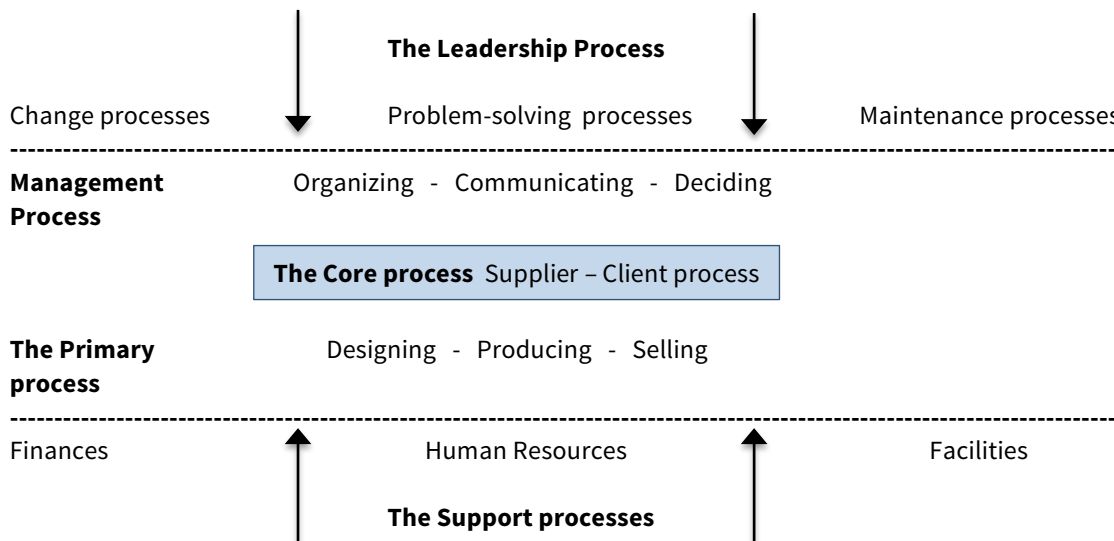
We start with windows on organizations. They show us that an organization is more a happening than a structure. When we ask a person what is the first association with the word organization, the answer is mostly in the direction of a structural image. We hardly hear the words client, process, dialogue. In these windows we show the organization as a process that is connected to the clients. We see two different levels of organizing that are the operations and the development.

Process Organization

Introducing the core idea

There is a lot of attention for the functional and formal organization structures and there is little attention for organizational processes. However it is the process that makes the difference for the good or bad functioning of an organization. In the processes we create the values. Here we give an image of the archetypical organizational processes and how they are connected.

The Model



Characteristics

The organization is more a process than a structure.

Process is a series of repeating rhythmic activities and events.

Frictions in organizations exist while the processes are not very well connected.

The behavior of people is destined by the way the process flows and goes.

Processes create values:

Value creation 1 is the operational process that creates a product or service or advice.

Value creation 2: the development process of the organization itself.

In the core process all effects of the other processes appear in a healthy or unhealthy way.

Organizational processes are connected to all the processes of the society.

People connect the processes by co-operating with each other. They use systems to do that.

The sense of the model

This model of the process organization you can use as a diagnostic tool to see frictions and misbalances between processes. In the supplier - client process we see these frictions the best.

This model can help you to see the misbalance of attention to the different processes. It can be that there is all the attention for the financial process and much less for the human resource process. It can be that there is full attention for the operations but little attention for the development process.

Operational processes need the attention of management. Development processes need the attention of leadership.

Application

Define the key issues and questions that are alive in the organization.

Place these questions in the map of the process organization.

Is the question part of a specific process?

Is the question representing a friction between processes?

Define the misbalance.

Define the right intervention.
Do the intervention and see the effects of it.

Example

In a home for demented older people the staff criticize the work pressure they experience especially in the morning. All clients have to be at the breakfast at the same time, like at the lunch and the evening meal. They change this by making the time for eating flexible for the different parts of this home. This creates more freedom and more peace. The older people have a more individual life rhythm and also this goes for the staff.

The kitchen people also can work in a more relaxed way.

Reflection

I diagnose my organization with the help of the process map.

Can I see these processes in my practice?

How is the balance between the processes?

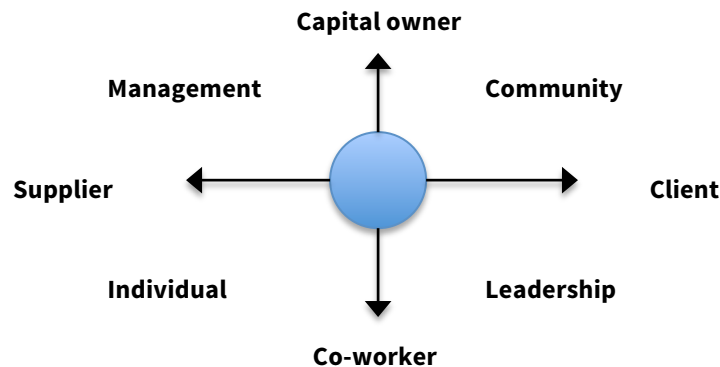
What appears as a critical issue and to what processes is this issue connected.

C-organization

Introducing the core idea.

Organizations tend to be one-sided. They are focused on the client or on profit or on the well being of the employees. This appears in the goals of the company, in the basic orientation of managers and employees, in the company culture. It is not easy to work with a variety of goals but it is a better option for leading a company. It is the art of leading to have several goals that strengthen each other and not weaken each other.

The model



Characteristics

An organization has more than one dimension that requires special attention of the leadership. There is the vertical dimension that works between owners and workers. That is the basis for hierarchical power relations, in which the management can function and perform. There is the horizontal dimension that is the value creating existential dimension of an organization. It is the dimension of the client – supplier relation. We are client and supplier at the same time. That requires co-operation, negotiation, processes of acting and reflecting. That requires leadership. These two dimensions, the vertical and horizontal dimension, are connected by a third dimension. That dimension is the connection between the individual and the community that stimulates the leadership in all of us. This defines the well - being of people and stakeholders in constellations of co-operating persons, inside and outside the organization. We are all confronted with these three dimensions and we can participate in them in a conscious way. The dimension of the client works inspiring, the dimension of the capital owner works structuring, the dimension of the community works sense making. The leadership has to find a good balance between these three dimensions.

The sense of the model

Organizations tend to become closed systems. The striving is to have all supporting only one dimension. That leads to the fact that managers and employees close themselves in into one dimension. This limits the opportunity to change and innovate. In the end there is disaster, disappearance and lost. By having awareness for the three dimensions we allow ourselves to handle differences that appear. This keeps the organization open as a system, we are aware of the different influences that come from the outside and can integrate them in a good way.

Application

Leading managers tend to one sidedness:

They are directed towards the capital owner, their bosses, hierarchy, power: *The capital caretaker attitude*. They are directed towards the clients, value creating, developing, changing, dialogic, dynamic: *the entrepreneurial attitude*.

They are directed towards the employees, social, well being, communicating, informing, and meeting: *the shepherd attitude*.

Leaders balance these qualities and develop them in themselves.

They define the goals of the company in terms of clients, owners and employees. That stimulates the attention for the different dimensions.

Example

A team leader always visits his boss when there is a problem or there is a success to celebrate.

A leader is always on the road visiting his clients and brings the gained orders to his employees.

A manager organizes nice trips for his employees. His door is always open for the employees and they feel free to walk in. He communicates all day and informs his employees.

Reflection

I research the three C - dimensions in my own workplace.

Is there a preference for one of the three?

Can I observe how the others have their own preference?

What happens if I change my point of attention from one dimension towards another dimension?

Do I recognize my steering question in the context of the three dimensions?

Team Organization

Introducing the core idea

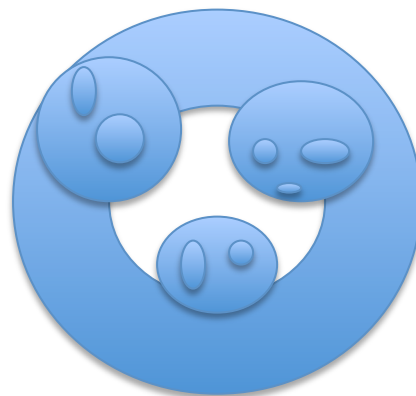
The co-workers are in most cases part of a team. Managers however work very often in a separate function that is part of a structure. It might be very important for all of us to work in a team. Teams have their own character that is connected to the kind of work process they do. Teams are part of a unit. Managers together can form a team together, a community team.

The Model

Team

Unit

Company



Characteristics

The key focus of a team can be the client, or the owner, or the expertise.

With the client we do business, with the owner we do profit, with the colleagues we do co-operate.

The managers can form together a community team.

It is good to have clear what the key focus is of the team, of the unit, of the organization.

Teams are the creative composing components in an organization. The team has synergy workings.

To be part of a bigger whole feeds the individual with sense.

By organizing in teams and units we can organize in a flexible way. Teams and units can move to different places in the whole.

The team has a team leader, the unit a unit leader, the company a company leader.

The sense of the model

Today almost all of us work on our own in a specific work process. We are all very occupied by the jobs we have to do, the systems we have to use, and the meetings we have to follow. We have multiple tasks and projects that keep us busy.

We have less attention for the client, the colleague, and the boss. When one is part of a team we can reflect together on the work, the goals, the processes, and the sense of the work we do. There is a stronger experience possible of what is going on in the workplace.

Application

Working in teams help to become part of the changes we need to make.

We can be part of a work team, a project team, and a learning team on different moments.

We can deal with the changes without having to reorganize the company to a large extent.

We work in roles and have responsibilities.

We work in constellations with clear goals together.

An example

The football team has 18 players of which there are 11 in the team during the game.

The person as part of a work team is asked to participate in the project team to improve the work processes.

A manager is asked to be the process owner for a change process. He forms his own process team.

The management team decides to become also an intervision group that reflects together on leadership practices.

Reflection

I research what are the teams that I participate in now.

What is the bigger unit that my team is part of?

Is this the right unit?

How long do I stay in the team?

Three Types of Organization

Introducing the core idea

Organizations are points of crystallization in the wider society. There the streams are channeled. There are three points of crystallization: the product, the service and the advice. This gives us three types of organization: the production organization, the service organization, and the development organization.

The model

The Development Organization The learning and development of the client organization

The Service Organization Supplier and client work together doing the process

The Production Organization The supplier produces the material product for the client

Characteristics

The character of the company is defined by the product – service – development it is selling to the client and to which the price is connected.

The client pays for a product that is made on spot A and sold on spot B.

The client pays for the service that is created together in the process the supplier organized for the client.

The client pays for a consultancy that brought him in movement and changed the situation.

In each organization one of these three processes is the core process that the client pays for. The other two can be supportive processes for this to happen.

The production company works with raw materials and tools/machines, the service company work with the organized work force, the development company works with the know how of the adviser.

People have a certain preference for working in one of these three types of organization.

Application

Organizations can be insecure when it concerns their identity. This identity is connected to the product, service or development the organization creates for its clients. This shows the specific secret of this organization. Organizations that are successful in this have a clear “mark”.

The client has an emotional connection to the product, service or development created. The brand is the key in this.

Sometimes an organization transforms from a production organization in a service organization or from a service organization into a development organization. Then all has to be redefined and changed.

Example

There are companies with a strong brand like Shell, Philips, Unilever, IMO.

Reflection

I reflect on my work and the type of organization I am in. I

What is the result of the organization work that the client receives?

What is the dominant process in my organization that creates the result for the client? 2

What is the core business of my organization and how am I connected to this?

Organization Development



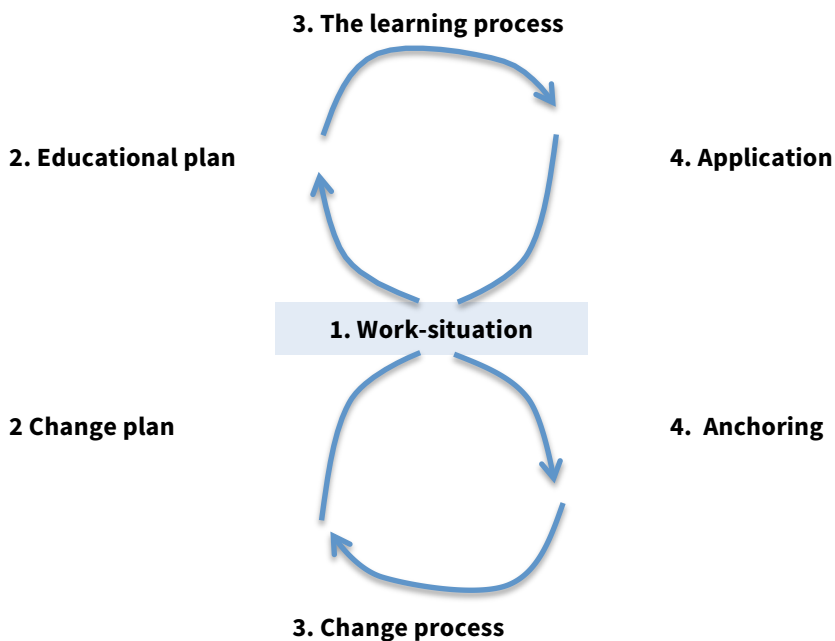
The organization as a living organism, depending on human interventions, requires a permanent development for growing and flourishing. Organization development is then a crucial leadership challenge. Bernard Lievegoed introduced organization development. Since then there are new concepts and methods that show the process development of organizations. The windows on organization development can help us in finding ways for this to happen.

Organization Development Lemniscate

Introducing the core idea

Organization development happens through a rhythmic sequence of change processes and learning processes. Sometimes the development of abilities of people is the core focus and sometimes it is the organization construct that has to change. The one always follows the other.

The model



Characteristics

In the work-situation there arises specific questions and issues that we have to deal with. The work-situation is the start and the end of the change and learning process.

These issues have two sides: the organization construct is not adequate anymore and the abilities of the employees are not meeting the requirements.

Interventions can be made on both sides.

The first step can be to analyze the question and make the change plan. Research and experimentation are part of the plan. The change process is done step by step. Results of the change process are anchored in the work processes, the structure, the systems and the vision.

The other step can be to work on the knowledge and skills and attitudes of the people.

We look at the learning needs of the people. We create an educational plan and we research and experiment with learning situations. The people practice the new learned skills and integrate them in the work situation.

The sense of the model

There are two key interventions in the organization development process. We change the construct and we develop the skills of people. We are not ready when we only do one of them. We have to connect the new outside world with the new inside world.

We need a rhythmic, consistent process to make this happen. We reconnect the organization to the time spirit when we do the changes on the right moment with the right people.

Organization development is a consistent factor in the leadership of organizations.

Application

The leadership of an organization can use this model for a consistent organization development practice.

There are moments of decision making in which we decide what side of the model to explore.

There is the need for consistent talent development as there is the need to restructure the activities. This

responds to the growing complexity of the organization and the society it is performing in. It also meets the changing needs of people for their own development.

Example

The top management decides to reorganize again. The employees do not like that and resist the change. The top management asks the managers what is the reason for this resistance. The results are poor but the employees do not see themselves as the reason for that poor performance. After the reorganization the problems have been transported to other locations. Then the top management decides to involve the employees in the process of development. There are meetings in which there is a dialogue on the real issues and what to do about them. There comes an organization development process in which there is new learning and new experimenting. The systems are adapted to the situation and the work processes are improved. The management works on a new strategic vision. The atmosphere improves.

Reflection

I research the connection between organization construct and peoples abilities.

What is it that we want to learn?

What changes in the work processes we need to make?

How do I participate in the development process?

Organizing with the Four Principles 'Lean', 'Learning', 'Living', 'Leadership'

Introducing the core idea

If we see the organization as a process this opens up new opportunities to improve its performance and life quality.

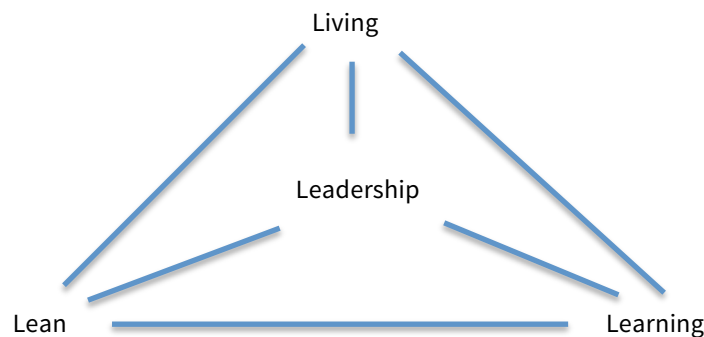
The lean principle is the principle of slim work processes, directed to the client, that flow and have little waste.

The learning principle is about the learning organization and the development of mastership and the creation of common knowledge.

The living principle is about lively communities that generate new chances and integrate new generations.

The leadership principle makes the first three principles work in a developmental way.

The model



Characteristics

The lean principle creates client oriented work processes. The processes run transparent, without much waste. They are in a flow. There is systematic improvement of the work processes by the people that perform them.

The learning principle brings us to mastership. There is permanent learning, there is knowledge creation. This requires reflective spaces and waking up to the learning questions. This is based on a dialogue between top-, middle- and employee management.

The living principle creates a lively community of people that create and is responsible and takes the challenges. There are carrying networks of people that communicate and co-operate.

The leadership principle makes the other three happening. We all act as leaders and we are all involved in the leadership dialogue on the essential issues.

Lean, learning, living and leadership are principles of the developing organization. They strengthen each other. The top management creates the space for this to happen. Managers and employees participate in these processes of development and contribute. This leads to highly motivated people.

The sense of the model

We are very familiar today with all reorganizations that are happening. It has to be more efficient and effective. This however can destroy the community and the living substance of a company. The employees disconnect and are frustrated, the managers are too much stressed and there is a laming of people. Organizations are connected to their sources. The most important source is the client and the impulse of the organization. Who are the clients and how they are connected to us? What is the company impulse and how do we care for this impulse?

The four principles are mostly used in the traditional rational top-down cost-cutting approach. However in time we will lose our energy and things will fall apart.

Application

Lean starts with identifying the red spots in the work processes and the co-operation between persons involved. We analyze from the clients point the adequacy of the process. We have ideas for improvement that we can apply and try out. We want to do the process in one time right.

Learning is the most powerful in the form of action learning. We reflect on what we do, how we do it and why we do it like this. We look for new impulses that help us to change behavior. We all learn together and become better professionals.

Living starts when we have attention for what is going on inside people and inside the community. What are the hidden spots where we loose contact and energy and how can we reconnect, also with the company impulse.

It is the leadership of us all that make these other principles work in a positive way. That leadership dialogue we call horizontal leadership.

Example

In an organization it is the top management that creates the space for development. They invite all others to start to reflect on what they are doing, the how and also the why we are doing it like this. Each of us is invited to participate and connect with others on the real issues that bother us. We improve work processes and look for better co-operation. We learn together. It is the leadership attitude that makes this happen. We see each other as leaders and not as bosses and workers. We all act and think.

Our clients will notice that we work as a community and serve their interests.

We see a better performance that shows itself in good financial figures and satisfied people.

Reflection

I research the four principles lean, learning, living and leadership.

Are the work processes connected to the clients?

Do we learn together?

Am I part of a lively community?

Do I see the others and myself as leaders?

Team Functioning

Introducing the core idea

Teams contribute to the well functioning of an organization. How to make a team into a good performing team?

The model

	Team performance
Team quality	Optimum functioning
<i>Goal oriented</i>	The team works with a clear goal
<i>Externally oriented</i>	The team is busy with the client and not themselves
<i>Dialogic</i>	Team members communicate inside and outside the company
<i>Personally</i>	Each team member acts as an individual personality
<i>Steering</i>	The team process is steered and adapted to situations
<i>Slim</i>	The energy is not spoiled but consciously dedicated
<i>Leadership</i>	The team leader guides the team and connects to the hierarchy
<i>Human</i>	There is freedom in reflection, respect for the other and love to the task

Characteristics

Teams are small communities in which people can feel themselves a part of, they feel themselves protected and can develop as a person.

Working as a team creates synergetic value, the team is more than the some of the individuals.

Teams can fall apart and have difficult relations with each other but by concentrating on the clients there is always the opportunity to come back to the ground of existence of the team.

Team members work with a goal. That is something that the team has created themselves. They have bridged the different views of the members on the common goal. In the team there is space for all, there is respect for each other's personality, problems are being discussed in an open atmosphere.

The team is in a flow, we learn from each other.

Team have a cycle of existence: there is the start, we enter into the process, there is co-operation, the team is in full swing, team members start to move, there are changes, team members leave, the team stops.

There are working teams, study teams, social teams, process teams, and management teams. They all have their own dynamic and sense.

The sense of the model

In the past people worked in fixed groups. They had a natural existence. You were part of a working team, sports team, or a local group. Each of us had its place and role. Groups were part of communities.

Today we are part of many teams and work with different people together. Teams have a different meaning for us than in the past. They are temporary and of a different kind.

The functioning of a team is much more dependent now on the individual members. They have team consciousness, have their own connection to the team and are needed to make the team perform well.

By being part of a team people can gain experience that they would never had anywhere else. We can grow as a person and as a team but the opposite can happen as well.

Application

Organizations are constructed as units and units have teams. They exist for a certain time period and then dissolve again. This requires of us the attention for the well being of the team. A key figure in this is the team leader. The quality of the leadership is reflected in the performance of the team. The team members can be self-steering when there is good team leadership.

Regular reflecting on the team performance and giving each other feedback is helpful to keep the team on track.

Example

A successful organization invests a lot of time and energy in the education of team leaders and team members to be able to handle the fast growth of the company and the growing complexity. They concentrate on key qualities of horizontal leadership, that is the steering of processes, the coaching of the learning, the inspiring with a vision, the making of interventions and confronting bad practices. The department heads are involved in the training of their team leaders.

The team leaders learn to optimize the work processes, to stimulate the co-operation of the team members.

Reflection

I research the quality of the team in which I perform.

Is the team a top team, why yes, why no?

What intervention can I make to improve the team performance?

Am I a team person or do I act as an individualist performer?

The Question



It all starts with a question. Questions are expressions of the human soul. They show that our organized world is a paradox world. Nothing fits except that we make it fit. Nothing has a sense then the sense we give it. If a question changes, then the process changes. We can find a next step.

The Three Types of Questions

Introducing the core idea

The human creation, of which organization is the ultimate result, has contrary to nature no continuation of existence out of itself or a sense then the sense we add ourselves. She reflects the human soul. The human soul is not, like the body and spirit, harmonic but she is paradox. That means that an organization is a field of tension between dimensions that are not naturally related and balanced. This is expressed in questions that arise. Questions are manifestations of unbalanced realities that require an intervention to be balanced again in a new way.

The Model

Three types of questions

Three processes

<i>Change and innovation questions</i>	<i>Initiative processes</i>
<i>Problem solving questions</i>	<i>Expert processes</i>
<i>Maintenance questions</i>	<i>Maintenance processes</i>

Characteristics

Questions, as manifestations of misbalances, can express themselves in three ways.

First, all that human beings create tend to fall apart rather quickly. This requires of the human being permanent maintenance. This is done in processes that are of a repetitive character.

Is the maintenance not working then there arises problems. Problems ask for a specific expertise to find specific solutions.

Is this not working then it is our way of thinking and acting that is obsolete and do we have to change and innovate ourselves.

Maintenance questions we can deal with within the existing framework.

Problems ask for specific expertise processes.

Change and innovation ask for steps in the unknown, we create a new framework and we break through boundaries.

Steering the organization needs the clarity on what kind of questions we are dealing with. We tend to repeat ourselves although we do not see the wanted results appear. This is certainly the case for change questions where we have to find a new path forward.

The sense of the model

Something that is happening contains a message for us. An observation we make can tell us a story. We can interpret the situation. To be able to do this we need a framework of thinking. In the practice of

organizations we need such a framework to interpret the questions we meet. We tend to see questions through the glasses that we wear. That leads to well-known interventions within existing frameworks.

However the reality we meet can surprise us. We observe phenomena we do not know and we feel a bit afraid of. Then we tend to invite people with expert knowledge to help us to deal with the question. When

the solutions do not work well then the reality brings us to the needle-ear we have to pass through. It is the existing construct and we ourselves that are at stake. Is my way of thinking, my approach still valuable and is the construct we are in still the good one. That needs a breakthrough intervention, a new step, and an initiative.

Application

When we are at work and observe that the processes are not flowing, the co-operation is not easy going, the vision is discussed and there is an issue in the client process then it is time to start to investigate what is really going on. We can ask ourselves if this has happened before, do we recognize this, are we shocked

about this? Then we have to see how we want to deal with this question/issue. Are we going to act in the normal way or do we look for new expertise. We do not tend to really do a deep drilling exercise in which we also challenge our own ways of looking at issues and our ways of doing. We can and see the need however to critically investigate our own steering convictions that direct our doing. This requires a deeper process and another set of interventions.

It is a change process then and we can take an initiative where people, in a horizontal way, search for new ways to deal with the issue.

Example

The clients are dissatisfied and have communicated this. The management asks the employees to talk to the clients about this. They are first trained to do so.

Then the employees talk to the clients but it only leads to more information about the dissatisfaction. There is a growing sensitivity that there are real problems in the client process. The management invites then some marketing experts to give them advice on how to act. They investigate again and come up with some solutions. The management accepts the solutions. There is a new client response system made and there is a project for product improvement installed. Also logistic issues are tackled. Still however the client complains. Then the management is a bit frustrated. They decide to act in a change creating way. They express a new vision and look at the concrete processes in which employees deal with the clients. They are changed, based on the ideas of the employees and the clients.

There arises new practices and the clients respond positive. Then they change the organization structure and install a few new systems to support the change.

Reflection

Be aware of the actual questions that puzzle you. Try to see them as a maintenance question, a problem, or a change question. How would you deal with these actual questions normally? If you are dissatisfied with this approach, try the change approach.

Analysing the Steering Question

Introducing the core idea

As a leading person one has the responsibility to steer. You can steer with the eye on the client, the decision maker, your employees, on your colleagues. The best is to involve the different interests in your steering process.

The Model

Step 1 Make ten photo's of your work in which your clients, decision maker, employees, colleagues act and become visible. Choose characteristic moments and situations in the workplace.

Step 2 Show your ten pictures to colleagues in the intervision group and describe what one can see on the picture. Do not give further explanations or background information but just describe what we see on the pictures.

Step 3 The colleagues that have listened reflect together on the images and the descriptions with the question: what is the steering question we see in these descriptions. The one who brought the pictures just listen.

Step 4 The colleague that brought the pictures react on what he/she heard and in how far the reflections of the others touched the steering question. He formulates his steering question.

Characteristics

We move in our workplace, we meet others in there. We react on impulses from the outside world, tackle problems, take initiatives, care for the existing and try to catch the future. But what to concentrate on, that is the question? There is a lot to do and many things pass by. To be able to focus is the aim of this exercise. I choose the pictures when I shoot the photos. That shows what I am looking at regularly and what I have to deal with. The different points of view help me in this.

The photos tell us more then all kind of background information I tend to give. When the others look openly they see even more then is showed on the pictures. The pictures and the story show the steering question. The focus becomes clear and all observations become more relevant through this. The steering person can make the connections and bring the question to clarity. This helps to concentrate in the right moment on the right issues.

The sense of the model

Steering in an organisation is often a lonely affair. Nobody else can stand in your shoes and take your position and join you in this. Others that want to attract your attention for their issues influence you. You tend to forget your own responsibility. Finding your steering question helps you to concentrate on the essentials. What happens around you gets more meaning through your focus. We learn to serve with this exercise the others and care for our own issue at the same time.

Application

In your intervision group you can do this exercise. By doing this at some moments you are grounded in your situation and connected to the steering issue. As a process owner or leading manager of a project realising changes, we can clarify the steering question and concentrate on the essentials.

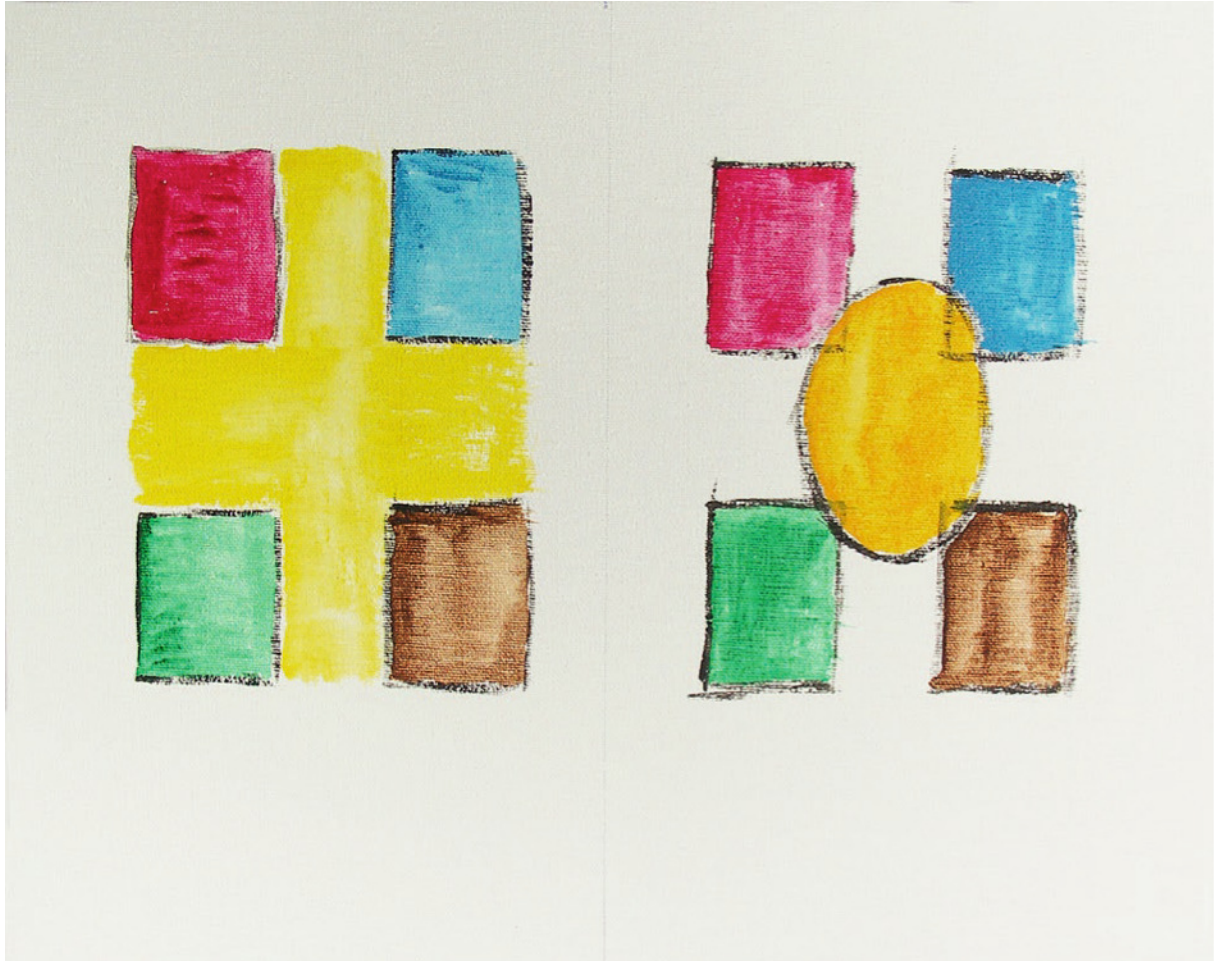
Example

Managers with the age around fifty become aware of their need to reflect on how they are doing and why this and how to go on. The first step in this reflection is to clarify your steering question. It is surprising how other colleagues can see more then yourself what the pictures you took show as the steering question. In my work with many managers I have seen how this clarity on focus helps the manager to keep track.

Reflection

If you have a burning leadership question in your work practice try this exercise to clarify. Look for some people that can do it with you. Did it work for you?

Leadership



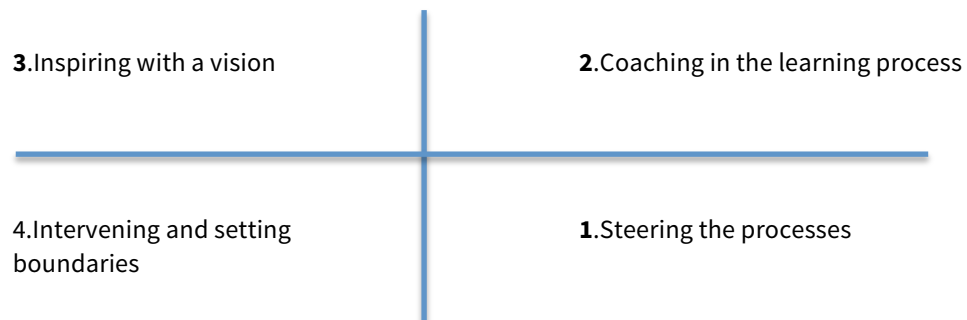
The process of human and organization development needs leadership. Leadership is not equal management. Management is running the operations; leadership is creating development and change. We know many management models. What we need however is a new view on leadership. In our research on leadership we have found that leadership, that is leading people, is based on the qualities a person has developed him or herself. They are based on personal experiences and personal reflections. Concepts and models can help to give a deeper meaning to our own findings.

Key Qualities of Leadership

Introducing the core idea

We can distinguish between management and leadership. Management organizes the work and is responsible for goal achievement. Leadership is connected to community development and creating the needed change. Management works vertical, leadership works horizontal. Horizontal Leadership we can characterize with four qualities.

The Model



Characteristics

1. The basis for good leadership is creating good processes in which others can perform and develop. During the acting we keep on steering the processes. We clarify the question and take the next step.

2. The employees are in a learning process and try to get to new insights and practices. The leadership coaches the employees in this. He helps the employees to pass thresholds and exercise new abilities in the practice of the work process.

3. The leadership gives direction through developing and expressing their vision. The vision can inspire the employees, it clarifies the why, they feel involved and they are participating in the vision dialogue.

4. In the processes of change and development we meet boundaries that have to be passed. That can be the structure but also inner hindrances. Confronting and intervening by the leadership is sometimes needed, it can help to find the good next steps.

These four key qualities of leadership can be strengthened in all of us. They can give us a good leadership balance.

All four qualities are acted out in dialogue. They work between people that have a leadership dialogue.

We can use the questionnaire in the attachment to work with these qualities ourselves.

The sense of the model

Leadership is often seen as equal to management. It is the manager that leads the employees. Managers are trained in leadership skills. This should improve the performance of the organization. However there is a difference between management and leadership as management is connected to the continuous operations and leadership is more needed in times of change.

Leadership is based on the personally gained capital and is a process between people. It is needed when things have to go different and we want to find new ways for this to happen

Management works with concepts, methods and systems. Leadership works in a dialogical process between people that are involved in the process and it works on a biographical basis and on personal responsibility. Leaders can develop these four qualities through practicing them and reflecting on the workings. The next step is taken in dialogue with others.

The leadership is focussed on the client process and the needed improvements to make that process work well.

Application

The leader can gain insight in his leadership qualities by using the questionnaire in the attachment. He searches for answers on these qualities by his employees, his boss and his colleagues. The different views of them give a direction where the leader could improve his leadership. The leader can think he is a wonderful coach but the response of the others can show this is not the case. In dialogue with the others the leader can find his next development step as a leader.

Example

In an organization the top leaders have the feeling they are weak in making interventions. The employees however think they do not do anything else then intervening as they give them only little space for their own initiatives. In dialoguing about this they change the way they work together as managers and employees. First there is space for initiatives when something has to change and if these initiatives are not taken then there is space for interventions from the top.

Reflection

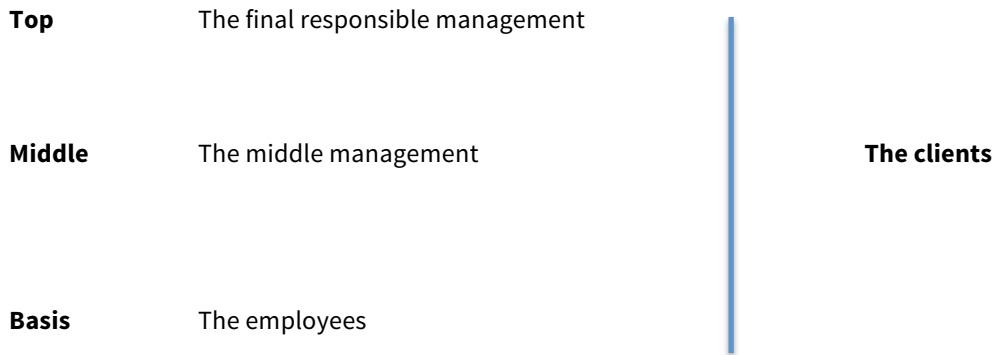
Fill in the questionnaire. Organize for yourself a 360-degree research process with the questionnaire. How did it work using this approach?

Successful Horizontal Leadership in a Company

Introducing the core idea

What makes a company successful - being alive – more human – living longer – growing and developing?
Leadership in the community makes the difference.

The Model



Characteristics

1. The Top: they have a personal commitment, they have an impulse, they keep the system open, they create different kind of goals and they work with transparent money management.
2. The middle: They co-operate with each other, they act as process owners, they move through the organization on all levels related to real questions, they help the teams to perform.
3. The basis: The employees are concentrating on the clients, they work in dialogue, they have energy and good ideas, and they understand the sense.

When 1, 2 and 3 are there – there is a reflective space for this – and they are connected to each other then:

- The organization is more successful – more alive – more then average performing on the long term
- The people are highly motivated and connected then we see normally
- The leaders stay longer then average,
- The sickness rate and changing company is lower then average
- Growth and profit are above average
- Crises and changes are integrated without big hiccups.

Leadership works as a process in the community.

1. The top opens or closes the system.
2. The middle management fructifies or drains the organization as a community
3. The employees, in contact with the clients, bring in energy and ideas or loose themselves in problems and frustrations.

The sense of the model

We are strongly system driven and we want to organize all. That is mainly the management drive today. The wish is to be more successful then others, be better then others. However, perfectly organized companies are not perse the best companies. It cannot touch on the personal responsibility, the inner motivation, their commitment and connection, their initiative taking, the feeling of responsibility of people. That is the human being himself that creates this. This is what makes the thing happen. Leadership is based on people that connect with each other and strive together for the best. They make the difference.

What keeps the top people busy inside them-selves, that is what creates the space for others in the company to deal with these issues. Is the focus changed at the top then the attention in the community is changed and the movement of managers and employees is changed.

When middle management co-operates and deals together with the change issues and they show leadership in this then the organization moves and can strive towards its goals. The good communication and guidance by the middle management makes the thing work for the top and the employees.

When the employees focus on the clients and have inspiration and ideas for this, then new energy flows into the organization.

Application

One can observe organizations how they represent these qualities. In dialogue with top managers, middle managers and employees and also clients one gains an image how empty or fulfilled the organization is. These impressions can be mirrored by figures like growth and profit, sickness rates and mobility of employees and managers. These two are connected.

Example

A regional Bank has an inspiring 'Vorstand' with an inner passion for sustainable banking, active dialogue and concentration on the real issues together. Employee's concentrate on client cases, costs are monitored and saved, work processes are changed when needed and there is a learning atmosphere. This bank exists 30 years and performs better than others in all those years.

Reflection

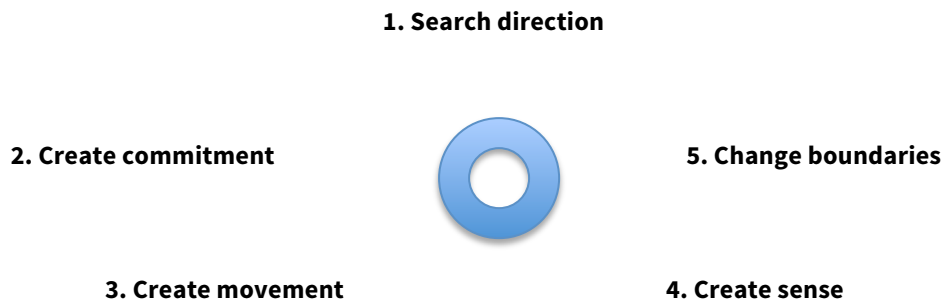
Do this research in your company. Interview the different persons on the different levels, using these insights. Give them feedback afterwards on what you did find. How is that helping the organization development of your company?

Horizontal Leadership Principles

Introducing the core idea

Horizontal leadership is based on five principles that work between people in communities. These five principles can be strengthened. That creates lively processes, there is dialogue and it creates sense in what we do.

The Model



Characteristics

1. The first leadership principle is searching direction and making choices. The leadership connects the company to the future. It is crafting next steps and steering.

“Who does not know the aim, cannot know about the way” Christian Morgenstern.

2. The second leadership principle is creating commitment and involvement. When the people are not involved there is no progress. Involvement comes when we are invited to participate in the process. Then we feel motivated to bring ourselves in.

“What is more refreshing than the light, that is the dialogue” Johann Wolfgang von Goethe.

3. The third leadership principle is the creation of movement. We move and make a step. We cross boundaries and thresholds and overcome inner resistance and fear. We can help each other in this to happen. If we move we have momentum and keep on going till we see the workings of our actions and are comforted to continue on this path.

“We all are artists” Joseph Beuys.

4. The fourth leadership principle is the creation of sense. We are not only acting but we also take time to reflect. What keeps us busy, why do we do this, what are the effects, what do we experience and feel, those are questions we reflect on and we make our experiences valuable. This creates substance that feeds us to go on.

“All that we create does not have a sense, then the sense we give it ourselves” Adriaan Bekman

5. The fifth leadership principle is the passing of boundaries and the creation of new infra- structures. We bounce into boundaries that we have to pass and have to change. That requires courage to enter into the unknown territory. That changes our perspectives and observations. We see it differently and we can act in a different way.

“The master is aware of his handicaps” Friedrich Schiller

The sense of the model

Horizontal leadership is different than vertical management. Vertical management works in a hierarchical and functional context. There is power and force used. We create systems that we can use for the operations. The horizontal is a new space that is only there when we create it. We have to open this space ourselves. It is the space in which value creating dialogical processes can unfold itself. These principles help us to create this horizontal space. When it is there we can enter and create the new. These spaces are inner spaces as well as outer spaces. We start to see it different, we start to act different. Then the future can arrive and enter and the past can be transformed and integrated. Thus we make a step, standing on the shoulders of those who have been.

Application

The managers are trained in methods to apply. This works in a system world. There is a functional basis for acting. Changing and developing is something else. It is born in the person and we can help each other to make it happen. That is a delicate process that needs attention and awareness for the way we co-operate with each other.

These horizontal leadership principles are points of attention for leaders when they want to contribute to the changing and developing of their organized community. Leaders can reflect together on this in intervision groups.

Example

In an organization all leaders participate in intervision groups in which they dialogue on leadership questions. They research the way they deal with the issues and how their people are reacting on this. They give each other tips for making a change in their approach. This creates a horizontal space between them but also between the one and his people. The changing and innovating processes are done in an elegant way together.

Reflection

Dialogue with your colleagues on these five principles. Create an intervision group for this. How is that working for you and the colleagues?

I – We – You Decisions

Introducing the core idea

Making choices and taking the decision, this is defined by the person who takes the decisions. There are different types of decisions that are related to different constellations of people. It is a good thing to be clear about that.

The Model

The I - decision	<i>I agree with myself...</i>
The We - decision	<i>We agree with each other...</i>
The You - decision	<i>Not I, not we, but you...</i>

Characteristics

The 'I – agreement' is in principle always relevant in the direct operational acting. The basis of the 'I action' is the 'I – decision' and that means the inner decision to really act the decision. I – decisions can contradict each other. When the external circumstances and the inner motivation are in accordance, then the decision can work. In the practice we adapt our steering when we see how others act.

The 'We – agreement' is in principle always relevant when it concerns a principle decision. Where we want to realize goals together, want to choose steering principles together, there the community wants to go a common path. These principle decisions require the patience and time of all involved. That is related to sense making in the process. Are we going to be clear together and give sense together? This requires a circulating process of dialogue. But it helps all to act in the sense of the whole. The invested time we regain by that easily.

The 'You – agreement' is a mandate agreement. We give someone the mandate to take the decisions for us. That requires a basis of trust. The mandate holder must communicate in a good way with the involved people, take them along in the process of making choices and taking decisions.

The sense of the model

The basis of decision taking is "who decides?" That is not always very clear. The processes in which we act demand permanent decision taking by us. The most basic decision is: "Are we going to continue or do we stop?" That is what is always there as a decision. There are decisions that direct the doing of individuals. That is always the case with all of us and it is good to realize that. It is also good to be aware that we need common decisions for our common adventure. That only is possible when all are aware of the sense of the decision. Urgency forces us to neglect this but then we have later to come back on it and do it again. Here the slowing down is important so that all can follow the process. That requires attention of the decision takers.

Between the "I" and "We" decision stands the "You"-decision. We give a person a mandate to decide for us. This person has to take care that there is support for the decision and to make that happen to create the right process in which thinking and acting can take place. Process-owners of change processes for instance have the mandate to design and steer the process.

Application

We – decisions are taken in social constructs in which we work together. Examples are: the project group, the meeting, the team, the dialogue, the reunion. These are the platforms for us to come to some kind of common agreement.

I – decisions are relevant in processes like: the action, the initiative, the job, taking a standpoint.

You – decisions are taken: in the mandate, the representation.

To find in an organisation a good balance between these three ways of deciding helps us to work very effectively. The connection between these three decision-taking processes helps us to act in the work processes.

In the operational work processes we see mainly “I” and “You” decisions, in the context of a We infrastructure. Managers and employees work in the context of a predefined context.

In the development context it is mainly “I” and “We” decisions within a “You” infrastructure. Individuals and communities change in the context of a process that is steered by a process owner.

Example

In an organization the management team meets twice a year in a special context. In springtime it is the business strategy that is developed and in the autumn the organisation development strategy. They evaluate the running processes and decide on the beacons for the future.

In preparation of these decisions the other managers can bring in their ideas and afterwards they can dialogue on the decisions taken and the consequences with the management team. They take the time for his process. They are aware that all have to live with these decisions.

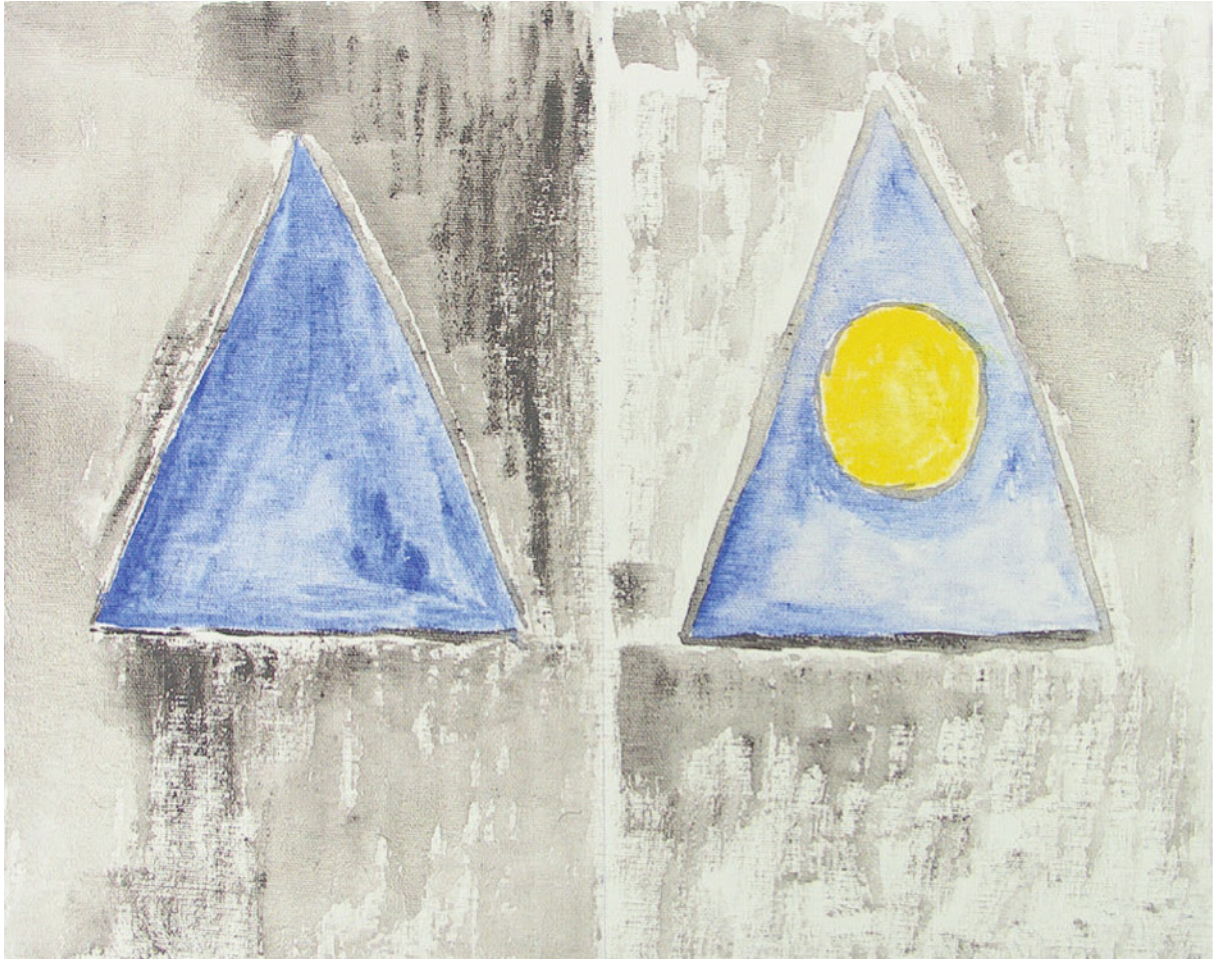
In the daily practice the employees work in given infrastructure very independently. They are regularly involved in the dialogue on changes and can bring in their ideas. That gives the connection between upstairs and downstairs.

Difficult changes are steered by process owners that dialogue with all people involved.

Reflection

Investigate in you practice these different ways of taking decisions. What is your ‘I – decision’? Are you part of ‘We – decisions’? Do you have a mandate and take ‘You – decisions’?

Taking Initiatives



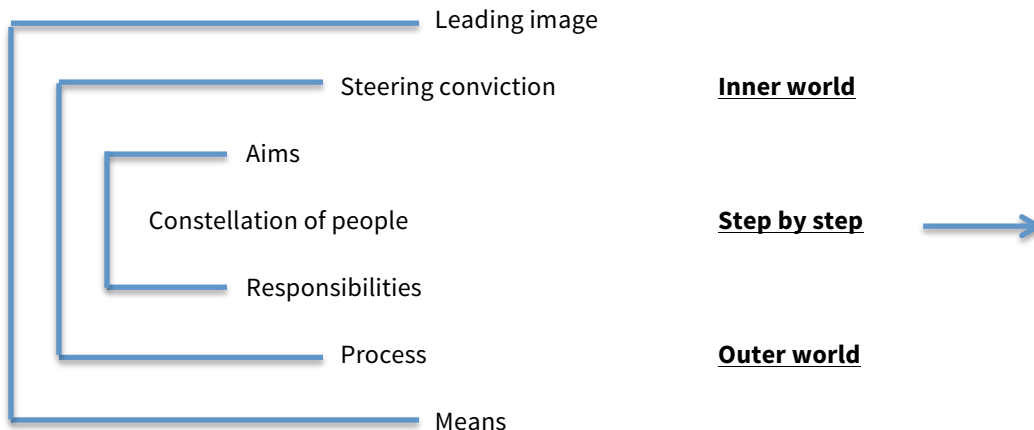
Taking initiatives brings the question further. It is a great human ability to take personal initiatives out of freedom. We can make ourselves responsible for what we create. We can take initiatives together with the others and we can go a path that brings new realities in the world. The well being of a human organism is highly depending on the right initiatives at the right moments.

Beacons for Initiatives

Introducing the core idea

The future of an organization is depending on the right initiatives we take that create the needed changes. Through initiatives and changes we move work processes, visions, aims and infrastructure. Also the inner world of our convictions, desires and abilities come into movement. That all is going to happen in the context of an initiative process.

The Model



Characteristics

A question that challenges and is not immediately solvable requires our initiative.

Taking an initiative we have to set the beacons for the process ourselves. We make the choices.

The art of taking initiatives is to get the right balance between the beacons. Is the relation between the aim and the time span of the process related in a healthy way?

The process goes step by step with forth going insights and the choices made.

Leading images, steering convictions and aims are part of the inner world of people. Responsibility, process and means are part of the outer world.

Inner and outer world correspond with each other. Aims correspond with responsibilities, steering convictions with the process and leading image with the means.

The constellation of the people is the "Who".

The aims and responsibilities is the "What".

Steering convictions and process is the "How"

Leading image and means is the "Why".

The sense of the model

Taking an initiative we move in unknown area. The existing context that we are used to perform in is to be discussed and require change. We have to set our new beacons ourselves and discover what beacon to adapt in the process. There is no objective choice to be made, we move again and again, reform, make new steps, learn from the experience, to find out what makes sense and what not. Going the path we find the right insights and create the right new context.

Application

In organizations young co-workers or older employees are invited to take initiatives to change something in the operational work process that is not working well. The co-workers create their own change process, mobilizes colleagues, require decisions of the leaders. During their initiative they gain insights that lead to next steps that change the product or the system, the vision and the steering conviction. It is a good thing when a person is allowed to take initiatives that lead to sensible changes. The person will remember this and it gives strength for the next challenges.

Example

In a professional consultancy institute a young colleague is asked to take a responsibility for certain processes. This colleague is given full space to act. There is dialogue with colleagues, there are experiments, he makes choices, shows results. Another colleague with a different question only works on a new concept on paper that is discussed but not implemented. The first colleague is inspired and the other colleague is frustrated.

Reflection

Take an initiative related to an unsolvable question you have or you see in your organization. How are the steps working when you use the beacons?

The Initiative Process

Introducing the core idea

An initiative process has to be given shape from start to finish. The process moves through different phases. There is a threshold between the phases on which the initiative can fail to proceed. Is one phase not really being shaped then later in the process it will come back again and again. Is there no attention for a certain phase then the initiative will fail in the end.

The Model

Orientation phase	= <i>Discovering the question</i>
Research phase	= <i>clarifying the question</i>
Experimentation phase	= <i>Trying out first ideas</i>
----- Decision phase	= <i>Decision to change</i> -----
Learning phase	= <i>Discovering how the new works</i>
System change phase	= <i>Transforming the systems</i>
Integration phase	= <i>Anchoring in the operations</i>

Characteristics

It can take time before we discover that there is a question and have the will to deal with the question in a good way. We choose to take an initiative.

When we want to research, we want to find out, then we need deep drilling. What is the underlying pattern, where are the real “Bottlenecks” and “Engpasse”?

We cannot think out the future but we can find it. That we do by experimenting.

On the basis of research and experimenting we start to see the right decisions appear. We have to take them. We decide to change.

All people involved are being invited to participate in the process and to deal with the new thing.

Then we start to see how to transform the systems and structures that can support the new acting.

We find the path that helps us to re-create the operational organization. Different work processes, structures, aims and visions. We march on.

The sense of the model

When we want to change it is about the inner and the outer world of people. The change first must be born in the inner world before she appears in the outer world. The paradox is that we first want to see before we can believe. We have to deal with insecurities, surprises, resistance, disappointments, and euphoric top experiences. Through this we enter step by step into the new and the new comes into us. What we think, feel and want is to be grabbed by our “I”. This forms us and this forms the organization.

Application

We are at work and used to be in action. We function within boundaries and strive towards realizing our aims. When it stagnates we have to change our movements. Now it is time for reflection, not action and quick solutions. This is a different movement then we are used to. No speeding up but slowing down, no pushing but inviting, no outer but inner work. We all can be asked to do this.

The phases are not always in the fine sequence in the practice. It is more a going up and down. But nevertheless we experience the thresholds and the change of character of the process. There is the tendency that we want to jump, just apply a good idea, and implement a new system. That leads to sub optimisation that can be contra productive later on.

Example

The clients are dissatisfied. We have applied expert solutions, but the situation is getting worse. A responsible person calls “stop”. We are not getting anywhere: “What is really the case?”

In a research process the co-workers and clients are being involved. We start to see that the product and its price, the delivery and service to the client got out of balance. We ask co-workers for their ideas that they want to try out with their clients. Then we see the choices we have to make much sharper. We change our

focus. We adapt the systems and work processes. We express a new vision. Clients react enthusiastically to the new approach.

Reflection

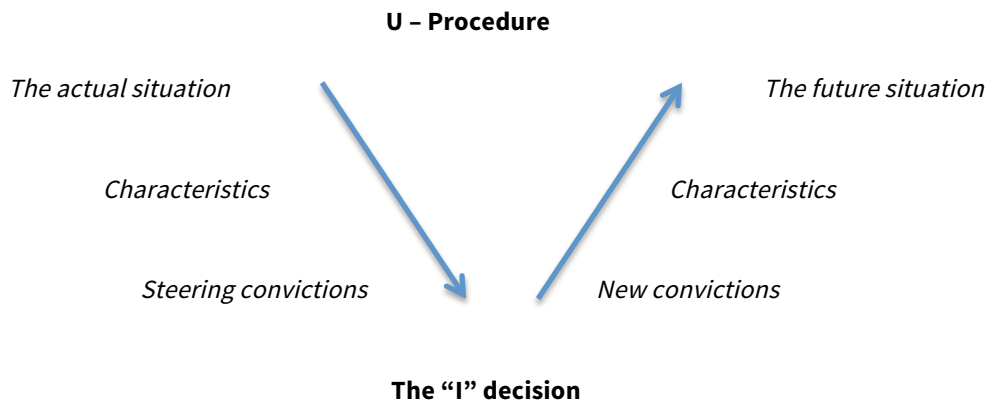
Can you recognize the phases when you look into an initiative process that you are doing or have been part of?

U – Procedure

Introducing the core idea

We tend to be problem solvers when there are problems. “We jump to conclusions”, and we are surprised when the solutions show to be not the right ones. Sometimes it is good to dig further and discover the underlying patterns and steering convictions that define how we act now.

The Model



Characteristics

We want to get from the past into the future with the least waste of energy.

The questions we meet we like to answer quickly and elegant.

We do not always succeed and we stagnate sometimes.

Then we have to drill deeper, we research the under-stream.

We describe a concrete situation in which the question appeared. Who was there, where was it, what happened?

Out of this concrete description an image arises that we can characterize. We express what strikes us without judging.

Those characteristics show us the way to the underlying patterns and steering convictions. What directed our behaviour and do we recognize this as what happens in many more situations?

Then we come to a judgement: this steering conviction is not adequate and the pattern is not fruitful in the situation.

We make a choice, we take an “I” decision and we change.

We search for a good new conviction in ourselves that might lead us in the future.

We experiment with this new steering conviction and try to connect with the new characteristic behaviour.

We show that in next situations. Things go differently and we reflect how this has helped us. We create a new inner reality as well as an outer reality.

The sense of the model

The U – procedure helps us to make a cut in our habits and our life patterns. We have not been aware how this steering conviction directs our life. We got them from our teachers but now they are not adequate anymore for the new situations we are in. Each situation is different but we often act in the same way. We live in our habits and patterns. By discovering this we become a new insight in what has to change and we can create new realities. That liberates our soul of the prison it is in. This changes the organization performance as well.

Application

When we enter change then the U procedure can help. We drill for patterns and steering convictions. We enter the under-stream that directs our behaviour and actions more than we are aware of. Working with the U procedure makes us sensitive for different convictions that live in us but that did not get the chance to direct. We make steps and come into movement. We are connected to the changing context.

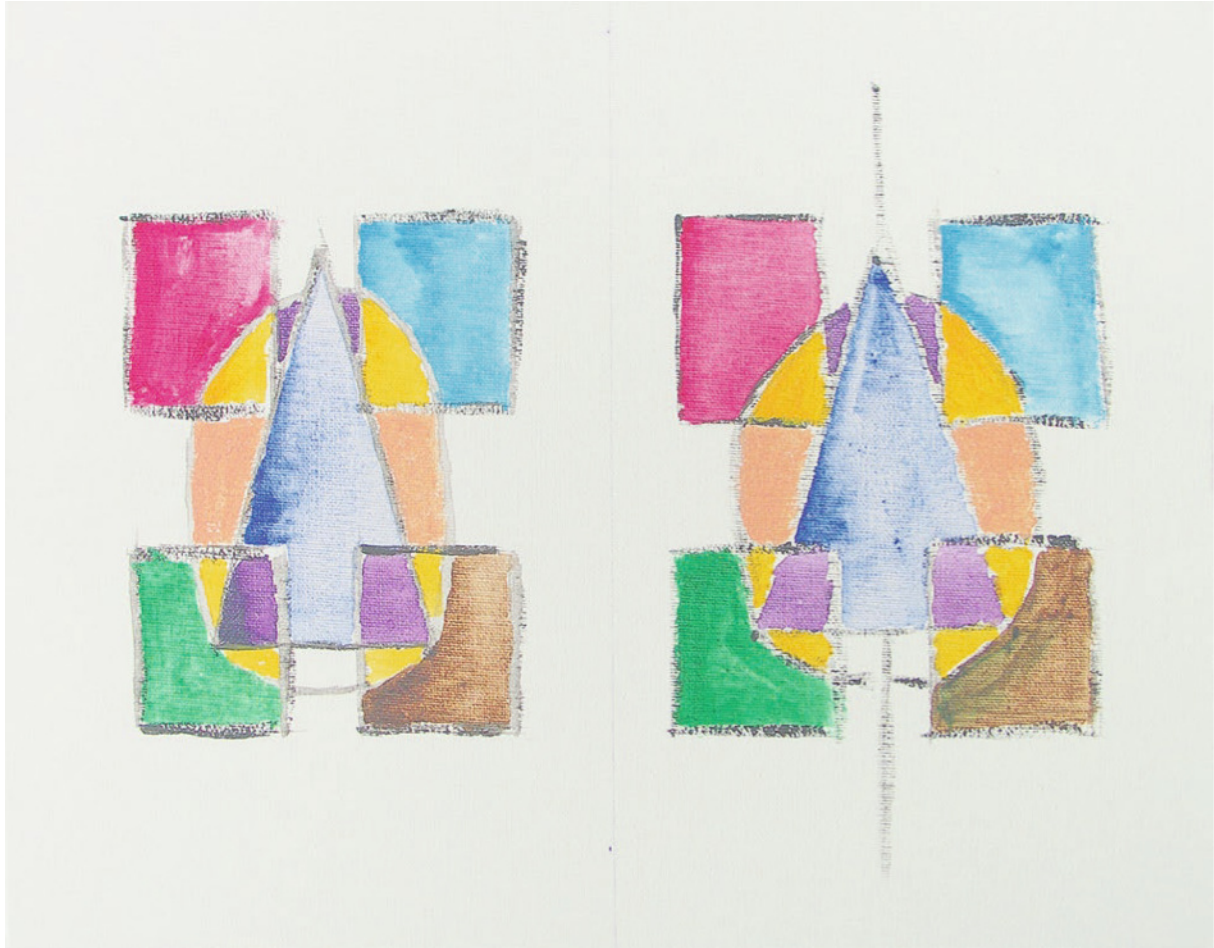
Example

A manager declares “he is always available for his employees”. His legs however bring him however to other locations. The employees are dissatisfied because he is never there. That makes the manager think. What directs my behaviour? The clients always get the priority, because that is the basis for our existence. But dissatisfied employees also block the performance. He discovers that a steering conviction like “ we meet regularly” is more adequate. On fixed moments he meets the employees and they work on the issues together. This change has a positive effect on all.

Reflection

Do you see the U procedure work when you apply it in your practice? Are the people involved getting more sensitive to the steering convictions and leading ideas and do they want to change them?

The Dialogue



The dialogue between us is the value creating process in which the new can come to exist. We create synergy and we can grow and develop. The dialogue is reaching for the other, is concentrating on the others question, and is inviting the other into the process. When the other enters in the situation, our responsibility starts, says the philosopher Levinas.

The Dialogue

Introducing the core idea

A good dialogue adds value to the process. A good dialogue happens when the participants in the meeting care for a few elements of the dialogue. The leading person in the meeting cares for these elements.

The Model

	<i>Content</i>	
The Preparation	<i>Interaction</i>	The Aim
	<i>Procedure</i>	

Characteristics

The preparing is half of the work. A good dialogue can happen when we know what we want to talk about. Unexpected changes and surprises can be better handled.

When we know where we want to end it helps us to keep focus.

In the dialogue we care for three dimensions.

We give attention to the content. Facts, examples, anecdotes and other contributions give us the stuff. The stuff is brought in based on the question we dialogue on.

We interact with each other. It is the best when all can contribute in the dialogue. That needs a lively happening between us.

We create steps, make progress and this is depending on our awareness of the procedure. We make regularly an overview of what we talked about and we define the next steps.

The leader of the dialogue takes care of all this to happen.

The sense of the model

Dialogues can end in endless discussions while there is no steering and no consciousness. The most important dimension is the interaction. Are all contributing, do we listen to each other, are we entering the contribution of the other or is everybody just staying with his own point of view. If there is no interaction we end up in repeating our own standpoint. Is there no common goal then we loose the common way. We have to start again next time from the same point. It is important to make the question we dialogue on explicit as well as the aim we are striving for to reach.

Application

This model can be used in each meeting we have. Different participants can care for the different dimensions of the dialogue process. One person cares for the interaction to happen, one person cares for the procedure to be followed. Also there can be one leader that cares for all the dimensions so that the others can concentrate on contributing to the process. It is a good thing to give regularly a rounding up and a reflection on how the process goes. The leader asks for feedback on the way he/she steers the dialogue process. This prevents us for getting mixed up and getting irritated.

Example

A meeting of team leaders is for all a stressing happening. The agreed time is not kept; we end to late and start to late. There is no clear agenda prepared. We talk and do not listen and only some participants are dominating the others. There is no clear agreement in the end. We do not round up and evaluate the meeting. The leader of the dialogue is distant and quickly irritated. The participants do not like to come to the meeting but are forced to participate.

The leader asks a consultant for help. They evaluate together the dialogue happening after the next meeting. The advisor gives the leader some tips. Make the aim clear, define the question, make sure all are contributing and that we listen to each other. Make round ups, make clear agreements about what has to happen next.

Next meeting the leader implement these tips. This is a clear intervention in the dialogue process of this meeting. The participants are surprised and accept this change of the meeting in a positive mood. "This is a good change", says one of the participating team leaders.

Reflection

Can you practice leadership in the meeting? Can you take care of the questioning of the question through dialogue with the other persons that want your advice instead of receiving solutions?

Phases of a Group Dialogue

Introducing the core idea

A group dialogue goes through different phases. That is normally not in the consciousness of the participants. If we are aware of this it can improve the process.

The Model

Planning

Image building

Judgement building

Decision taking



Characteristics

Planning the group dialogue is the clarifying of the themes and questions we dialogue on. We define the timespan of each theme and the sequence of the themes. Who prepares each theme and what result are we aiming for. Is it about informing, is about an intensive interaction, do we want to reach a common judgement, a common decision?

In the dialogue we first care for the image building. All contribute to this creation of images. We look for good examples, for the facts, for the personal observations. Those are different per participant and through the dialogue we create a common image of the question, of the theme.

Then we pass a threshold. What is our opinion about this? Now we enter the judgement- building phase. There is a balancing of pro's and contra's. We search for alternatives. We value and tell each other what should happen next and how we appreciate what is happening up till now.

This judgement building leads to the next threshold and that is the taking of a decision. This decision directs our next actions. We have to be awake that all participants can join the decision. This gives us more the security that the actions are done in the sense of the decision taking dialogue.

The sense of the model

In the normal group dialogue practice we often jump from gathering the facts to the taking of a decision. We skip the judgement building and have to go back to this afterwards. It is not really wrong but it leads us to places we do not want to be in the end. A more or less structured path of moving helps the process to unfold in a good way. It is helpful in the process to have a clear aim like, for this theme we only inform each other or for this theme we want to come to a common decision. This helps the participants to create the right discipline in the own behaviour and in the common gesture.

Application

In meetings this is a good guideline for participants to act on. Are we not aware together of this guideline then we loose each other in the process quite easily while we have different expectations of what should happen. The leader of the meeting can use this as a guideline to steer the meeting. It requires training but then we experience how helpful this is. We reach the aim and we are satisfied about the work we did together.

Example

In an organization there is a yearly meeting for all employees. We have points for dialogue, there are presentations and there is some space for discussion. For all participants it is a rather boring happening and most of the participants loose concentration and attention. The leader of the meeting is irritated about this. In the next management meeting he suggest not to organize this kind of meeting next year. A colleague suggests to use a different approach for the meeting next time. Fewer points for informing and less

presentations, more group dialogue, better images, more clarity on what we want to reach in the meeting. Next year the participants are surprised, they are active in the process and can contribute. The leader is enthusiastic about the meeting and the results achieved.

Reflection

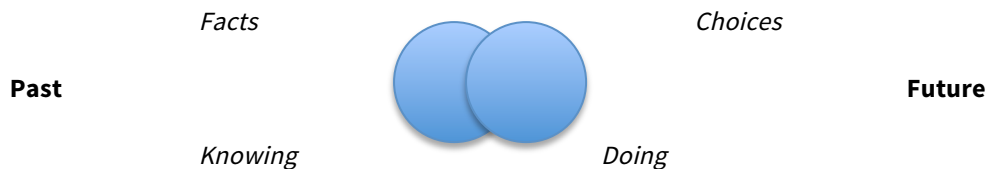
When you lead a meeting you can apply this. How is your experience?

Judgement Building in Groups

Introducing the core idea

Creating good judgement is an essential point for dialogues we have together. Judging is moving between past and future, between facts and choices, between knowing and doing.

The Model



Characteristics

In the process of judgement building we move between past and future.

The future is formed by the choices we make today and that we transform into action.

We can reflect on the past. What happened and what are the facts that gives us knowledge about the past.

By a process of gaining insights and taking steps in a rhythmic sequence we enter into the question more deeply and we improve our judgements. We create a basis for the process to happen.

The sense of the model

The process of judgement building stands in the centre of our striving to take good steps towards the future and to learn from the past. It makes us aware of the striving towards new insights, a result of knowing, or the striving towards a new step, a result of an ability to do. Those two go hand in hand. Out of the moving between knowing and doing arises the meaning of our acts.

The process of judgement building in groups requires a subtle moving together of the participants. Are we moving in the same direction, do we have the same rhythm and do we co-operate, do we strive towards the same results? This is something we see as relevant for the work in management teams for instance. Here we find each other or loose each other. Here the path is common or not.

An important dimension of judgement building is that participants can take personal responsibility for what happens. There are situations where the participants only act as representatives of different groups they want to represent. This makes the process more difficult to happen. There we see more the political behaviour that ends in negotiating with each other or even fighting each other. This does not lead easily to a good judgement building.

Application

A good exercise in judgement building can go as follows.

We have an aim that we want to reach.

The first step is to dialogue in small groups about the aim and how we could reach this aim. We dialogue on the criteria that we choose in defining the aim. That is the legitimation.

The different groups have a certain time to reach a common standpoint. That normally happens in the given time.

Then in the next phase for each group there is a representative that together have to come within a certain time span to a common decision about the aim. This normally does not succeed in the given time. The representatives start to negotiate, try to convince each other, give a lot of arguments but it stays unclear what is the common ground. There is no common judgement building. In the end there is the man in power that decides.

This is what happens very often in the practice. It is an art to do judgement building in a dialogical way, with all involved, based on experience and facts in which we find each other and the common ground. The representatives have to liberate themselves of the fixed standpoint and the common criteria help to find a common solution for choosing the aim

Example

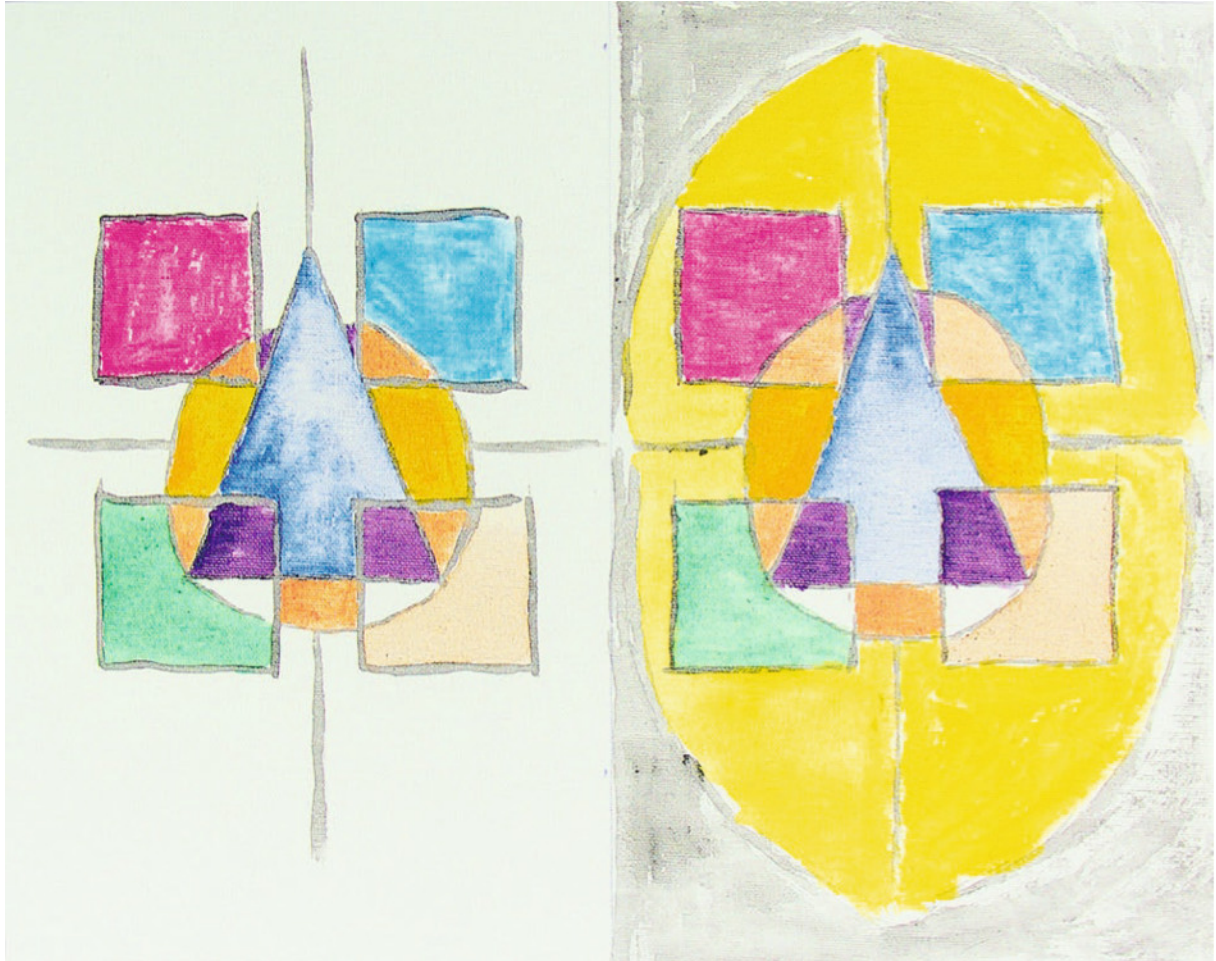
A work council of the employees has a regular dialogue with the CEO. The CEO introduces his strategic view. There is discussion. The opinions differentiate very quickly. The members of the work council try to create clarity how they will dialogue with their own groups about this. The atmosphere is not very pleasant any more. The CEO gets irritated and wants to push towards a common conclusion.

Applying a process of judgement building helps both parties to come to a good judgement. The four fields of facts and knowledge, choices and doing are cared for in the process. That delivers new material to look together to what might be a good next strategic step for the company and how this can be communicated to all the employees. The CEO enjoys more the dialoguing with the work council as they find a common step to make.

Reflection

If you run a project or act as a process owner you can apply this. How is the experience?

The Steering



Organization development is in essence a process in which people come into movement and change their work process, their vision. This is good when it responds to essential questions we have and meet. These questions correspond with the functioning of people and organizations. We can do process interventions that help us to act and behave in the right way. This forms a basis for “doing the good”.

Client Interfaces

Introducing the core idea

The core process of an organization is the process with the client. There all work processes come together. It is 'the proof of the pudding is in the eating.' The attention for the different interfaces with the client is essential for the proper functioning of the organization. There the improvements found you can translate to the internal processes.

The Model

	Supplier ----- Customer
1 Attention:	the supplier has arranged that the customer can find him.
2 First contact:	the first encounter arouses interest and there is a click.
3 Order:	supply and demand are matched, there is a contract.
4 Delivering:	on time the right product is provided in the right place.
5 Pay:	the price has agreed to be paid by the client.
6 Using:	the client uses the delivered product and it fits.
7 Aftercare:	the supplier checks if everything is okay and sets after if necessary.

Characteristics

These seven interfaces have their own distinctive focus:

- 1 Is the supplier able to articulate his offer so that the client understands the value in the context of his process? What are the 'attractors' that awakens the interest of the client? Is later coming true what first was promised?
- 2 In the first contact, the dialogue is important. It examines for the client, if the offer for the client is what the supplier represents?
- 3 The order is the time when demand and supply come together. That's a two-way process. The client can also supply the provider (for example, money and feedback) and vice versa, the supplier is also a customer of the customer (for example, the supplier is dependent on how reliable the client formulates his wishes).
- 4 Supplying is an art of which suppliers must understand where their special attention should go. The client experiences how the product is delivered in his life and what that actually means.
- 5 The payment is the confirmation of the process. This mirrors often the quality of the previous interfaces. If they are correct, the customer is more willing to pay the correct amount on time.
- 6 The client use or consume the product or service, and it becomes clear whether this really responds to what the customer expected. The image and judgement has to be adjusted. Here lies the basis for a new job or not.
- 7 The supplier does the aftercare. That is to say, he retains the contact with the client, where he also makes use of modern communication.

In these interfaces, the various P's like Product, Price, Person, Performance can be or not be in a good relationship with each other, and can represent for the client and supplier reach a good approximation?

The sense of the model

We spend naturally really little attention to what exactly plays a role in the process between client and supplier. With this attention for the client we move ourselves indeed to the boundary of our organization. There we find however, the places and moments where the right of existence of the organization is tested. If one looks into the actual process in the client interfaces, we experience often a shock: what's going on here? It often does not quite meet the beautiful expectations held by the management of the organization. That this is so, we experience ourselves as a customer too often. We hear nice words, but when it comes down to it, there is a lack of interest from the vendor. Or we are disappointed when we actually have the product in hands and in use. There is all too easy too much wrong in the seven interfaces what afterwards is difficult to rectify. The more admiration we can have if it is correct and working properly.

Application

It is worth to make these interfaces into a permanent research field. Organizations sometimes question their clients about their experiences, but that leads for the customer to rarely perceptible consequences.

Everything is focused on the organization. The organization is only interested in their own process, as well as the customer is in his own process. It is not obvious that these interests come together.

This requires a conscious effort.

The employees who deal with customers can become more sensitive for these interfaces and their interrelationships. There is often the problem that it involves different departments, different people and different procedures. Ensuring that these interfaces are coordinated is an art of horizontal leadership.

Example

The customer has heard a lecture of me and calls me. 'Can I talk to you again', that is his question? The agendas are examined, yes, that can work on that day. I'm a little earlier then we agreed and observe the client organization-entrance. It is an interesting conversation that lasts one hour. The customer discusses his question with me and I sketch a possible process. We make an appointment for a follow-up session with his team. The fee is okay. The program for the meeting with the team is agreed in a telephone dialogue with the client. During the meeting we work interactively on questions from participants. I bring out the best in what I have available. The team members are enthusiastic and want to continue. I send them one of my books. The bill will be paid quickly. There is a follow-up appointment with the client. Now that process may run for several years, that is my expectation.

Reflection

You reflect on the different client interfaces in your work organization:

Where is it right or not right for client and supplier?

What is the client satisfied about, on what is he not?

Which client interface requires my intervention? What is my intervention?

What is the client response to my intervention in a customer interface?

Analyzing the Work Process

Introducing the core idea

The work happens in work processes. These processes define to a great extent the behavior of the people in the work process. Is the work process badly designed, then we see inadequate behavior. Is the process well designed we see flow. The employees are able to improve their work processes themselves.

The responsible person



The co-operating employees



The sequence of activities



Characteristics

With the help of this model the people draw their work process.

First there is the sequence of activities starting from the client interface.

See who is involved in an activity and who are co-operating.

See who is the responsible person that decides.

On those spots where the process is not working well one puts a red dot.

This can be an activity, the co-operation, the decision making.

When the red dots are given we see what are good ideas, good interventions, to change it for the better.

The better ideas are experimented in the practice.

In this way the people involved in the work process can analyze themselves and improve themselves together.

In this way difficult issues can be spoken through in a good way between those persons involved.

If the process is improved, the people will act in a better way.

The sense of the model

The work process they are in basically defines the behavior of people in the work place. Is the process not good and are activities not running well, then this has repercussions on the people involved. It creates frustrations and conflicts among them. By making good interventions in the work process this can be solved. It is the best to start analyzing from the point where we meet the client. And then create the right sequence of activities. It is good to look at the co-operation between the people involved, how this is happening in each activity. If the people see better how things work and what can be changed, they are willing to do the improvement. They are better able to act themselves in the sense of the whole.

Application

When work processes stagnate, give frustration and conflict then it is time to look at the work process itself.

Doing the analyzing together creates the opportunity to see and improve and create a new flow again.

A good way of working in the practice is to walk the process with all involved together. We see what really happens in the different stages of the process. We see how things are connected and we see where the red dots can be found. We search and experiment together. This is very motivating for the people who participate. We see how an inadequate action in the beginning of the process can have effects in the end of the process. We get the good ideas at the surface and can implement them. We see also the deeper blockages that need reorganization. We also see the need for new visions and leading ideas.

Example

A bank needs 6 weeks to facilitate the loan for a client. The clients are dissatisfied, they think it is too long. The employees of the front office and the back office come together and analyze the work process from start to finish. They discover that 80% of the cases are standard and simple and 20% is more complex and risky. They design two routes, one for the standard cases and one for the more complex cases. Standard cases go quick

and simple. Complex cases need intensive dialogue and good documentation. The timespan of a client question for standard is now a few days. The complex cases have each their own time span in dialogue with the client.

Reflection

I search my work process flow.

What activities in which sequence and who is involved?

Do I see the red dots?

What are my ideas for improvement?

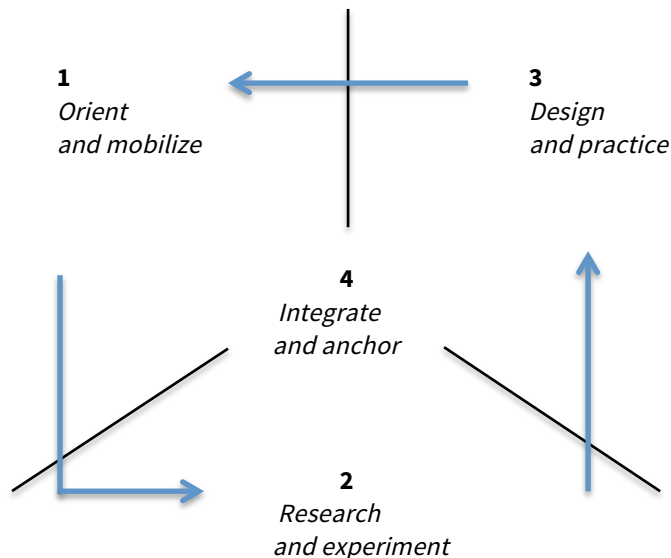
Lets do it.

Cyclic Development Program

Introducing the core idea

Changes and innovations can be established only with great difficulty within the operational organizational structure. They often fail. They ask for their own frames and their own structure, as they are a different type of processes than the operational processes. The development process is designed with the cyclic development program. This program gives 'leaders' support in coping with the unknown space and taking new steps with unexpected effects. It provides more capacity to reflect and learn.

The Model



Characteristics

1 Orientation and mobilization means:

- Analyse the problem in the context of the core process with the client.
- Make the issue explicit on the basis of lively stories and observations.
- Mobilize process owners.
- Create a development infrastructure for this purpose: rhythmic arrangements in time.
- Develop a new vision on the issue.
- Create a process design and establish steering principles.

2 Investigation and experimentation means:

- Investigate the misbalance in customer situations.
- Investigate the misbalance between employees in situations.
- Investigate the misbalance in financial flows.
- Research into existing steering convictions and their operation.
- Research work processes and their blockages for flow and output.

3 Designing and practicing means:

- Redesign processes;
- Establish and implementation of new systems;
- Establish and implement learning-work projects;
- Leadership skills development;
- Advisory skills development;
- Individual coaching of participants;
- Peer groups that reflect and learn.

4 Integrating and anchoring means:

- Building new routines;
- Formalize vision;
- Capture frames.

The sense of the model

Development in the sense of change and innovation has an outer and an inner side. The exterior side are all the observable tangible and intangible things that need to be changed or updated. The inner side are all beliefs and inner considerations that direct the actual behaviour. When the focus of attention is on the outside with a change of structures, systems and resources, there is a different behaviour of people expected. However, if the inner beliefs are not in motion, we will continue to work the same way as in the previous context.

This development program focuses on both dimensions.

That's helpful for 'leaders', clients, process owners and supporters, to hand the development process with more awareness, shape it and bring it to a successful conclusion. It is always in a new way going through the same cycle of events.

Application

Organization Development processes in practice usually are handled within operational frameworks with a professionally resourced staff and managers taking the thing in hand. With the existing repertoire of methods addressing the change issue, this raises 'surprisingly' resistance, which must be removed with power and pressure. Yet this usually fails in the long run. The question is then: how to do it so that it works? The development program appears to have been a great help as a more horizontal approach to address the change issues. It is a cyclical and dialogical process in which employees and managers together deal with issues and take them in hand. Obstacles that in the normal frameworks could stay for years can be addressed in a relatively short time and be removed. It only takes courage to install a new framework and a different kind of process that support change to come about.

Example

The directors of a bank have decided personally to work with the cyclical development program. With process owners that they have chosen they tackle the change issues. Before major decisions are made the motto is: not introduce similar solutions but first investigate and experiment new solutions. That first of all, seems to indicate a delay. But in practice it is proved that people get involved to move quickly. They try themselves.

Now the real bottlenecks become visible. A department is not functioning, executives avoid interventions, employees have dropped out. Due to the fact that we give them a place in the process, by putting them in motion, we unload long frictions relatively easily. They see and experience a different approach than they did before. The organization makes a step.

Reflection

You study how to set up in your organization the change process.

Give an example of a change process in your organization.

Is it the top-down approach?

How to get the people involved?

Organizational Development Infrastructure

Introducing the core idea

Organization development processes expire in time. This requires a rhythmic, cyclic monitoring infrastructure. A time infrastructure needs to be arranged, which makes it possible for the participants to be there on the right time and to be available for the following steps. If this is not done then the operations will consume the time and those who are involved are unavailable for activities.

The Model

The top team Spring Conference is the Business Strategy Development Conference and the top team Autumn Conference is the Organization development conference.

Principals and process owners have their monthly meetings about the change. They dialogue on Actions made - setbacks - next steps. Participants give each other tips.

Process owners and their networks meet regularly. There is a weekly matching of the individual actions. Individual rhythmic and regular actions and steps are taken.

Timetable

Jan. Feb. March April May June July August Sept. Oct. Nov. Dec.

Characteristics

The top team has twice a yearly conference, for example one and a half days.

In the spring, the company strategy is reviewed and what new incentives should be given to the development of the business.

In the autumn we look at the organization development processes: what new problems we see, which require a process, how do the running processes go on, what processes are completed?

Both conferences are monitoring conferences that support top managers to fulfil their role of principal well.

There are monthly meetings for decision-makers and process owners on the progress of the development processes. What steps have been taken with what effects, where are the bottlenecks, which tips we have for the process owners, what are the next steps and actions? It is a reflection time to evaluate and steer in the organization the development processes.

Process owners create their own networks of people who explore, experiment, and prepare decisions. Each member of the network has its own task, which is regularly on progress discussed. In these meetings, the actions are coordinated.

Individual participants have in the planning calendar free spaces in which they contribute to the development process.

Development processes will last for one or more years, in which participants in their various roles, create processes in a rhythmic, cyclic, regular way.

The sense of the model

The change and renewal processes are killed because those involved do not have the time reserved where they can work on the development questions. The daily pursuits come to mind and it can be difficult to resist operational commandments. Because these reflective experimental spaces are already for a year scheduled, the success rate is considerably larger. Through the rhythmic, regular development work something substantial is built. One does not need to start from scratch all the time, which is important because in all development processes it has to be original creations.

For the participants they act in two processes: their operational activities and their contribution to the development process. The one process also fertilizes the other process, but it should, especially in the beginning, not be too much mingled.

Application

In organizations where managers and employees are developing together, a fixed time infrastructure is very helpful. Like the processes, functions, tasks, procedures are fixed in the operations, it is necessary for the change and renewal processes to have its own infrastructure in which the people involved can make their steps.

If not, then these processes disappear quickly because they do not have space in the operational structure. The organization's top management creates this infrastructure, possibly with help of an external consultant.

Example

A large agricultural family business with 1,500 employees and twenty thousand hectares of agricultural, horticultural, flower bulbs cultivation looks for a new development step. The general manager, the eldest son, involves the directors of several of their companies in a time infrastructure, in which they want to make the necessary changes and innovations.

Every year in the spring and in the autumn a week is planned where the top management, the directors, their management teams, groups in the organization, deal with the next steps in their development process.

They have occasional operational management meetings and they have consulting sessions and regular discussions on the progress of the change. Within some years there is a steady rhythm, which helps to see new issues in time, new questions and items and focus on this in the development processes.

Reflection

You research how your organization's infrastructure for change processes is decorated and working:

How and when the top management meets on development issues and steps for the organization?

How decision makers and process owners dialogue with each other?

Are decisions taken expeditiously and what effects have these decisions on the processes of change?

Dealing with Money

Introducing the core idea

Money has a dominant position in giving destination to our live. We earn money and spend it. In this we make choices and we seek balance. How we spend our money shows our underlying desires, our preferences, areas of interest, life choices. If we do this in a conscious way this helps us to create clarity in our life.

The Model

Flows of an entity

Receive money	Spend money
<i>From Consultancy</i>	<i>to Development</i>
<i>From Services</i>	<i>to Personnel</i>
<i>From Product sales</i>	<i>to Materials</i>

Characteristics

With the money we can mirror the flows and their underlying ratio.

Where is the money earned from what source?

Incoming money can be attached to products sold, to services or consultancy.

Where does the money go?

It is devoted to material things, or personnel services or spent on development.

How do these money streams flow?

An analysis of these flows using this money mirror shows us the dis-balances that arose out of unconsciously made choices.

For some organizations all cash flows are fixed and there are fixed obligations, in others there is a lot of open space and vagueness. There is no objective best relationship between the different dimensions and there are many dis-balances imaginable.

The meaning of the model

Openness about our money economy is a taboo in life. We do not like to show others how we earn our money and how we spend it.

It is an intimate area in which we have our own desires, unknown drivers we enjoy. We mirror our soul with this. It may be so that we have too little money or can spend a lot, with all its consequences. We are confronted with our own selfishness, but we can also move our money to others for support. There is in this area much naivety. We complain, but we have no real insight in the reality itself and the influence we have with this on others. Many have resistance for dealing with money and see how their lives is just dominated and determined by money or lack of money.

Application

The money can be mirrored both in the private household as well as in the organization we work in. First, the actual cash flows should be detected. By then these funds should be placed in the money mirror. About receiving money, is it the selling of a material product, to provide a service or giving advice? Is it spent on supplies of goods, services or personal development? It is sometimes a whole work to detect how the money actually runs. There are juggles with a variety of figures but however, the real money flows are invisible. Thus we have charts, but we cannot judge about healthy or unhealthy relationships.

Example

In your family you can analyse where the money comes from and where it is spent. That leads to surprising discoveries. So I discovered that in my family a relatively large part of the available money was on spending

like cars and mortgage and there was relatively little room for individual family members for appropriate money spending by themselves. That had to be changed. Each had its own destination budget, which he/she freely could decide on. This affected our conversations at the table considerably.

It suddenly was about other things than before.

Also in the organization money flows can be analysed. This can lead to meaningful interventions. As one entrepreneur discovered that the purchase of raw materials was a neglected area for many years.

Negotiations with suppliers were done only from routine. When he went into this issue and deepened it and then negotiated in a different way with suppliers, there was a very different profit margin, which he could use for the desired investments.

Reflection

You research how you steer your money flows:

Where the money comes from, where does it go?

Which intervention I would like to do in the cash flows?

What do you want to create as a new space between incoming and outgoing money?

Attachment

Leadership questionnaire

1. I take decisions for my company that make a difference
2. I learn from my colleagues
3. I can make images of the future and am fully committed to realize them together with my people.
4. I stop the process when things do not work.
5. I support my people by taking a firm standpoint in critical issues.
6. Listening is an art I really master.
7. I can inspire others to strive towards a challenging goal.
8. I am not afraid to confront others.
9. I create the optimum conditions for my people to work in.
10. I search all the time for the next development step of my unit.
11. I love to dialogue with others about ideas that are important for my unit.
12. I like to show the borders that cannot be passed.
13. I create processes that make things work.
14. I stimulate the others to make a learning step.
15. I am able to stimulate others to dream about the future.
16. I am not afraid to stop projects.

1= not at all 2 3 4 5=full

For each question Circle the number that is relevant

Evaluation:

1 _____ 5 _____ 9 _____ 13 _____ : add the scores = _____ divide by 4 =

2 _____ 6 _____ 10 _____ 14 _____ : add the scores = _____ divide by 4 =

3 _____ 7 _____ 11 _____ 15 _____ : add the scores = _____ divide by 4 =

4 _____ 8 _____ 12 _____ 16 _____ : add the scores = _____ divide by 4 =

Leadership Questionnaire for Co-workers, Colleagues and Bosses

1. He/she makes choices for his/her organization that make a difference.
2. He/she learns from her colleagues.
3. He/she can make images of the future and go for them together with her people.
4. He/she stops the process directly when things do not work.
5. He/she supports her people by taking a clear standpoint at critical issues.
6. Listening is an art that he/she really masters.
7. He/she can inspire others to strive for an ambitious goal.
8. He/she is not afraid to confront.
9. He/she creates the optimum conditions for the workers to work in.
10. He/she searches all the time for the next development step for his/her unit.
11. He/she likes the dialogue with others about ideas that are important for his/her unit.
12. He/she likes to show the borders not to pass.
13. He/she creates processes so that things work.
14. He/she stimulates others to make a learning step.
15. He/she is able to stimulate others to dream about the future.
16. He/she is not afraid to stop projects.

1= not at all 2 3 4 5=full

For each question Circle the number that is relevant

Evaluation:

1 _____ 5 _____ 9 _____ 13 _____ : add up the scores = _____ divide by 4 =

2 _____ 6 _____ 10 _____ 14 _____ : add up the scores = _____ divide by 4 =

3 _____ 7 _____ 11 _____ 15 _____ : add up the scores = _____ divide by 4 =

4 _____ 8 _____ 12 _____ 16 _____ : add up the scores = _____ divide by 4 =

360 degrees Research key qualities leadership. You answer as a leader the 16 questions. You circle respectively 1, 2, 3, 4, 5. You give 4 co-workers of your team, 2 colleagues and your boss the questionnaire and they score. You receive the scores of the others. Questions 1 – 5 – 9 – 13: = *steering processes*. Questions 2 – 6 – 10 – 14: *coaching the learning of others*. Questions 3 – 7 – 11 – 15: *inspiring with a vision*. Questions 4 – 8 – 12 – 16: *intervening and confronting*. You analyse the scores of the others compared also to your own score. Where there is a greater difference then 1 point between scores it is valuable to see what causes the difference. You organize a meeting with the 7 other persons to dialogue on the differences. This gives you points of attention for your leadership.

Warning

A score of 2 is not by definition bad and a 4 is good. It says more about too much or too little. It is important to see how the four dimensions relate to each other and what should be strengthened and what should be taken back a bit.