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& Leadership CHANGE

New Organizations, Leadership
& Collaboration

Berlin Change Days
Special Edition



CONTENTS

03 What is emerging in leadership, collaboration and organizations?
Marcella Bremer

08 About the Berlin Change Days 2014

10 About Leadership & Change Magazine

12 Leadership at the kitchen table
Marcella Bremer & Holger Nauheimer

21 The leader holds the space
Holger Nauheimer & Klaus Hohr

26 Character and Presence
Marcella, Holger & Daryl Conner

37 Intentional Transformation in Fuzzy Systems
Holger Nauheimer & Eugenio Molini

46 Conscious Collaboration
Eldisa Zhebo-Llhosi & Vasintha Pather

55 Cultural Transformation in Asia
Holger Nauheimer & Eliza Quek

63 Asking Powerful Questions
Inge Jansen & Kees Wiebering & Peggy Terletzki

71 Role of the Consultant
Holger Nauheimer & Adrienne Rubatos

77 Letting go of control
Luc Galoppin & Karin Stumpf

81 Story Work
Karen Schmidt & Stephanie Boldt

88 Ranks and Relationships
Holger Nauheimer & Barbara Leuner

96 Dialogue Mapping
Ralf Grötter

103 Photo Credits

104 Timeless issues

Colophon

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Marcella Bremer

What is emerging in leadership, collaboration and organizations?

New organizations, leadership and collaboration are the three main topics of the Berlin Change Days and this special issue of Leadership & Change Magazine. Leadership and collaboration have brought us to where we are today – and they continue to evolve as mankind develops itself further. The old-style leader knew better than the others, felt that he or she deserved more, and decided more – only sometimes consulting with their subordinates. Old-style leaders could be isolated at the top of that pyramid, enjoying the room with the view and the vision but setting themselves

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apart. Most leaders have left their strictly private rooms by now. They've descended to the shop floors, meeting the others in the hallways and gathering diverse views and more connection and respect. Some leaders cherish ideals such as servant leadership – respecting and supporting the professionals they lead. Professionals have emancipated themselves – they take ownership of their work and their right to participate. More leaders try to let go of rigid control, and other ego-driven responses (out of fear, anger, grief). Leaders are allowed to be human, and are respected for their role as unifying facilitators while holding the collective purpose and space – if they do this well.

**Together,
we are the
collective eyes,
ears, brains,
heart and
hands of the
organization**

Speedy, fuzzy, spaces and wholeness

The space is becoming more open, more equal, more collaborative. Modern professionals take themselves and their work more seriously. They strive for mastery, autonomy and purpose in their work to fully contribute and thrive. Collaboration has become more important in this open space filled with confident, accountable professionals. With the increasing speed and disruptive nature of change, with augmenting complexity and interconnectedness, with fuzzy environments – we cannot wait for orders and blame it on the boss who knows best. We need to respond flexibly so we need to collaborate more intensely than in the old days. Together, we are the collective eyes, ears, brains, heart and hands of the organization. We need to move together like a swarm, or a field.

The fixed boundaries of the organizational chart and its cubicles and silos are long passé. (The same counts for the limits of countries, things, stereotypes, religions, truths and whatnot...)

Speedy, fuzzy, wholeness is our new reality. We have arrived in a fascinating era of planetary development – being challenged to develop ourselves to deal with our world as it emerges. Let go of old labels, ideas, mindsets and behaviors. Take a leap of faith into the future... it's about time. Just in time, hopefully.

Information & Energy in new organizations

New organizations fascinate me. Organizations create the playing field, the context in which leadership and collaboration take place. They set the rules of the game, and create positions and expectations. Formulated as "new organizations", the topic implies that radical renewal is necessary in the way we organize ourselves at work. It's calling for a revolution, instead of organically



developing itself as our leadership and collaboration may have done over the past decades.

Organizations are the operating system of work – setting boundaries – and they tend to become “fixed things” in our minds. They have to do with structures, comprised of parts, and regulate the interactions or procedures between those parts, holding the whole structure together. Energy and information are either hindered or stimulated by this operating system – while their flow defines the field of the organization, in which leadership and collaboration either flourish or wither.

Energy and information are either hindered or stimulated by this operating system – while their flow defines the field of the organization, in which leadership and collaboration either flourish or wither



We need to design new operating systems in one go, because doing things partly or half-hearted, will create confusion and stagnation of information and energy – the life stream of people and organizations.

New organizations: check out by Ricardo Semler (The Seven-Day Weekend), Frederic Laloux (New Organizations), Richard Wolff (Democracy at Work), Brian Robertson (Holacracy) and Eckart Wintzen (Notes, on independent, organizing cells). We have or will cover them in Leadership & Change Magazine, as well as positive leadership, inclusive change, cultures of kindness and collaboration.

Co-creation of this special BCD-issue

This special issue was co-created in a “new organization”: a field of self-leadership and collaboration between the Berlin Change Days organizers (Holger & Inge) and BCD-Advisory Committee (Marcella, Carl, Mohamad, Eldisa, Peggy, Karen, Luc), some of the BCD-workshop presenters (Klaus, Daryl, Eugenio, Vasintha, Eliza, Kees, Adrienne, Karin, Stephanie, Barbara, Ralf) and the L&C magazine team (Marcella, Jehan, Marcel, Remina) from Europe, North-America, Africa, and Asia...

Thank you all for the magic of co-creation!
Subscribe and read more, next month!
See you in Berlin!

Marcella Bremer

Marcella is the co-founder of Leadership & Change Magazine, of OCAI Online, a change-guide and author (Make Your Difference Framework). She helps leaders, consultants and professionals make a difference at work with positive leadership, culture and change.



About the Berlin Change Days 2014

October 31 – November 2, 2014, followed by a post-conference workshop on November 3-4, 2014 by Daryl Conner.

The Berlin Change Days were created six years ago with the intention to bring people together who want to share cutting edge theories and practices of organizational development. Meanwhile it has become an important annual event from which new insights emerge and where participants from around the world feel safe to experiment with new approaches.

Three topics and over 20 workshops

This year's conference focuses on three topics: collaboration, leadership, and new organizations.

There are more than twenty workshops in which innovative ideas are presented and practiced. Many of these workshops are described in the interviews that are featured in this issue of our magazine – but we didn't have room to show them all. So, check out the complete workshop program at:

www.berlinchangedays.com/page/programme2014

Post-conference workshop

In 2014, the hosts of the Berlin Change Days are proud to present the only workshop of Daryl Conner in Europe: **Raising Your Game: Character and Presence of the Change Facilitator**. Daryl Conner is one of the wise men who continuously leads our profession into the future. The perspective he brings to this work is informed by the patterns of success and failure he's documented during his four decades of advising senior executives as they orchestrate fundamental change.

Beyond being a great space for learning, the Berlin Change Days offer a unique opportunity to network with like-minded people and to celebrate new beginnings of the discipline...



The Berlin Change Days are initiated and organized by Holger Nauheimer, with co-organizer Inge Jansen. The BCD Advisory Committee supports Holger & Inge to select and coach the workshop presenters. The AC consists of Marcella Bremer, Carl Dogan, Luc Galoppin, Mohamad Jamil, Karen Schmidt, Peggy Terletzki and Eldisa Zhebo-Llhosi. The BCD are co-created with over 20 great professionals who guide their workshops.

What participants of earlier Berlin Change Days have said:

"It is one of the most important annual conferences for me to keep on track concerning megatrends, news in facilitation and consulting for "change", and to meet inspiring people."

"This event has made me realize that change-setting is never too late. We always have ample time. We just have to jumpstart it in our unique individual contexts and capacities. There will always be like-minded individuals who are willing to join."

"I felt enthusiastic and full of new energy. The Berlin Change Days left me inspired and with concrete ideas for how to implement some of these ideas. Thank you very much for this great conference and the co-creation!"

"I feel thankful for the great opportunity meeting so many great people, exchanging thoughts and ideas and learning a lot. I take lots of inspiration into my work. Thanks to Holger and the team for organizing such a great event. Looking forward to meeting you next year. Good time!"

You can find more information on the workshops and register for this unique event at

<http://www.berlinchangedays.com>.

The Conference Fee is only: € 450 + 19% VAT

See you in Berlin!



About Leadership & Change Magazine

Leadership & Change Magazine is a magazine about Positive Leadership, Change & Culture – created by leaders, consultants and professionals. Our purpose is to help colleagues like ourselves, make a difference at work. We know you are busy, so we keep our content pragmatic.

Are you in?

Download Leadership & Change magazine now to:

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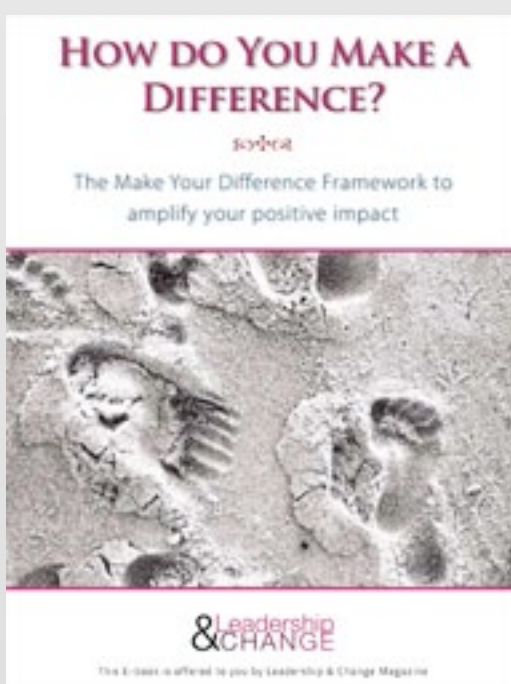
Leadership & Change Magazine featured Kim Cameron, Otto Scharmer (Theory U), Steve Sisgold, David Dye, Eileen Fisher, Tanveer Naseer, Jeremy Scrivens, Danna Beal, Leo Babauta, Daryl Conner, Greg Richardson, Greg McKeown, Kathryn Cramer, Graham Williams, Edgar Schein and many more....

Leadership & Change Magazine is a digital magazine offered as an affordable PDF to download from our membership website. That's where we also share extras such as the downloadable "Make Your Difference" Framework and E-Book!

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Actually, we'd like you - and everyone who's interested in the Berlin Change Days – to make a BIG difference. We're happy to offer you something special.

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Speak soon – and let's make that difference together!

Marcella Bremer & Marcel Lamers

founders Leadership & Change Magazine

PS: If you're not ready to pay only \$13.50 for your annual subscription – please make sure to join our FREE member's area where we share leadership articles, podcast interviews plus the E-Book with the Make Your Difference Framework! Join us at

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What readers say about Leadership & Change Magazine:

It's a unique and thought-provoking publication. I enjoy the authenticity of the contributors and the tools they share. It has given me fresh, new insights for increasing motivation and productivity.

Danna Beal, M.Ed., international speaker and author

This is a very refreshing publication. I like that it is practical and realistic. So many people seem to be looking for "5 easy steps", but life isn't a set number of easy steps.

Mab-Az, company president



Holger Nauheimer:
“Leadership extends to
the kitchen table. Will it
be war or peace?”



with Marcella Bremer

Do we need new organizations?

Maybe - but it is not the first priority. The first priority is a new mindset. Form follows function.

Why new organizations?

Our mindset develops faster than our structures. People in organizations have different purposes than they had 20, 30 years ago.

Why leadership?

Leaders need to manage paradoxes because this is where conflict comes from. Leaders in our modern world need to be space-holders for new things to emerge.

Why collaboration?

Complexity needs collaboration, needs people who align around a common purpose. And times are getting more complex as we speak.

Holger Nauheimer is the initiator of the annual Berlin Change Days and has been a leadership trainer for more than two decades. He is now a coach offering organizations and people Values Centred Coaching. His mission is to help leaders and organizations to live the values that the world needs.

He's interviewed by Marcella Bremer who is a change guide and co-founder of both OCAI Online and Leadership and Change Magazine.

Who is Holger Nauheimer?

"I started my professional career 30 years ago as an agricultural advisor at the horn of Africa. There, I worked with nomads, camel, goat and sheep herders. I learned a lot at that time. They taught me how it is possible to live in uncertainty by following their economic goals but constantly adapting to changing environmental conditions.



Ten years later I changed the path of my career and decided to become a space-holder myself. I learned what change means for organizations and for the people within. That fascinated me. I am now a facilitator for change and better leadership, working for corporate and non-corporate clients around the world. I have worked in more than 70 countries with more than 3000 leaders. For example, one of my exciting projects in the non-corporate world is working with African leaders who are involved in peace keeping & building and working with them on their leadership skills. My other project at the moment is working with the President's Office of the Republic of Yemen. I help them with organization development that follows a peaceful transformation of the country. It's very exciting."

What do you believe?

"I believe that if we have better leaders we will contribute to a better world. I keep saying to the participants in my leadership courses: the way you treat your employees, the kind of conversations you have with them at work, extend to the kitchen tables at home. Do you really want them to talk with their spouses over supper about what a miserable boss they have who gave them a hard time? Sometimes I think this is how wars start... They start at the kitchen table."

I believe
that if we
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to a better
world.

I created
the Berlin
Change Days
because I
dreamed of
a conference
that I
would love
to attend
myself



"It's so nice that you bring up the kitchen table. The workplace can be a learning lab for skills that you take home.

Here's an illustration of your kitchen table example: there is a large manufacturing in the US who did leadership development for their 5,000 staff. The communication and relationships at work changed so much so that after 5 years, they looked at their Human Resources data and found the divorce rate of employees had gone down significantly. They could back it up with statistics: if you're doing leadership work in the workplace, people take it home."

Fascinating! I have one corporate client and I'm working with them on Courageous Conversations. It's about having the right conversation whether you're a manager or an employee, wherever you work.

Why do you organize the Berlin Change Days?

"I created the Berlin Change Days because I dreamed of a conference that I would love to attend myself. There are a lot of conferences outside but sometimes you find yourself thinking, "Why did I end up here? It's so boring." Over the years, I have been blessed with meeting so many fascinating people who share my passion of better organizations and a better world. I wanted to have them all together like a family gathering and of



course increase the extended family. I envisioned an event where those people can meet, share their insights and co-create new solutions for the burning problems we have in the world, and in organizations. For me, it is the most exciting time of the year: I always count the weeks days until the next BCD start...."

How did the BCD grow and evolve?

"It started as a small and local initiative in 2009, with 30 participants. We quickly saw that we filled a gap and more people were coming, every year. The BCD grew by 50% every year until we reached the number of participants that seemed a number large enough for having the necessary diversity but still being intimate enough for people to connect. Now, we have people from all over the world who attend the conference. It seems that participants like it. They love that it's intimate but still professional."

What do you love about the BCD? And about your work?

"I love the atmosphere. It is not as formal as traditional conferences, there is a lot of ease and fun and at the same time we have succeeded to attract high class facilitators who want to test their new approaches. So it is highly professional and highly entertaining at the same time. We are having fun."

Never
assume.
When you
work in
intercultural
environments,
always have
your radar
adjusted to
local cultural
conditions



What I love about my work: I get so much reward when I feel that it's possible to touch people. Sometimes you have these experienced leaders in organizations that I admire for the work they have done. But sometimes when you see that they dive a bit deeper to their inner core and explore the possibilities they have to create a better organization and a better team – that is a big, big reward.

I also had this young Chinese student in a leadership course who started out by saying "I don't think I can be leader. I am better at following." After five days, she said in the closing round: "Now I see that I can be a leader but I have a long way to go." Those are the rewards that drive me."

What have you learned in all those years of OD work? What do you like about it?

"Lots of things. One of the main lessons I learned when I started with Open Space Technology. Harrison Owen and Marvin Weisbord really had an impact on me. At that time it was totally counter-intuitive to all my old-fashioned facilitator beliefs. I started to understand that doing less and trusting the process is the core skill of a facilitator. I remember that at that time it caused me physical pain to give up control – I always had to leave the room right after I opened the space because I couldn't stand the tension.

The second thing is focus on responsibility and accountability – first of all to myself. And: reminding people that they have responsibility wherever they are in the organization. Passion is important but accountability is equally important."

Do you dare to share a mistake that taught you something?

"Never assume. When you work in intercultural environments, always have your radar adjusted to local cultural conditions. Although I work in so many different cultural settings, it still happens to me that I fall into a trap. For example: I often work in Azerbeidjan, I have been there so many times during the last six years. Some months ago, I wanted to do an icebreaker with the group where they would touch each other's shoulders. I would never do that in an Arabic country but I thought Azerbeidjan is such a secular country that this wouldn't be an issue. But I learned that also there men and women wouldn't touch each other in such an obviously intimate way. So, that was a bit embarrassing. What I learned from that is never assume. Be part of the field, swim in the field, observe the field."



What is it that you are still learning? What's a challenge about this work?

"The older I get the more I learn about myself. I don't care so much about learning new tools and methods. Sometimes it is good to expand your toolbox but it is not really my focus. Basically, I am learning to understand my mental state when working with clients. I also learned that some clients love to work with me and

The older I
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others don't like it at all. While this used to frustrate me, I understand that I am good for some clients and not for others. I still want to learn how to even better understand what is best for each individual client and how I either adapt or decide that I should be out.

I am looking forward to the post-conference workshop of Daryl Conner on character and presence of the change facilitator. It's titled "Raising Your Game" and I believe it will be this year's highlight. Highly recommended for all change facilitators who are, like me, at a stage of their career where they understand that the most important tool they have is their self."

What would you like people to take home after the BCD?

"New insights, new friends and connections, and the conviction that change is possible. Change within themselves is possible, in organizations, and in societies. And, of course: the desire to come back."

Watch the interview video at:

<https://www.youtube.com/watch?v=DMEdsIYzxrk>

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A large, close-up portrait of Klaus Hohn, a middle-aged man with short, light brown hair, smiling slightly. He is wearing a light yellow textured blazer over a green and white striped shirt and a yellow tie with a white floral pattern.

Klaus Hohn:
“The leader is not only
facilitator or change
agent. He creates
and holds the space”



with Holger Nauheimer

Klaus Hohn worked in several federations (German Association for Personnel Management), had executive functions at companies (Daimler, Dornier Luftfahrt, Heidelberger Druckmaschinen: education, training, management development), volunteered at universities (Heidelberg University of Education), wrote publications, gave lectures and workshops. Since 2012, Klaus is initiating various educational initiatives with the aim to enable the creation of a human future, e.g. as board member of learning concept e.V. He'll provide the keynote speech at the Berlin Change Days: "Care giving in organizations".

He's interviewed by Holger Nauheimer, who is the founder of the Berlin Change Days and an international leadership coach.

**Leaders need
to act and
react**





Klaus, according to your practice and experience, do we need new organizations?

If organizations do nothing, they will face challenges and pressure - they have a certain time window for acting. If they do nothing, the environment will act in a way that the organization may collapse. In a short way, you could say, there is a current in most organizations that spills away the old way of managing organizations. Now, the people come into focus and the relationships between people.

Then, do we need a new leadership style?

I think the leaders face the same challenges as the organizations. Leaders need to act and react. For people who want to lead in a new way - that's ok. If they fail, they will have a lot of problems.

You have chosen the topic "Care giving in organizations". What does that mean and why is care giving in organizations so important to you?

In German, I use the expression "Raumpfleger" (literal translation: space cleaners). The core is the creation of a space, an invitation to the room and an idea of what could be happening in that room. If you have a

**The leaders
serve the
organization.
They are
servants –
creating and
holding the
space as care
givers**

**They need
to act and
decide –
even though
they don't
know
everything.
That's where
care giving
and holding
the space
comes in**

high-speed organization with lots of upcoming complexity and speed – then who is responsible to deal with these issues? There will be the people – and the relationships of people. They are in the same room. Who is responsible for this space? The answer is: leaders should be the space-keepers and the space-cleaners. The care givers of this space. This is a total shift of the role of leaders.

I have seen so many leaders who believed they could act in an old way – leading strictly by objectives. If the environmental pressure grows, then the pressure on the objectives grows, and so on, in an always higher pressuring spiral. That's interesting, isn't it? For example, a product is supposed to succeed in a certain time but the interface between organizations is too slow in its reaction. In former times the solution was a project or a matrix organization or something else. But this is too slow. Therefore the human beings have the role to speed it up, to deal with complexity. They need to act and decide



– even though they don't know all things. That's where care giving and holding the space comes in.

There was a leadership style before care giving; supportive leadership. It came up in the U.S. ten years ago. Then, the role of the leaders was to support their employees. In my experience it was not enough: the focus was on the leader being the actor. That is not the situation any

more: everyone is an actor; an owner of the situation. And the leader is not the only facilitator or change agent. He creates and he holds this space. If this works well, it is a space of trust and of good communication.

Why do you think trust is so important in modern organizations?

That's my experience. Some years ago, we had some pilots – new leadership learning programs. We saw that trust was emerging. This was a winning game for all and for a long time. The learners in this learning program were going over a bridge. They arrived in a new landscape. And in this landscape they no longer feared to openly say what was going on, to challenge others and to invite them into a new kind of relationship.

Trust is the creator of this new success. In preparing this interview, I remembered a colleague. He is head of R&D in a global company. He said to me: "99% of problems we have in product development come from human beings." 99% come from human beings! That means it is not only an issue of trust and communication, it is an issue of how you deal with human beings in an organization. It is about observing how people work together. But few companies do that.

Organizations have to change. There is this pressure of the environment. They can change based on their own insights - or they will be pressured to do so.

We don't want more role models – the leader is not a role model anymore. The leaders serve the organization. They are servants – creating and holding the space as care givers.

Thank you, Klaus, for this interview and looking forward to having you at the Berlin Change Days!

Watch the interview video at:

<https://www.youtube.com/watch?v=3UCstcnD5e0>

Trust is the creator of this new success



A large portrait of Daryl Conner, an older man with white hair and glasses, smiling. He is wearing a dark suit jacket over a light blue button-down shirt.

Daryl Conner:

“The combination of character and presence in front of the right client, is how we create our greatest value”



with Marcella Bremer and Holger Nauheimer

Presence
is the
expression
of character.
It's the way
we bring
ourselves
forward

Daryl Conner is Chairman of Conner Partners, an Atlanta-based consulting firm that specializes in strategy execution. For the last four decades, he has served as a change-related advisor and mentor to senior executives around the globe. He will lead the 2-day post-conference workshop "Raising your Game – Character and Presence of a Change Facilitator" for seasoned change facilitators who are open to diving deeper in who they are.

He's interviewed by Holger Nauheimer, the initiator of the Berlin Change Days and a leadership coach, and Marcella Bremer, who is a change guide and co-founder of both OCAI Online and Leadership & Change Magazine.

Holger: What's behind this concept of character and presence?

Daryl: I spent years diving into what we do as practitioners, concepts, techniques, etc. but as I was teaching consultants, I noticed that certain ones were impeccable at using the tools and yet they didn't have the desired effect with clients while others had a huge impact. I began to separate what we do from who we are. At first I thought it was our presence making the difference. Thinking of presence as the bubble of influence we create with a client, that either fosters or inhibits their ability to absorb whatever we recommend. But later, I found that a key differentiator was whether that presence was an authentic expression of character or

not. I think of character as what is left after illusions are taken away: what's the essence of who we really are. Presence is the expression of character. It's the way we bring ourselves forward. The combination of character and presence in front of the right client who values that package is the sweet spot. I think that's



when we can enjoy ourselves the most and create the greatest value.

Marcella: How did you become so passionate about this?

Daryl: It's a combination of my own personal development and a concern about where we're going as a profession. At a personal level, I feel a sense of responsibility when clients grant me the level of influence they do. It means I have to constantly bring the best I can. I reached a point where I felt like—of course there are



more tools to learn. But what else is possible?

I also became concerned about us as a profession. Currently, there is such a focus on methodology that I believe we run the risk of teaching new practitioners to be technicians rather than artists. One of the differences between the two is that though artists are certainly proficient with implementation tools, they are able to also bring forth who they are.

Marcella: Interesting is that Otto Scharmer, the co-developer of Theory U, did action research and his primary question was the same: "How come some tools work well in the hands of some change practitioners while others don't achieve desired results?" The answer they found is that the quality of results achieved

The
combination
of character
and
presence in
front of the
right client
who values
that package
is the sweet
spot



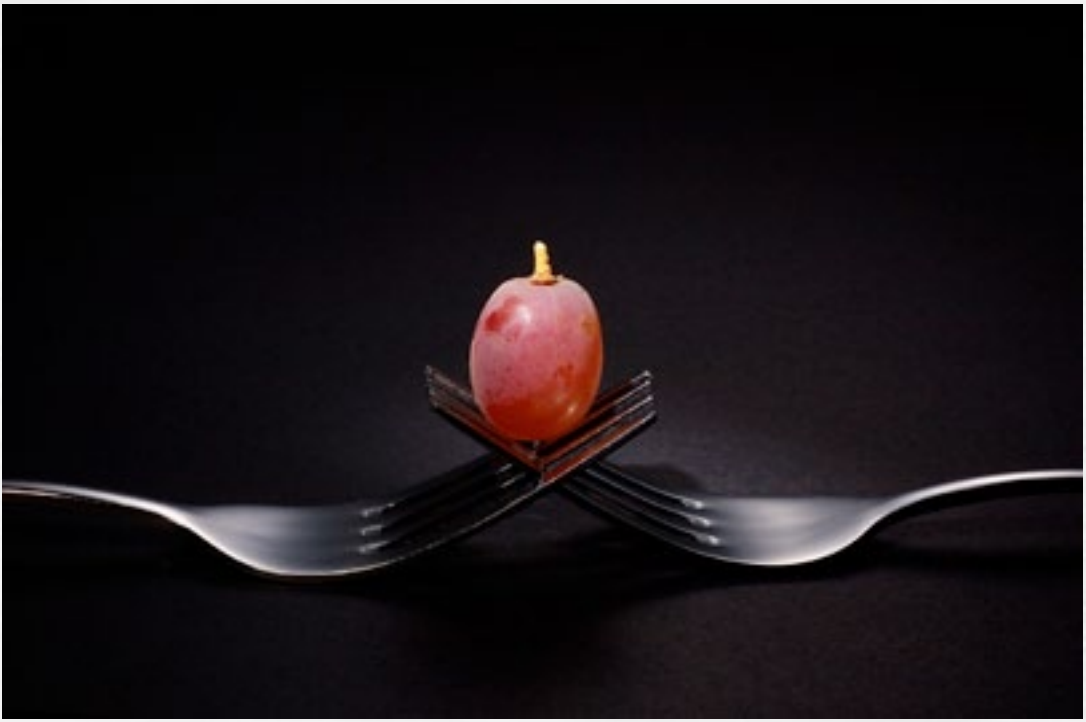
by any system depends on the quality of awareness from which people in the system operate. So with heightened awareness people are more authentic, their character shines through their presence, and you will see more change

happening or more effect from the same tools.

We not only have to be more authentic, we also have to be very attentive to who we are presenting that genuineness to

Daryl: I subscribe to that. I'd like to add: Not only does our authenticity enhance our use of tools, it's vital that we present our authenticity and tools to people that resonate with who we really are. Me, simply being more authentic in front of a certain group actually is not going to make me more effective. I just talked with an internal consultant. His client is not responding well to his authenticity because the consultant is bringing more candor and directness to the culture than it has ever seen. We not only have to be more authentic, we also have to be very attentive to who we are presenting that genuineness to.

Marcella: So, you have to be aligned with the other party. I can be myself, with character and presence, but if it doesn't resonate with whom I'm working with - then we won't have the needed level of trust and we will not work well together.



Do you have an example of a case when your presence made a difference in your consulting practice?

Daryl: It's hard to separate effectiveness from presence because they're so intertwined. But one example that is an expression of who I really am, is my belief that when clients compensate me for my time, they're not paying for me to protect the contract. They're paying for me to be brutally honest with them.

I remember the first time I realized that when working with a client. I became aware that what I was about to say to them could put the whole relationship at risk. Yet, I felt like doing so wasn't just me being true to myself...it was my professional obligation to bring them this kind of candid feedback. It was then that I became consciously aware of how my character and presence were part of the value I had to offer.

Holger: Regarding the upcoming workshop - can you give us an example of how you work?





Daryl: Here's what we won't be doing: Participants won't be listening to a lecture on character and presence and getting answers, certainly not from me. What I miss in our profession is the opportunity to come together as colleagues and have a discussion like this without somebody declaring they have all the answers. When it comes to a subject like leveraging our character and presence in the change work we do, I'd like to think we are all pursuing the same journey and none of us have figured it all out. I'm just as interested in learning more about how my my character and presence can be better leveraged as anybody else.

We'll be working with questions and exercises that are meant to discover our true nature. I'll ask people to ponder certain issues individually or discuss them with a partner or as a group. Then the whole cohort will talk about their responses.? Rather than looking for someone to provide the correct answers, I hope people will leave with more questions than they came in with. I want to help change practitioners engage on a journey, not reach a final destination. One thing is for sure: we won't figure it all out in one workshop.

What I
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Someone
else could
watch you ...
write down
notes and
mimic the
same words
but for them
it would be
a technique
rather than
an expression
of who they
really are

Holger, can I ask you a typical question that is posed in the workshop? Are there times when you ARE the intervention? Can you think of a time when it wasn't a tool or technique but the core of who you are as a human being, that actually added the most value to the client?

Holger: I was recently working with a team. I was just observing them doing project planning and management. I was quiet for hours until I had a feeling in my stomach that something wasn't right. Something seemed to be wrong with the relationship between the partners of the team. So I intervened. I brought my presence in because it was quite a clash between team members. Within 5 or 10 minutes, however, we resolved the issue by me asking the two opponents separately to tell me what was most important to them. Yes, I used a technique but that wasn't what was most impactful. I was able to use the tool effectively because I applied it with my full presence.

Daryl: What was the presence you were hoping to create for them?

Holger: Probably that somebody was there to be a guardian for them, to give them space for discussion, and that they were able to express themselves and even go into the conflict rather than avoid it.





Daryl: That in and of itself could have been just another technique. But if it was an expression of your innate character, who you are, then that's the connection I'm talking about.

Someone else could watch you do that, write down notes and mimic the same words but for them it would be a technique rather than an expression of who they really are. And that's what I'm exploring. What impact does it have if we don't hide from the client who we really are? I've heard from many consultants that they've been taught to suppress their true character if that is what it takes to please the client.

Holger: Fascinating! Please let me introduce Inge now: she'd like to share some questions that are asked in the chat.

Inge: Do you need permission to exhibit character and presence?



Daryl: To address the issue of permission, there are three considerations: First, to what degree am I in touch with my true character? Who am I really when I'm not trying to keep clients and my boss in their comfort zone and happy with me? Second, to what degree am I willing to boldly express my character through the presence I generate around me? Third, to what degree am I practicing my craft with clients who value the character/presence package I offer? Permission is granted us to bring forth our true selves when we are clear about who we are, are willing to express that freely and have secured clients who find value in that expression. Without these three criteria being met, we receive the opposite of permission...we are told to be who others want us to be (clients, bosses, etc.) and squelch anything within us that doesn't fit their expectations.

It is obvious when a musician is skilled and has a lot of passion for his/her art. When seeing them perform, it's not just their music that you resonate with. When there's music that speaks to your heart - it allows you

to go to places you wouldn't otherwise. To me that's permission. Getting in touch with who my character really is, boldly expressing it and providing that as part of my value to clients and in that sense gain permission to be who I really am.

Inge: How do you match the character and presence of a change facilitator with the expectation of the client? When you have a client focused on deliverables, do they really care about character and presence?

Daryl: The difference is whether I'm a vendor or a partner with this person. As a vendor, I'm simply responsible to materialize deliverables. When this is the case, they usually could care less about anything but the specifics of what they asked for. They want me to deliver something tangible and nothing more. It might be a training program, or an assessment. That can be worthwhile but being a vendor to a client is a different professional relationship than being a partner. As a professional trusted adviser, it's vital that we bring character and presence to the partnership. Which takes us back to being attentive to who we are contracting with.

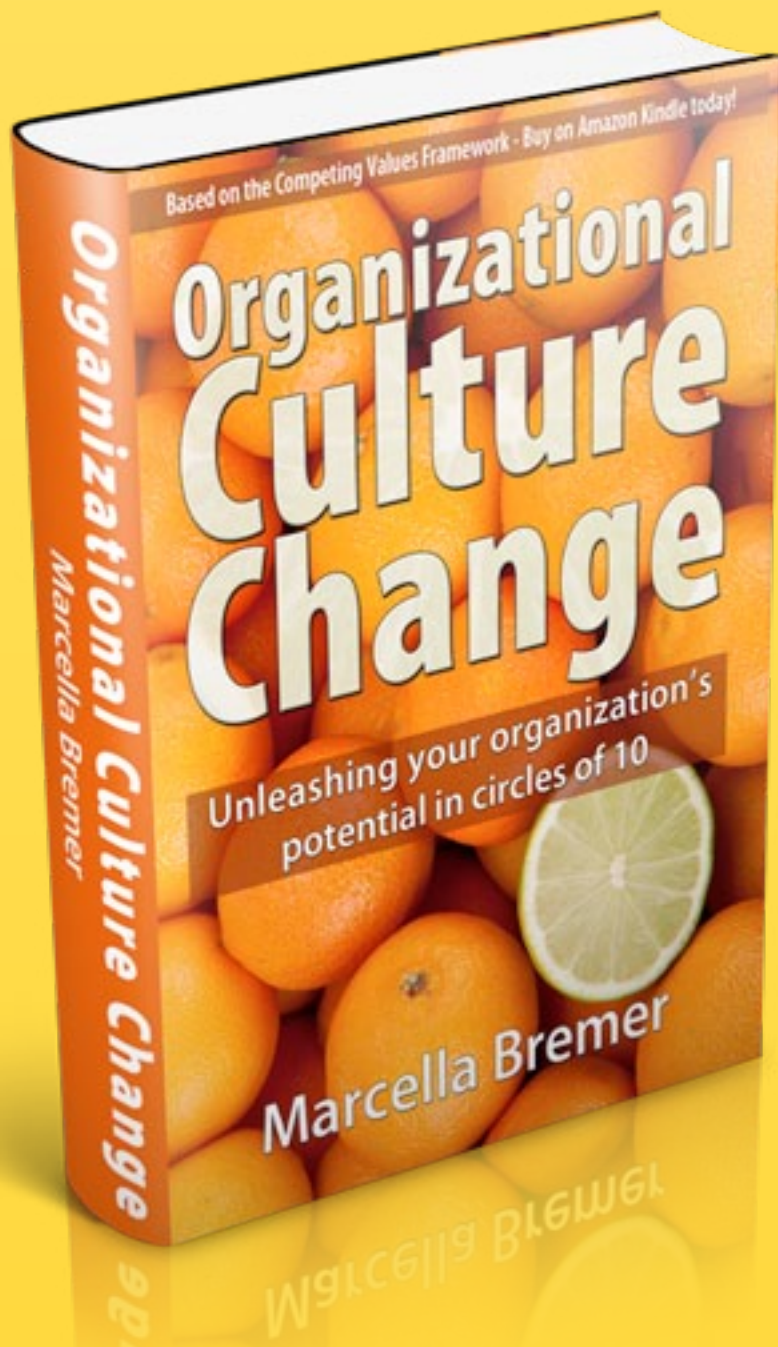
Watch the interview video at:

<https://www.youtube.com/watch?v=oTiEoaAi3-k>

As a
professional
trusted
adviser, it's
vital that
we bring
character
and presence
to the
partnership



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Eugenio Molini:
“Fascinating: intentional
transformation in fuzzy
systems. This is the
field of the future”



with Holger Nauheimer

Eugenio Molini works as a consultant in Organization and Systems Development and specializes in the design, management and facilitation of organizational transformation processes that require the active involvement of multiple stakeholders. He has developed the Genuine Participation methodology. At the Berlin Change Days, he will guide the workshop: Intentional Transformation in Fuzzy Systems.

He's interviewed by Holger Nauheimer, the initiator of the Berlin Change Days and a value-centered coach and leadership trainer.

Eugenio, where do I reach you today?

I am at home, and home is in a monastery near Andorra in the Pyrenees.





Is this monastery in any way linked to the topic we are talking about today?

Not to the topic specifically, but my life in the monastery has helped me to develop the kind of leadership that allows me to work in this kind of systems.

Do we need new organizations and if so why?

Yes, we need new organizations. The problem is that the word “organizations” leads us to think about structural and hierarchical things. While I think the kinds of organization we need are very different. We will need to make a big shift in our minds to understand organizations in a new way.

Why do we need leadership?

We need leadership to be understood as service. We need leaders who are passionate about their own truth but they know that being convinced of their truth doesn't mean that other people don't have their own truth.

What does the word “collaboration” mean to you?

A bunch of people who all believe that they have the truth while they are condemned to collaborate. If they don't, they will kill each other. It as easy as that!

Your workshop is titled “Intentional Transformation in Fuzzy Systems”. Can you explain what this means?

I will begin word by word:

Intentional. My experience is that we all perceive that everything is changing in a fast pace and that we are not able to cope with that change. It is mostly adaptive change by which organizations or systems adjust themselves. Intentional change is very rare.

Transformation. There are processes in which an organization or a person sets a direction and keeps that direction – no matter what – until it is implemented. That's very rare. Most of my clients hire me for something they call change but in reality they only want maintenance: not





to lose their current level of performance. They cloak it in terms of change but it is not change. Some of them want improvement. Some of them want change but still in a linear way. When I use the word “transformation” I want to convey the idea that we mean change further than a linear and even systemic way of thinking. We have to take a leap further than systemic thinking. In my opinion, we need to work with the field theory approach. Intentional transformation is not possible in a systemic way of thinking.

Fuzzy systems are in contrast with the well-defined structures and systems like companies and organizations. Fuzzy systems are those where you never know where they begin and where they end. Internally there is no entity or person that acknowledges anybody else as an authority to define anything a priori. Most societies and territories or joint ventures between equal partners are fuzzy systems.

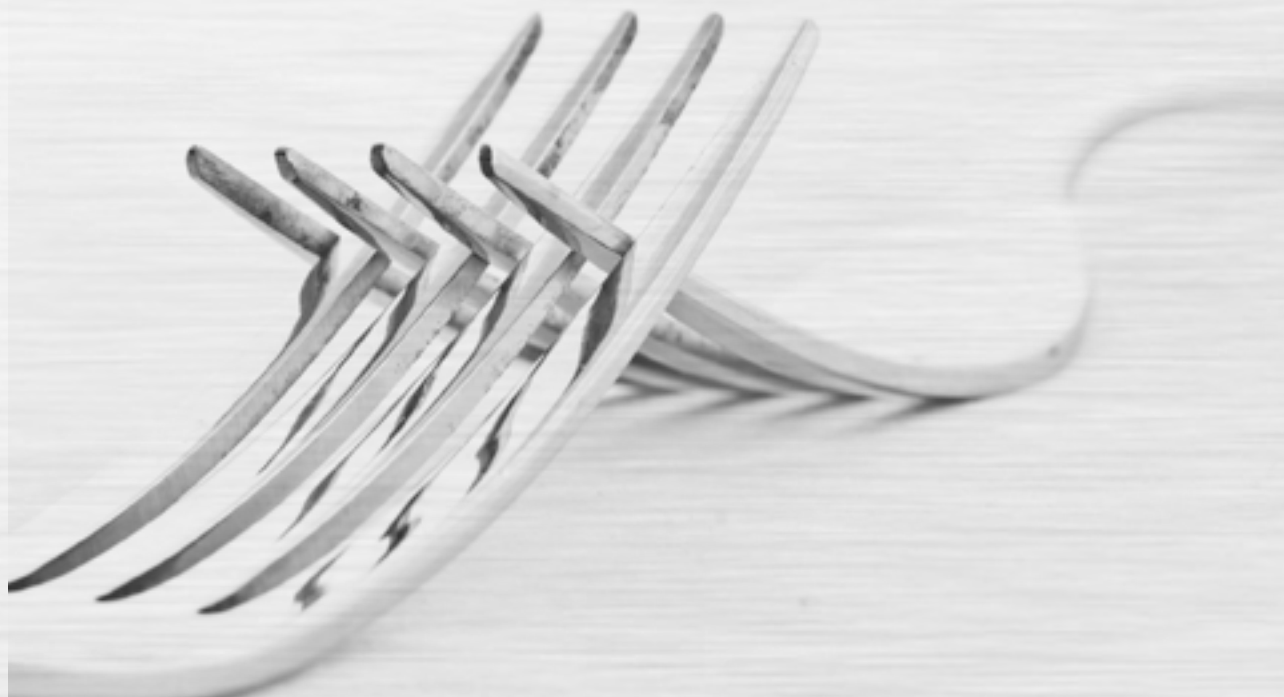
Why are you interested in that topic and why do you bring it to the Berlin Change Days?

In the Nineties I had the ambition to become a consultant for change management in turbulent environments, even in violent environments. I succeeded, working with both companies and international organizations in African countries where there was a civil war raging, like in Zimbabwe. There I saw it is impossible for those organizations to change internally without interacting with their social-ecological-economical environment. Then – I don't know why, maybe God wanted me to take a step – I was getting assignments in that direction, like working with multi-stakeholder engagement processes. Lately it has become even more interesting: to get projects where in the beginning I don't even know who is going to pay - because nobody acknowledges anybody the right to hire anybody to help. That's the fuzziest thing I have been in. It has cost me dearly economically but it has been so rewarding. I am enthusiastic about this new field.



Can you give us a typical example of the work you do now?

The top management levels of the United Nations system share a clear insight that the usual negotiations between countries never lead to real transformation. Some



years ago there were informal discussions about how to redefine the New Millennium Development Goals for 2015. Some people got the idea that before the official negotiations between countries, there should be a parallel process without any pressure to come to any agreement. A process in which representatives of indigenous communities, the official negotiators of the different countries and researchers would be together in order to just understand each other. They didn't need to agree, only understand each other.

Can you give another example?

I am working on a smaller scale but not less complex in La Garrotxa, a territory here in Catalonia, near the Pyrenees, where there is an emergent movement towards greater sustainability for the territory. There are multiple sectors from the private and public sector and from NGOs that want to influence this process. This is a fuzzy system – geographically you can define where the territory begins and ends because there are some lines on maps but in reality it is such an open system that you can't say where's inside and what's inside. So when they want to agree on interventions on how to promote consumption of local produce and create local value chains from production to elaboration to commercialization, you can't just think that the geographical boundaries are the limits. At the same time: who is the one who wants to hire me and how do they get the legitimacy to present me as a facilitator and change process designer? Who is going to pay my fee and all



the costs of the process when everybody acknowledges each other as equal partners?

Let's hear a bit about your approach. What do you do?

The first thing I do is to help those who contact me to identify who are the actors in that fuzzy system that are enthusiastic about any kind of change and whether they would want to meet to see whether they are willing to work together without compromising their own agendas. It is not so much about forming a team of change agents who agree on the direction - but we agree on how different we can be and yet we are working together. The first step: creating a team of people who are willing to work together for a desired future. A desired future is something that opens while an objective or goal is something that closes the future. So, how can they design a desired future for their system where all agendas will be included and what would that future look like?

Then I train them in a way of thinking that enables them to work together without compromising their own agendas. I train them in multi-partner thinking and in Trojan thinking. That's one of my favorite projects – How can I help them to conceive themselves as Trojan horses in this fuzzy system? They have the right to push their own agendas while at the same time they know that at some point they will meet resistance. In that moment they will need to enter a dialogue with that resistance.

That's very fascinating. Do you want to share any other steps with us?

Once you have the team it's very important to oscillate continuously between the field perspective and the

systemic perspective. In some way I need to help them think as if they were outside the system they try to influence. That's the systemic approach. For example, how can they make a stakeholder analysis? But my experience is that in many cases the stakeholder analysis becomes internal and a goal by itself. At some point they need to plunge into the system and here comes the field approach where you don't have any overall picture of the system. You are swimming in it and the only way to influence is to interact with your peers that you have close to yourself.

To help them make this shift and make them to understand where they become manipulative and where they are just transparent in furthering their own agenda – that's one of my biggest challenges in this second step. As well as: How to establish dialogue with stakeholders who want something different? The third step is what I call "opening honey traps".

We are emptying your treasure chest while I want to keep people curious and wanting to attend your workshop. So, let's stop here! What will people take away from your session?

I hope a great curiosity about this field because I believe this is the field of the future. It is a huge field and there is a huge need for "glocal agents of intentional transformation". That is the name I have given to this profession. I want to dedicate the rest of my professional live to promote this profession and to a network of peer support.

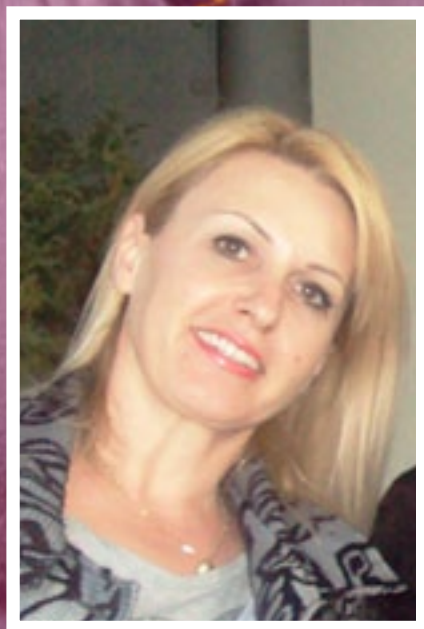
You've got a new follower! Thank you so much for this fascinating interview! Thanks for being with us in November.

Watch the interview video at:
<http://youtu.be/2lkv6AswCHg>





Vasintha Pather:
“Separateness, as the sages
have always said, really is
just an illusion”



with Eldisa Zhebo-Lloshi

Vasintha Pather is passionate about harnessing collaboration. She is a whole systems change and collaboration specialist, a visual facilitator and the author of 'The Power of Visual Language: A Handbook for the Visual Facilitator'. She's currently based in Johannesburg, South Africa as the Organizational Development Manager for Africa at SAB Miller. At the Berlin Change Days, she'll guide the workshop Conscious Collaboration.

She's interviewed by Eldisa Zhebo-Lloshi, one of the few change facilitators in Albania and the Executive Director of Institute for Change and Leadership in Albania.



We're on two opposite sides of the world. In Albania the summer has started with temperatures above 35 degrees Celsius. What's happening in your part of the world?

Well, right now I'm in Johannesburg keeping warm by the heaters and by our standards it's freezing cold: 4 degrees Celsius. I am fortunate to have a warm home and sometimes it's easy to forget those who don't. This time of year, we're reminded to be grateful and think of others as we honor Nelson Mandela. Everyone's encouraged to do that bit extra for people in need on the 18th July, his birthday. It's incredibly joyful and moving to participate in, and to witness the millions of good acts that take place in just one day.

Is anything happening in terms of new organizations?

Today I had a conversation with a colleague about building our network regarding women's leadership development. A learning & development practice in the US inquired about collaboration around women's leadership coaching. Last month in London, a conversation emerged about strengthening female talent. In Zambia a few weeks ago, an associate shared her awareness about her unique capability as a woman leader.

The conversation is not new, but this surge across so many landscapes feels electric. I am so excited to be a part of this development for real, authentic partnerships between men and women, in organizations and society in general.

Women leadership development is high on the Albanian Agenda. We just got the EU commission approval for being a EU Candidate country. Why leadership? Do we need leadership at all?

Hmmm, nice question. Yes, we have people who lead others. We will always have people who engage others

Then there is leadership of the self. Making a choice to stay in a job for the security is okay, if I own my choice and am conscious of why I made it - versus believing I am a victim



toward an aspiration and/or in service of a purpose. People who are able to energize and shape a desire in others to be part of something, are powerful agents for creativity, growth and connectedness. Those that can keep the light shining over long periods are necessary to help us hold onto our connection to shared possibility.

Then there is leadership of the self. Making a choice to stay in a job for the security is okay, if I own my choice and am conscious of why I made it - versus believing I am a victim. I was exhausted a while ago due to enormous pressure to deliver a whole lot in a really short time. I wasn't exercising, hardly sleeping, hardly socializing, and feeling very sorry for myself.

My inner 'poor me'-dialogue shifted when I spoke with my coach. I made the choice to function manically until

finishing what was necessary, and thereafter I put aside time each day to replenish my batteries. Owning our choices brings congruence and then we are able to live more grounded, healthy lives. We can still get hurt, sure, and still yearn for something different, certainly; AND we can own our attitudes and actions.

Self-leadership is the key to collective leadership. Once we own ourselves and strengthen our inner resources as a result, we are more likely to make a conscious positive impact on the collective.

Collaboration is still a “stigmatized word” in Albania as collaboration was forced in our communist past. People struggle to give real meaning to it. What does the word collaboration mean to you?

Collaboration means possibility: the possibility of working with each other in a way that allows solutions that serve the greater good to emerge.

What we’re beginning to understand, but what we always knew, is that the mental, emotional and physical states between people are inseparably connected and interdependent. We influence and impact each other constantly, and becoming conscious of this gives us a freedom and responsibility to think and act in ways that can evolve us individually and collectively.

Why Conscious Collaboration?

Contemporary science and ancient teachings agree that what we call perception - what we see, hear, touch, taste, and smell - is not the most reliable test of reality.

In 1981, Dr Ellen Langer at Harvard University conducted an experiment with two groups of men in their seventies and eighties pretending they were living in the 1950’s. One group was asked to pretend that they were actually younger, and the second was asked

Self-leadership is the key to collective leadership. Once we own ourselves and strengthen our inner resources as a result, we are more likely to make a conscious positive impact on the collective



to stay in the present and to reminisce about living in the 1950's. They were taken out of their normal social environments to a place where they stayed during the experiment without access to current events or technologies.

Both groups took cognitive and physical tests before and after the experiment. After just one week, there were dramatic changes. Both groups became stronger and more flexible - even their performance on IQ tests improved. However, the men who had acted as if they were younger showed significantly more improvement.

Let's look at another story: it was widely believed that human beings could not run a mile in less than four minutes. In the 1940s and early 1950s, many runners came close, but none reached it. On May 6th, 1954, Roger Bannister ran a mile in three minutes and 59 seconds. 46 days later, John Landy broke the record and by 1957 16 more runners had broken through what was once perceived as an impossible barrier. Today, over a thousand people have done it.

We make cognitive commitments individually and collectively that drive our behaviors, choices and indeed our biology. In Langer's experiment, the group of men with greater improvements had created a different cognitive agreement at a collective level that they than expressed individually. Just like the runners after Bannister: once the collective perception changed, there was a rapid individual expression of this change. Sometimes it requires just a few people - or even one - to leap into a new agreement in order for the collectively held paradigm to shift.

Emerging research in health and social sciences is also revealing how much we influence each other's wellbeing. Social connectedness is associated with a much healthier physiology than when we perceive ourselves to be alone.

Social connectedness: an internal sense of belonging... "the subjective awareness of being in close relationship with the social world...."

Social Disconnectedness:

- Risk factor for multiple chronic diseases, including obesity, high blood pressure, cancer, and diabetes.
- The greater the social isolation, the greater the symptoms of depression and fair/poor health.
- People more prone to low self-esteem, anxiety, and depression. Also possess a low level of interpersonal trust.

Social Connectedness:

- Better able to manage own needs and emotions, plus high levels of inter-personal trust
- Less prone to low self-esteem, anxiety, and depression.
- Lower blood pressure, better immune responses and lower levels of stress hormones: contribute to the preventing chronic disease.
- Higher levels of trust between residents associated with lower mortality rates

Source: Lee, R and Robbins S, 1998

Wilder Research, Social Connectedness and Health, 2012

In our evolution is an invitation to change those collectively held agreements that we express as individualism: early sickness, scarcity, social and environmental disconnectedness, work-related stress, disengaged employees and so on.

Let's make those agreements that prevent us from flourishing, conscious, and transform them

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Organizations have the power to transform society through the cultures they create

systemically. The only way to shift our organizations and world in time for a positive future, is to do it together.

Why is this topic so important to you?

Organizations have the power to transform society through the cultures they create. People feeling supported, part of a team working together toward an aspiration; these people are more likely to perform at a high standard, have stronger cognitive functioning, contribute positively to the people they work with, their customers and their communities. Latest social science research provides powerful clues for how a feeling of belonging and support are important factors in reducing poverty in broader society. I want to live in such a world, and so I must contribute to it.

What can conscious collaboration bring to leadership and new organizations?

When we understand the profound impact we have on colleagues and vice versa, when we intentionally work together in support of each other and shared goals, we will change our organizations and communities. Together, we can create stronger performance, better results, engaged people, lesser stress and illness, more creativity and innovation, meaningful experiences. Don't we all want this?

What is the one thing you'd like the reader to take away?

While we behave individually, the irony is that we are so intimately connected to each other all the time that it's mind-boggling. Separateness, as the sages have always said, really is just an illusion. Our invitation is to become conscious of how we relate to ourselves and others, and to make choices that serve the greater US. The 'ME' will be taken care of in a 'WE' that's authentic, congruent and in service.

If you could infect every reader with one idea, belief or new behavior: what would that be?

Communicate consciously. Every word we speak carries an association that triggers an inner chemistry, which either strengthens or weakens us – even when our communication is directed at another.

What are your biggest hope and fear?

My biggest fear is that it takes us too long to change our collective agreements. My hope is that Conscious Collaboration becomes a way we do things in organizations and communities. Why would we want anything other than to uplift each other if we knew that we too would be uplifted?

What do you expect of the Berlin Change days?

The opportunity to learn, contribute and connect is amazingly exciting. Specifically, I'd want to learn more from other contributors and I would love to make new friends 😊.

Well, you have one new friend already. I'm already excited to participate in your workshop. See you in Berlin, Vasintha.





Eliza Quek:
**“The OD consultant needs
to act like a ZEN master”**



with Holger Nauheimer



Eliza Quek is a Singapore-based International HR and OD consultant and trainer. Her work covers strategic management, performance management, coaching and mentoring of staff. During the Berlin Change Days, Eliza will co-facilitate a session on cultural transformation, together with her husband, Lord John Bittleston who has a lifelong experience as an entrepreneur in Europe and Asia. She's interviewed by Holger Nauheimer, the initiator of the Berlin Change Days, and a value-centered coach and leadership trainer.

Are we satisfied with our present organizations or do we need new ones?

We certainly need better organizations, more flexible and able to accommodate the big changes coming in the analysis and use of data. New organizations don't

necessarily mean better organizations. Existing organizations can be improved to evolve and become more agile.

Why do we need a new sort of leadership?

Leaders' help people navigate. In the past it has been in an employer's market where employees' rights and expectations were not much considered. Today, employees are better educated, more able to change jobs and have higher expectations about their participation in the organization they work for. Today's leader has to engage as well as command and inspire.

And why collaboration?

As life becomes more complex and regulations and guidelines proliferate we need to re-train people to



think for themselves, to interpret rules sensibly not slavishly and to act collegially, collaborating with their fellow workers. A more complex world needs greater creativity, not less. Compliance with regulation tends towards less independent thinking.

Let's talk about two types of organizations that you care for: family owned businesses that are growing and government-linked organizations that are going international or even global. Can you describe their specific challenges?

In family owned businesses a key issue is next generation succession planning. Family businesses are usually founded on the entrepreneurial values of the founder. Increasingly, as they get successful, there is also a legacy of philanthropy. The strength of the unlisted family business is that it can maintain a longer-term view. Succession planning in such businesses is as much about stewardship and sustainability of assets as it is in listed and bigger organizations.



In Germany we have a saying: first generation founds the company, second generation expands it, third generation breaks it down. Do you see that happening in Asia?

We have seen it, of course but I am quite hopeful. The new generations are educated. They usually gain experience outside of the company before coming on



board. So they have experience in other companies before joining their family businesses. It then comes down to politics, or basic family relationships. So you need to consider family politics. But the question in Asia is: What is family? In Asia there is an extended family. You get in-laws involved and that creates a lot of rivalry.

What is the specific challenge for OD practitioners in such an environment?

We help them sustain their business for the long term - and that includes talent development. Many Asian family-owned businesses are very bullish and looking for growth. They seek new markets and new lines of business across Asia, and they expand by mergers and acquisitions. From an OD perspective, that is where cultural transformation comes in. How do you help people adjust to a family-owned structure? How do you bring different cultures together after merger or

acquisition? Many Asian companies grow into conglomerates, so some are not culturally strong. We have to be a sounding board and show them what cultures are present and what opportunities that entails. In addition, family businesses are beginning to understand the need of R&D and innovation. We have an exciting time in Asia – helping them grow from small businesses into international firms.

Let's discuss the other category: government owned organizations that grow beyond borders in Asia or even expand to Europe. What are their challenges?

There is no single definition of government-owned organizations. GLCs (government-linked organizations), state-owned enterprises, parastatals – they go by many names. The issue: what is the role of government? Is it a competitor, or enabler, or facilitator? So you've got this paradox: government competes with the private sector while at the same time enabling it. There are natural monopolies – as in infrastructure, telecoms and energy, and strategic sectors like mail and weapons (which are politically sensitive), and broadcasting and health care. Asia also has the Sovereign Wealth Funds that are involved in funding mergers, acquisitions and international expansion. We are in





the process of rethinking the traditional role of governments. Effective governments can balance the paradox between providing services and profits. Here the OD issue is reform and helping government-owned companies to become more transparent.

It seems a huge task. Those companies need to part with old values and behaviors. Is it difficult to work with middle managers that are used to the old company culture? They have become successful and now they must adopt new behaviors.

Yes, it is challenging but this work is meaningful. At the Berlin Change Days we can exchange views with colleagues from Europe who work with para-statal or ex-governmental companies, like maybe Deutsche Post. I will be sharing examples from China. The broader issues there are: how to balance economic responsiveness with job creation and how to spread economic development more evenly across China?

There are also issues of quality - re-building trust in brands, ethics and the rule of law. China's challenges are enormous and food supply, air and water quality are strategic issues their government grapples with.



Can we peek into your toolbox? How do you work with those clients?

Like any other good OD practitioner – that's universal – you start where the client is. In other words, you do not go in with any set ideas or answers. You go in and empty your mind in a very Zen-like fashion and listen. Ask, listen and learn.

What will participants of your session in Berlin take away?

I want them to have fun and to feel that they are all part of a learning community. We all face challenges that have a universal content and there is also diversity. At the end of the day OD is about managing paradoxes. On the one hand we have universal human issues of leadership and organizations, yet there is the diversity we cannot ignore – the cultural context. The solutions have to be very customized. For me it is how to adapt to the challenges – it is about our own agility.

Thank you Eliza for this rich interview and looking forward to having you and John in Berlin.

You will find the interview here:
<http://youtu.be/ISh-OGzjGjw>



Peggy Terletzki & Kees Wiebering:
“A powerful question
doesn’t come just like
that, there is something
happening”



with Inge Jansen



Peggy Terletzki is a facilitator of change processes. She has a holistic approach and creates a joyful working atmosphere that promotes being creative, being able to change points of view and develop a broader dimension for excellent solutions. Kees Wiebering is a change facilitator with a philosophy background. Facilitating dialogue and change processes are the common thread in his work: coaching, working with conflict, organization development. Their workshop is: "Do you know your basics? The art of asking powerful questions". They are interviewed by Inge Jansen, co-organizer of the Berlin Change Days and international facilitator and trainer.

Kees & Peggy, you will inspire participants to improve their questioning skills in 90 minutes. But first, I'd like to know a bit more about you. Kees, what drives you?

I work as a facilitator. What I mean with facilitating is that I go along with a trip people take and I support them to find new directions and insights. What drives me is actually this moment of insight. I really love the moment that people are thinking: "Wow, this is something new, this moves me forward into a new direction." Leading people to an aha-moment can happen either with one person or with a group, or organization.



Thank you, Kees. I hope I will gain something new from this interview as well. Peggy, what about you?

I'm also a facilitator for change processes in life for people and organizations. The moment you start to focus on the essential things, the issues in your heart, in that very moment, I perceive that people change physically, emotionally, mentally, in approaching themselves

and others. A shift in the level of consciousness takes place, a new door in life opens. I love to facilitate that process and my part is to ask (powerful) questions.

Both of you mention the importance of using questions in your facilitation work. Peggy, what has been the most influential question you asked yourself or were asked by someone else?

The most powerful question I was asked, is a cascade of at least three questions: How would you like to be seen in the world, and how not? What deepest fear is expressed by the diametrical, most opposite answers to the first question? And what mission in life results from that fear? These questions really shifted me and my personal development.

Have you found an answer to your questions, or is it an ongoing process?

Mmm, in fact, I found an answer but it is still an ongoing process. And from time to time I take a look at these kinds of question, how I would like to be seen by the world, how to present myself, etc.



What about you Kees?

I think your first question was one that has been guiding my professional life for a long time: what drives me? That is one of the most powerful questions I have confronted myself with. A powerful question does not come alone - it comes with some work before and after. As Peggy said, she is still working on her question. I am still chewing on my answers of what drives me. Before I could actually answer this question, I had to live my life for a while. In our workshop, you'll see: a powerful question doesn't come just like that, there is something happening.

Can you give us some clues on why it is so important to ask these kinds of questions?

Kees: We're amongst colleagues at the Berlin Change Days and we all use questions as our basic tool. I think it never hurts to reflect on our basics. Our challenge is: how can we make these questions more powerful? How to become aware of their elements? How can we make our style more impactful?



Peggy: Some years ago, I did a workshop with David Isaacs (one of the founders of the World Café method) titled 'The architecture of asking powerful questions'. It was a milestone in my life: I learned so much and got deep insights into the way to ask questions. I want to share these insights with others to assist them in developing their questioning skills.

Kees: We come from two directions. Peggy has been inspired by Isaacs and the World Café method while I have a more Socratic approach. I come from the dialogue world, where you facilitate how people ask questions to each other. It was a nice confrontation to see what the differences are and what the powerful part in both directions is.

Asking powerful questions can be a powerful tool for facilitators, but also in fostering leadership. Can you explain more about this?

Kees: I think the whole issue touches upon all three BCD themes (new organizations, leadership & collaboration). One of the elements of good leadership is being able to make people aware of stuff, and one of the ways to do that is by asking questions. The other way is by directing thoughts. Good leaders listen and know what to listen for. That is how I see the connection to leadership.



Peggy: My concept of leadership is that everyone has leadership skills and can develop their personality by asking good questions and becoming aware of having leadership in every situation. Showing leadership in the way you interact with people, in the way you behave and make decisions, and also to anticipate the consequences - makes a difference. Good leadership for me is being mindful - to listen, to ask good questions and always respect and facilitate the other to grow his or her personality.



Asking the right questions seems so logical. It makes me wonder: What is the biggest challenge if I want to become an artist in asking powerful questions?

Peggy: In the first place: to listen. On the one hand you have the techniques, and on the other hand, it depends on how you approach the world and connect to people. First listen, and then ask good questions.

Kees: Yes, I think the artistry in asking a good question is first in listening to what needs to be asked. There is not a standard recipe. You have to sculpt your way into the conversation. How does it fit, how does it connect to the person or the group you are talking to? Is the scope not too large, and is it specific enough to work with? Is it thought-provoking, does it challenge assumptions, does it generate energy, does it make the flow go into another direction or not? The artistry is in managing all these different elements of asking a powerful question at the same time. But we do not have the definite answer. We'd like to explore this with the participants in the workshop.

You've got 90 minutes to exchange ideas and practices. What do you want to give in the workshop?

Kees: We offer a framework of how we think, providing some elements of powerful questions. But the core should be the exchange between participants and us. We'll ask questions and connect with the three topics collaboration, new organizations & leadership as the context in which we discuss powerful questions.

Peggy: We'll create a joyful atmosphere to dive deep into powerful question techniques!

A joyful atmosphere to work on these questions sounds as an open invitation to join this workshop! I'm curious, what do you expect of this year's conference?

Kees: I'm looking forward to see some familiar faces... and to meet new ones. And the professional exchange: "new organizations" is a core topic for me. How to form new ways of organizing, how to adjust to current situations in the world, how do they fit people better?

Peggy: I'm looking forward to the inspiring and informal atmosphere and to meet interesting people and topics like leadership, collaboration and new organizations. I really love to be there and to run our workshop on powerful questions.

Thank you very much, Peggy & Kees, for sharing your insights and views on powerful questions. You inspired me to work on this aspect of facilitation & leadership and I hope you have the chance to inspire many others at the Berlin Change Days.

Peggy: Thank you for asking us powerful questions.

Watch the interview video at:
<http://youtu.be/1rqUFgt7jow>



Adrienne Rubatos:
“What if your real implication
as consultant changes during
the process compared to your
initial assignment?”



with Holger Nauheimer

Adrienne Rubatos, is a multiple European ethnical mix living in Munich, working internationally as a freelancer, mainly with multinationals on change at organizational, team and personal level, intercultural work, leadership and coaching. During the Berlin Change Days, she will give the workshop: Change without Change – Role of the consultant in a turbulent, inter-ethical production transfer.

She's interviewed by Holger Nauheimer, the initiator of the Berlin Change Days, and a value-centered coach and leadership trainer.

Hello Adrienne, where are you today?

I am in Munich.

Who is Adrienne Rubatos?

I am just coming from a retreat where we had five days to reflect about this question. I am a multi-national and I like to say that - because for me internationality is important. I am coming from Romania, with Hungarian, Greek and Austrian family roots. I live in Germany but I am keeping an eye on the global world all the time. I was an engineer and a global key accountant manager. Today, I work with multinationals as a trainer and coach for change and intercultural issues.





Do we need new organizations?

There are many virtual teams out there, and this virtual space makes organizations different than what they were before: localized.

Do we need new leadership?

Authenticity becomes important, stress resistance and the competences of self-management, global knowledge, sensitivity, virtual and media competence. Ability to manage in a VUCA environment (volatility, uncertainty, complexity, ambiguity).

What do you think about collaboration as an important term in our leadership discussion these days?

The new virtual world: possibilities of new collaboration emerge that are far away from the classical hierarchical communication and collaboration. If we are clever, we look for those possibilities and forms and create spaces to utilize them.



The theme of your workshop is “Change without change – role of the consultant in a turbulent inter-ethnic production transfer.” That sounds mysterious. I am curious to hear more about it?

I have chosen a case study referring to a production transfer, from several countries to Romania. But the main focus is the transfer from Hungary. It is a simple production transfer as it takes place every day in the world – going to a low production-cost country. The case study is about my role in this change process combined with this tricky inter-ethnic process.



Why is this topic so important to you?

Well, it still goes around in my head – it was a long and exciting process. It is a situation that often happens: you go into a company as a consultant or trainer for a specific topic and then you are confronted with a change. You have the question – what to do with that? So it is an ethical question about your responsibility that goes to the heart of my values and identity. I don't have a final resolution to this question, so I thought it a good idea to discuss it with an international crowd.

This seems to be a recurring theme. I also talked to Eugenio Molini about change processes in fuzzy systems and the role of the consultant. What seems to emerge is that the application of Field Theory becomes the central theme, in the sense of: the consultant is part of the field in which he or she performs. Please tell us what happened?

Officially, I was involved as a consultant but mainly with the task of giving intercultural training for both sides, Romanians and Hungarians, and I also had some German expatriates because this was a German company. In reality we had the Romanians coming to Hungary to learn about the production patterns from the Hungarians, who, although “at home”, were stressed by the painful change they experienced by losing production lines to Romania – all this adding to the “usual” inter-ethnic disharmony between them. This special setting was by far more challenging than the initially planned plain intercultural trainings.

I am still questioning myself: what would have been my responsibility: doing more, less or differently than I did? How far can I go to address what I have observed? There were signs of a heavy change damaging the organization and its performance. I observed that nobody in the local factory was aware, willing or knowledgeable to see the destructive results of the change and that it needed treatment.

That resonates with me. If you work in an intercultural setting you often feel like “What I am doing here should not be the focus. We should work on other issues first, before they can address the issues I was called in for”.





Let's not give away your workshop content but can you give us an idea of what you learned?

The learning is on different levels. I learned that it is possible that even big and multinational companies handle international production transfers just from a logistical perspective

without observing any change issues. That was sad. Personally, I learned I needed to better balance when to go in and when to go out and to look for a higher contact in the organization to address the issue. I was caught in the middle for a too long time. That made the process very exhausting for me. Finally, after one year, I can see some change: small change communication processes installed and there's some release of the tension between the two groups and within the "mother plant".

What is your feeling now when you look back at this process?


Rich, tensed, overwhelmed. And, to be honest, for me the open questions are not yet finally solved. I am not yet hundred percent at peace with the process.

So, at the Berlin Change Days, we will look at this case together and see what we can learn from it?

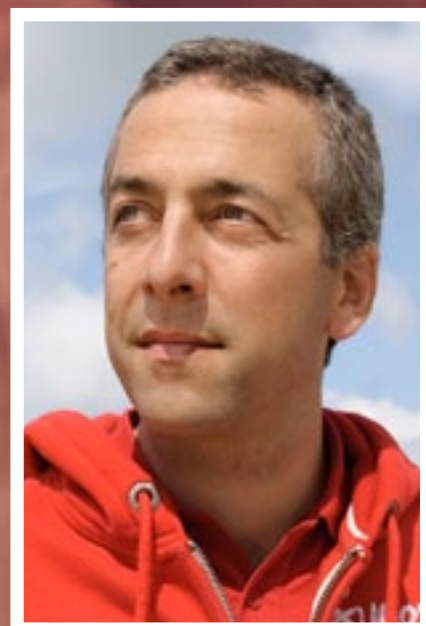
Yes, I am keen to see what others with their international experience can contribute.

Thanks a lot Adrienne. I'm looking forward to your workshop. It also connects beautifully with the post-conference workshop with Daryl Conner on Character and Presence of the Change Facilitator.



A person wearing a red blazer over a white shirt is shown from the chest up. Their face is obscured by a large, pixelated, brown and tan square pattern. They are gesturing with their hands, one held out palm up and the other partially visible at the bottom left.

**Karin Stumpf:
Letting go of control:
“Preparing for a workshop is
the most natural reflex that
I now need to resist”**



with Luc Galoppin

Karin Stumpf is a seasoned change management consultant working around the globe. She normally leads a very structured life in Berlin and is managing director of Acrasio. This boutique consultancy supports blue chip companies wanting to rethink their way of working and cooperating. Her workshop space is "Self-organization of groups – are we willing to take the risk?"

She's interviewed by Luc Galoppin, a Belgium based organizational change practitioner, who founded the LinkedIn group Organizational Change Practitioners.

Sweaty hand palms and looking for an excuse to postpone writing this article. That's how I feel right now. That's because I am beginning to realize the uniqueness of the workshop we have been talking about. It's an idea that Karin Stumpf and I have been tossing around in the past, but now she will actually make it happen on the Berlin Change Days 2014.

Karin, why do we need to let go of control?

The rise of the digital economy and the influence of social media are shifting our society at an enormous speed. These changes are putting a pressure on organizations and our working relationships. Today, the number one question for change practitioners is how we can let go of control-based structures and tap into the co-creation and sharing-mode that is becoming the norm in our society.

But then, how much control do we want to get rid of? How much control do we want to keep? What would our organizations look like when all notions of control are stripped away? Such an intriguing thought!

Getting rid of control has far reaching implications for us as change practitioners. Have you ever wondered to what extent you are making use of control when you facilitate a workshop? It doesn't matter if you work as an internal change agent or as an advisor to a multitude



of clients; in order to get things done you are making use of control. And yet we are preaching to our clients to let go of control and to embrace co-creation...

We talk about letting go of control as if it were a place where we come from, but in reality we have never experienced a control-free time and place. It's quite frightening once you start some self-observation about the types of control you apply during the day.

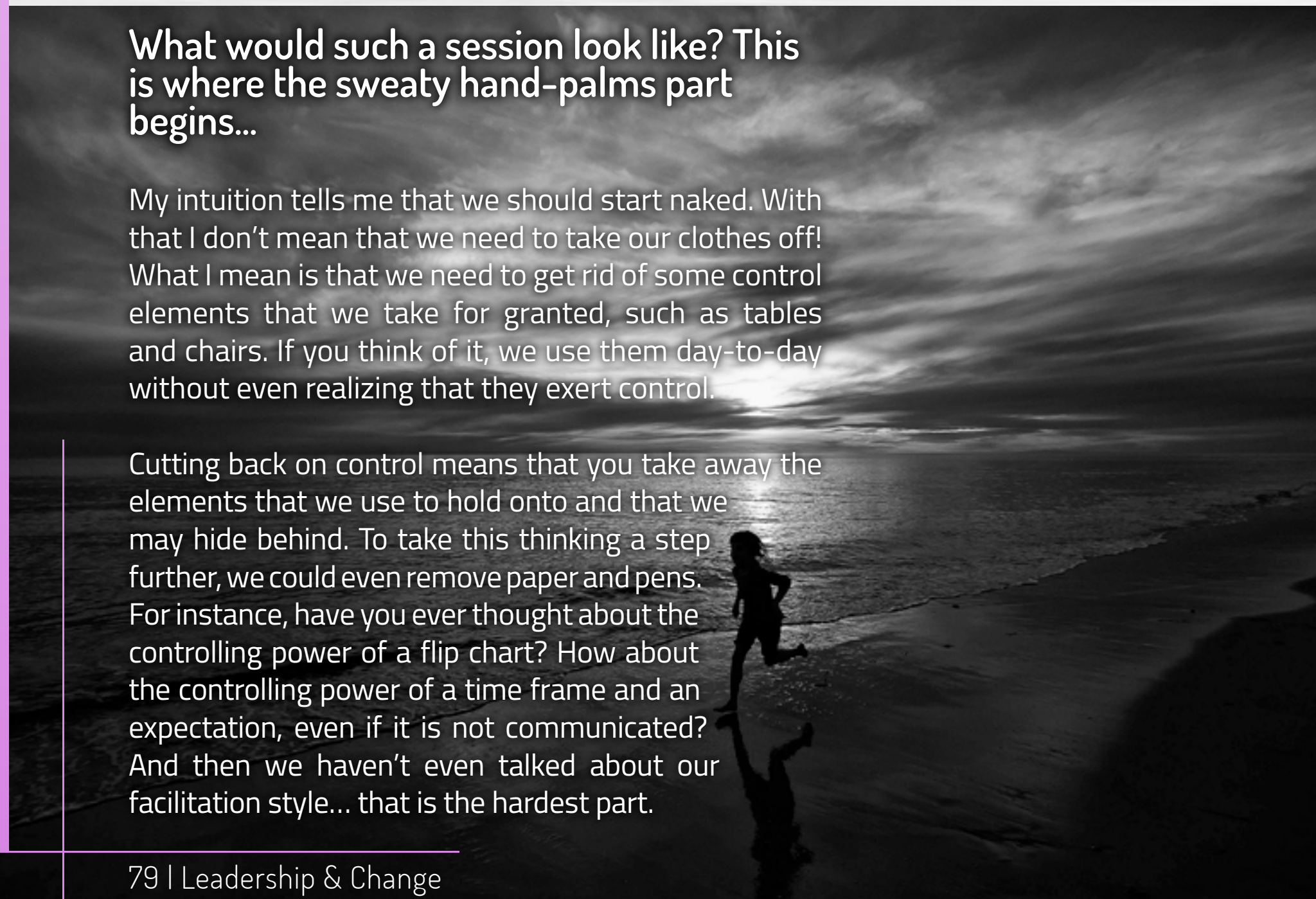
So here is the deal: Karin, you are willing to go there with us during the Berlin Change Days. All the way. In this workshop you'll create a space and time where all elements of control are totally stripped away.

This will be an opportunity to mimic what can happen in an organization when all control is absent. This could be truly a unique experience because in our society there are no spaces and times when we can launch these experiments.

What would such a session look like? This is where the sweaty hand-palms part begins...

My intuition tells me that we should start naked. With that I don't mean that we need to take our clothes off! What I mean is that we need to get rid of some control elements that we take for granted, such as tables and chairs. If you think of it, we use them day-to-day without even realizing that they exert control.

Cutting back on control means that you take away the elements that we use to hold onto and that we may hide behind. To take this thinking a step further, we could even remove paper and pens. For instance, have you ever thought about the controlling power of a flip chart? How about the controlling power of a time frame and an expectation, even if it is not communicated? And then we haven't even talked about our facilitation style... that is the hardest part.



Facilitation in itself is a form of control... so how will this workshop be facilitated if this is the very thing you don't want to occur?

"I am still thinking about that part. Not facilitating is very hard when your name is on that board, so I would even consider remaining anonymous. I have to admit that this causes some preparation panic; preparing for a workshop is the most natural reflex that I now need to resist. In fact, this is the hardest part: not starting with an end-result in mind because it will control and restrict what is about to happen."

What will the outcome of the workshop look like?

"My wish is for us to experience - if only for an hour - what a space feels like when it is completely stripped of all of its controlling elements and expectations. We would have the unique opportunity to experience the possibilities that become available. Will there be an automatic form of self-organization or will it be total chaos? My only expectation is that all of us will come out with a better sense of what absence of control feels like, so that when we are in charge or when we talk about 'letting go of control' to our clients, that we at least know what we are talking about."

I'm in, Karin! Who else will join us in our control-free experiment...? See you in Berlin!





Stephanie Boldt:
“Let’s go on a treasure hunt
for our shared story and
see what’s moving in our
common field”



with Karen Schmidt



Stephanie Boldt worked in international management and leadership roles at Beiersdorf for 13 years before she founded her company B-onfire. She works as a consultant and trainer in the area of brand -, vision- and community building. Beside 'traditional' brand building approaches, she uses innovative methods like Archetyping, Storytelling and Worldwork. At the Berlin Change Days, she will guide the workshop Storywork.

She is interviewed by Karen Schmidt, who works as a consultant and helps people make a difference through how they lead, manage, and design their projects or processes.

When we grow up, stories are all around us and learning from stories is the most natural thing in life. Once we get professional education, stories fade from our consciousness. At least that was true for me. After 15 years of working I suddenly became aware that I had lost the magic of stories in my work.

In the fall of 2010 I listened to a story that was a mind-blowing experience.

A vibrant silence disseminated from a hundred, deeply engaged listeners in the room. The magic of this moment led my heart towards wanting my stories back. There was an invisible force holding me back, the belief that I am not a great story teller. Eventually,

I discovered that we can and should take back the “power of story”. Once we become aware of our own story, we have the choice to tell it, and to change our relationship to it. If we are not aware of our story, we might be living a different story than we think.

We are not just story tellers but also story makers. Let’s shape the stories we want to strive for instead of getting stuck in old stories we don’t need anymore.

What if we had a story that we individually and collectively want to be part of? What stories can we create for ourselves, our communities, and the world?

It is an invitation to look over the fence...

It was a great pleasure to meet Stephanie on my journey towards rediscovering. Our interview was full of joy. Picture this: I could actually see the word ‘JOY’ written on the wall behind her during the whole conversation.

Stephanie, how is your work in brand building connected with story?

The connection between brand and story is quite obvious. Brand building is a lot of storytelling. One of the milestones in my professional learning was when I encountered Carl Jung’s archetypes. At this very moment I understood that valuable brand building is not only about telling a story the consumer wants to hear. It is about connecting the brand to the essence or the myth of the organization. Each organization has a DNA, a very deep myth. As an organization you can tell any story, but only if you connect with its DNA you will be telling an authentic story. Your message will be understood more easily. That is what makes successful brands.

What brings you to the Berlin Change Days?

The field of stories in organizations, making these stories transparent and integrate these stories in the





brand building process is actually an organizational development process.

What is new about working with story - beyond story telling?

Story work is not only about telling stories. It is also very much about listening! Listening to the stories, catching the stories that are in the field of the organization and then working with the material that is present. This connects people with each other and also to the identity of the organization. Beyond listening, there is also the creation of new stories. If you are aware of

your current stories you will also find out which kind of stories you should let go, because they are taking energy, or holding back creative potential. If you create a new and different story, the energy can flow further.

The beautiful thing about stories is that it allows people to connect on a deep emotional level, without breaking boundaries. You can still protect what's private. Working in organizations, stories allow working without too much personal vulnerability. That is beautiful. People can get as private as they want or stay as abstract as they want. It is their responsibility.

Talking about story... Can you tell us a story of how you discovered the power of working with story?

One story occurred in a workshop with a well-known consumer brand. I worked for a sub-brand. This sub-brand

was acquired a long time ago. So I invited the participants to tell their stories. I discovered their suffering to be less privileged, to be less recognized in the 'brand' family, to still be an outsider. It was not highly regarded to work on this brand and they never got the budget needed. When I listened I suddenly realized: "Aha - that's Cinderella, it's a kind of stepchild story. So I brought these archetypes into the circle. We had the parents and the stepchild and worked with a role play. Working with this polarity, both sides, especially the stepchild, recognized that it was time to stop the effort. The stepchild would never be the same as other family members. They will always be different. It was like freeing the blocked energy and they started to look at the situation from another perspective: "Oh, wow! Actually, we have much more freedom than the other family members. We don't have that many eyes on us. We don't need to justify our actions - we are much more independent." They started to work on this different view and attitude. This led them to a new entrepreneurial spirit! For me it was an impactful experience - like healing an organization. There is trauma in an organization and story helps you make it transparent. Then you create a new story and perspective, and that is so empowering for the brand and for the team.

**People
connect to
more joy and
meaning-
fulness**

What is your greatest hope working with story?

My hope is that I can help people in organizations to connect to more joy and meaningfulness in what they do. For me, JOY is a very important guide. When I feel a sparkling joy about a project or about an encounter then there is something that makes my soul sing.



We explore the way from an individual to a collective story

There is a passion and that's the right way to go. For me, joy is a guiding principle ...

What do you struggle with in story work?

It's not always easy to get access in organizations with this approach of story or joy. The established attitude is often that work needs to be serious; efficiency and results need to be measured. There is no time to spend on stories. As there are no KPIs measuring their efficiency so far.

I can only invite organizations to follow my approach, it is not about convincing them. Often after the first encounter, people need to reflect on it and come back later. You still need a bit of "thick skin", because the power of story as an intuitive tool, and as a way to access deeper knowledge, is not always recognized.

What will happen in your workshop at the Berlin Change Days?

We will explore the way from an individual story to a collective story. We will have some space for individual story telling linked to a certain topic and then work in small groups. These groups will grow a bit bigger and we will explore what the common myth in these groups is. How can stories help to make this transparent? So we will go on a treasure hunt for our shared story. At the end we will have an understanding about the topics moving in our common field.

If you think of the themes of the Berlin Change Days (new organizations, leadership, collaboration): Where do you think story work is most needed?

For me it's very much about collaboration, about the community spirit. If there is a community spirit that creates warmth and a supportive organizational structure, work becomes more meaningful. The employees have more ease to identify with the organization and the brand they are working with. In my work, the brand becomes a

congruent label of this corporate culture. It is a result of understanding the corporate identity - the deep essence of the organization. My own brand is B-onfire - that is a fireplace. I think story is one way to connect on a deeper level and to create this community spirit.

Karen's treasure

I am very grateful for this conversation and discovering a new quality behind the term "corporate identity". I can imagine how connecting to the roots with stories can create a feeling of identity. We just need to imagine what happens if the story of a brand resonates with the stories of the customers - and what happens if it does not. The same goes for vision statements and values. What if they resonate with the stories that are being told in the organization? It's so simple and yet very powerful and maybe even magic. As stories have been present for thousands of years they are almost part of our DNA. Therefore I would like to end this story with an invitation: Let's find and share more stories - and make space for stories to be heard.

Watch the interview video at:

<https://www.youtube.com/watch?v=shT27SCmhZI>

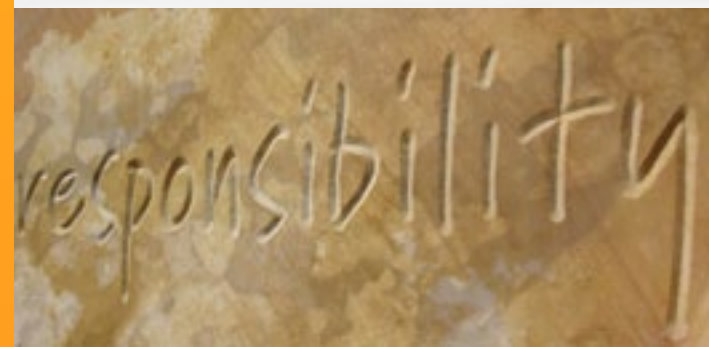




Barbara Leuner:
**“We can change our lives
by knowing more about
our ranks”**



with Holger Nauheimer



Barbara Leuner Corpina is a process worker, consultant, facilitator and coach for organizations. She works mainly in the field of Leadership, Collaboration and Conflict Counseling with people from various and diverse backgrounds. During the Berlin Change Days, she will lead the workshop: "Powerful Collaboration – It's all about Relationship and Rank!"

She's interviewed by Holger Nauheimer, the initiator of the Berlin Change Days, and a value-centered coach and leadership trainer.

Hello Barbara, where do I reach you today?

I am in Switzerland, in a small city, called Aarau, between Zurich and Berne.

Do we need new organizations?

Yes. We need a new way of interacting with each other, how we deal with problems and conflicts – many organizations, also the very stable ones, are in struggle. We need a deeper understanding of what is going on between people. There is a new paradigm needed, to integrate and welcome all the voices, states of awareness, attitudes, emotions and positions;



making them visible - the intended and above all, the un-intended ones: that's crucial. The better we can deal with our multi-stakeholders, including ourselves, the easier we work with each other!

Why do we need collaboration?

Nowadays organizations become too complex.

Companies are made of human beings and there is a huge potential of interacting in a different way. We need to go one step further - deeper. I mean deeper with myself – to know myself better, opening-up to others and vice versa. And when I know myself and my counterparts better, we all have more consciousness about our relationships, our styles of interacting and as an effect we can collaborate better.

Why do we need leadership in organizations?

Because companies became more complex. It is important to empower individuals and teams, making ideas, emotions and perceptions transparent, in order to discover resistance at an early stage, facing the underlying potential and deal with it. Therefore we need common responsibility for developing our companies – no matter in what formal function you are.

Can you tell more about your topic “Powerful Collaboration: it's all about Relationship and Rank?”

I am deeply convinced that everybody has power – whatever function or role in classical hierarchies we have. What I realize when I work with clients is that



there isn't much awareness about each other's power in a working relationship. Working on our relationships, going deeper and following the process, shows often un-expected insights. Here lies a lot of potential for more powerful collaboration.

What is the difference between power and rank?

Rank is directly linked to the status of power of every human being. There is a lot of misunderstanding about the word "rank". We mostly understand the hierarchical connotation, e.g. I am a boss, or a collaborator, or a supplier. There's earned and non-earned types of



rank. The most natural one you inherit by birth is a non-earned one: you did not do anything for it. E.g. the two of us are white Europeans. This gives us automatically access to certain social privileges. Then there's ranks that I can attain because I personally contribute something: I may attain a higher rank through my schooling and advanced educational background. These are all examples of social-economic ranks.

Then, we have psychological ranks coming from attitudes when interacting with others, e.g. how we deal with conflicts. Is conflict something you fear or is it a powerful situation in which you can grow? Or how well can I empathize with somebody else and how well

I can handle a conflict? Or generally speaking: ranks derived from our life experience, mastering major challenges, levels of stress, knowing who we are and what we want, the ability to enter stable relationships etc. These are possible types of psychological ranks.

Are there other ranks?

Yes, there are spiritual ranks as well. That depends on the access I have to my inner self, emotionally. Am I connected with myself? Can I differentiate in conflict situations what is yours and what is mine? Do I have a connection to my inner happiness? Let's say a sense of a strong foundation which goes beyond physical life, being at rest within myself, fearlessness and freedom from day-to-day worries, or having a relationship to something divine or greater than myself .

Is there also something like official ranks in organizations?

Of course – we have ranks originating from the hierarchy – like boss, CEO, financial deputy, assistant etc.; we call this structural rank.

It seems that I am aware of some ranks and less of others – unless I can access my sub-consciousness.

Exactly. It is about discovering the inner me and gathering information on a deeper level. How this can





be discovered and be used for the good and to make myself stronger is a very thrilling adventure. Doing this, we use different kinds of awareness channels: body, mind and universe.

What is the impact of those different, multiple ranks? Let's assume we are collaborators in an organization.

You, Holger, have a higher rank because you are the father of the Berlin Change Days. I am one of your workshop leaders. And this rank difference has an impact on how I am treating you and how you are treating me in this specific interview. Just to name one type, the social rank.

Another example: let's take a CEO only focusing on social-economic rank issues and not seeing and working with the talents of his employees who might have higher psychological or spiritual ranks – these are missed opportunities. In addition, these talents cannot show up in his company and the potential for growing together is lower. All rank types are equally important to take into consideration. Because everything is welcomed and needed for common learning. This aspect usually is not well known and we didn't learn enough to use it. It is an awareness process for all of us.

In addition, being unconscious of the different rank types, not dealing with them, may automatically escalate relationships. If we do not “live” our ranks by “hiding” them, our counterpart is irritated or confused. Another crucial point is that – regardless which rank we currently hold – we often unconsciously suppress people with lower ranks. This recognition is fundamentally important for collaboration and particularly for communication. By making those rank differences transparent and by behaving accordingly, we – paradoxically – grow closer together instead of dissociating from each other. Deep Democracy principally accentuates that attaining ranks is something completely normal and good, and therefore entirely natural.

By the way, ranks are not static, they are very dynamic. They constantly change – depending on the situation you are in and with whom you are in contact with.

When I first heard about this from Max Schupbach in his seminars about Process Work and Deep Democracy, I was really amazed how powerful and useful this is, especially when I started working with it.

What can we expect in your workshop at the Berlin Change Days?

In my workshop, I like to go into practicing as soon as possible. Sure, there will be some theory but we’ll work plenary as well as in small groups. We want to reflect on our own ranks. In which specific situations do I have more/less power? How can I use this information, what can I



learn from this for my own development etc. I believe that we can change our lives by knowing more about our ranks.

What is the background of your work?

My work is based on Process Oriented Psychology, or Deep Democracy, which is rooted in the psychology of C.G. Jung, further developed by Arnold Mindell, Max Schupbach et. al. It is a psycho-social-political theory and methodology. It is further an attitude that focuses on the awareness of voices that are both central and marginal. Deep Democracy integrates concepts from quantum physics, anthropology and spirituality into a new paradigm and methodology that has many applications. It is a radical new way to think about reality, and shines a new light on scientific and philosophical approaches and addresses all dimensions. Barbara, thank you very much for this interview. I am looking forward to your workshop at the Berlin Change Days and to exploring my own ranks.





**Dialogue Mapping: Harvesting the
fruits of diversity in opinion**
By Ralf Grötter

Ralf Groetker is a freelance science writer and provides facilitation services through the use of argument mapping. He received his Ph.D. in Philosophy from the Free University Berlin and his M.A. in Cultural Studies from the University of Bremen. His workshop is "Dialogue mapping for collaborative problem solving in virtual teams".

Many of us are working in network-like organizations. One feature of these 'virtual teams' is that they communicate more often via internet-tools than face to face meetings. Another feature is that virtual teams are, strictly speaking, no teams at all. They are not bound together by a common employer, but rather consist of loosely connected individuals. Virtual teams encounter notorious difficulties in making joint decisions that are binding for all members and in organizing collaborative work.

Isn't this surprising? There are great examples of successful virtual collaboration. Wikipedia is often mentioned. In Google's Project 10 to 100 participants are asked to collectively brainstorm for solutions to global challenges, and the 2009 Darpa Network challenge asked contestants asked to locate ten big red balloons in the U.S. with the help of social media and online-collaboration tools.

Structured, virtual conversation

But when it comes to virtual collaboration in smaller teams, dealing with ordinary problems, none of these approaches seems to work. Whereas tools for simple tasks like joint appointment-making (such as Doodle) are widely used, most of us still rely on email or Facebook to engage in



a more open discussion. Neither groupware (like Huddle or Podio) nor applications for collaborative decision-making such as Tricider, Pownoodle or Loomio, are used enthusiastically by most virtual teams. In other words: When it comes to collective or connected intelligence, we are still waiting for an apt solution.



All these tools are offering *structured conversation*. My own impression is that while this approach seems promising at the outset, it hinders social interactions that we engage in while deliberating and decision-making. This is the reason why structured conversation fails. After all, most of us are not after pure knowledge or optimal decisions, but rather involved in the management of relationships – even in professional contexts. That's why the idea of putting dialogue into silos, with the tools for structured conversation, is unlikely to succeed on a broad scale.

Dialogue Mapping

One solution is to leave dialogue and conversation as it is and to rely upon tools that harvest results. This is where Dialogue Mapping enters the scene. It's a technique for visual problem structuring. Dialogue Maps are similar to mind maps: diagrammatic representations of textual information. In contrast to mind maps, Dialogue Maps do not structure available information into topics and subtopics. Instead they represent a chain of reasoning – the *pros* and *cons* which refute or support a given claim.

Thus, a Dialogue Map is a diagrammatic representation of the argumentative space that a given topic covers. But Dialogue Maps also serve as "Group

Support System". In particular, they support groups to achieve a shared understanding on controversial matters. Group members just need to agree upon the representation of lines of conflict. They do not need to agree, however, in the evaluation of the arguments. This makes it easier to arrive at a shared result.

Support Ordinary Thinking

Until now, Dialogue Mapping has mostly been employed for facilitating face-to-face meetings. But it can also be used to integrate virtual communication and personal interaction. A typical cycle starts with some basic research and either a poll or an online-forum discussion on a given topic. Results are then transformed into a Dialogue Map. In a second step, the Dialogue Map is used to facilitate or to accompany a face-to-face meeting. Results of the meeting are in turn integrated into the Dialogue Map. The final step is analysis and evaluation. What is the function of single

arguments within the discussion? What is the empirical basis of the claims brought forward to support or to attack proposals? What are the lines of conflict? What reasons are there for conflicting opinions? What are the To Do's identified by the group, and how should they be prioritized?

The purpose of a Dialogue Map is not to replace, but rather to support ordinary thinking. Dialogue Maps help to make rational argumentation more important than rhetoric or the speaker's reputation and personality. They show which kind

of evidence supports or refutes given arguments and additional information can easily be fitted in.

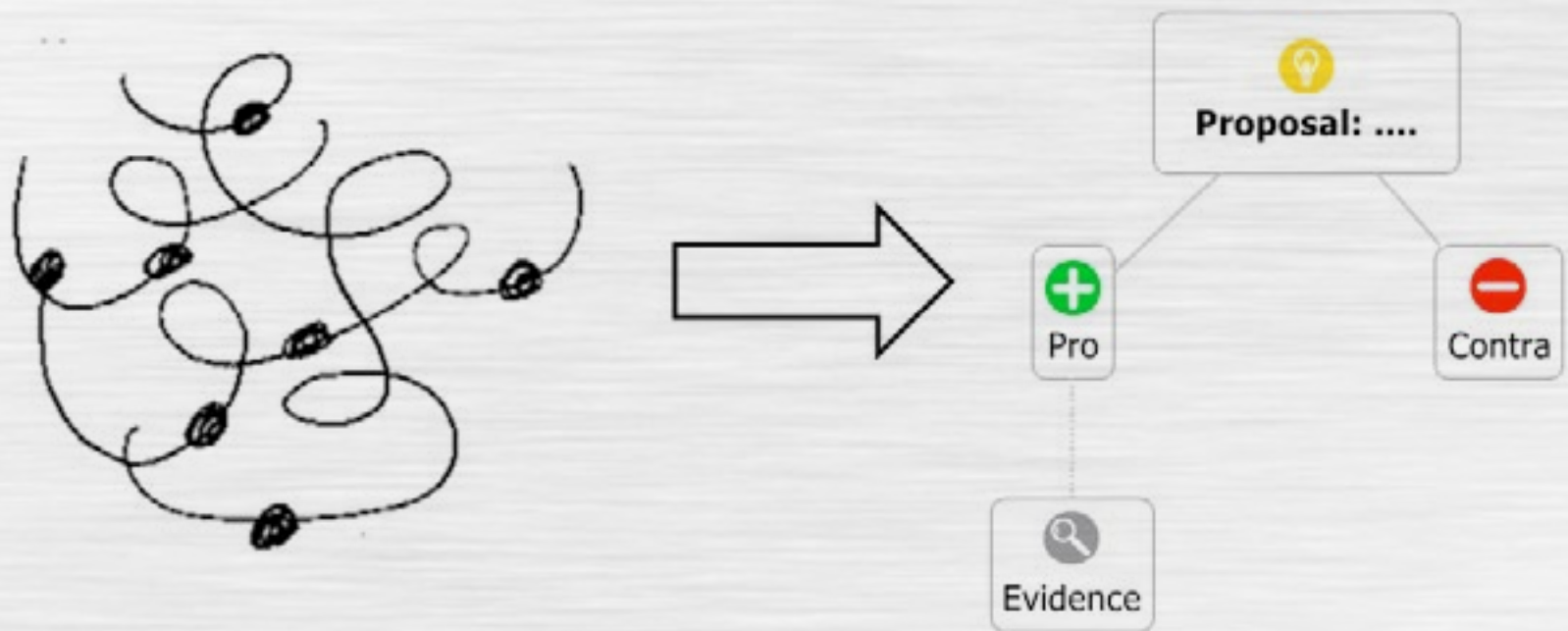
Personally, my biggest hope with Dialogue Mapping was that the technique would allow rational progress. We all know settings where the same arguments are repeated over and over again - without weak points being dismissed, without imprecise statements being worked out, and none of the contestants are moved by the argument of the opponent. Dialogue Mapping seemed to be the right approach to fix this. As experience showed, this did not always happen. Especially within the larger public, the power of arguments seems to be quite limited. Studying a Dialogue Map, in those contexts, is a too demanding task for most people.

Collective and connected intelligence

But the situation is totally different within the team that is preparing and working on the Map. Even when team members disagree strongly upon central points, I could observe over and over again that most of them chose to engage as a devil's advocate, working out arguments for either side. To me, this shows the power of Dialogue Mapping. It's not just about building a structured visualization of a dialogue, but also about having a dialogue on how to diagram a controversial issue or a wicked decision. Dialogue Mapping is a real game-changer. Instead of having a controversy upfront, the



team engages in a constructive dialogue. This is how collective or connected intelligence could finally happen: Harvesting the fruits of diversity in opinion and widely distributed expert knowledge, while preserving the relationships-building of communicative interaction.



Dialogue Mapping supports shared understanding with the help of a common display

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6	Gopan Nair	41	Pennsylvania	75	Lafayette College
7	1% Club		National Guard	76	Howard Russell
14	Ynot-Na	42	Trey Ratcliff	78	Jessart_
15	Elvin	43	Nina Matthews	79	Bec
16	Camilo Rueda López	44	Corey Wagehoft	80	Ahmad Kavousian
17	Marsmett	45	Russell Mondy	83	Milo Berezin
	Tallahassee	54	Benny Liao	84	ReRiksen
18	Brett Jordan	56	Washington	85	chiara_sicuro
19	Noqontrol		womeninpr	87	LauraRena
23	-reji	57	Hartwig HKD	89	Helen K
24	Chloe	58	Sebastien Wiertz	89	Twentyfour
25	Loulz..	59	Jeffrey Owen		Students
27	DIBP images	60	Jen R	90	Dana
28	Steve Corey	61	Fernando Savian	91	Tristan Martin
29	Tomas Sobek	62	NASA APPEL	92	Nguyen Hung Vu
29	Kevin O'Mara	65	Tony Carr	93	Richard Busch
30	Moyan Brenn	66	Oberazzi	94	Chris Marquardt
31	Sizima	67	Katie Sayer	95	Gregory Hauenstein
32	Leslie Cowger	68	Northstar IOP	97	Baltic_Man
33	Heinrich-	69	Michael Cardus	98	photo-ing
	Böll-Stiftung	72	Blinking Idiot	99	Hans Kristian Aas
34	Chris Marquardt	73	@VRider	100	Ice Birdy
35	Tim Norris	73	Robin Ashford	103	Anna Henryson

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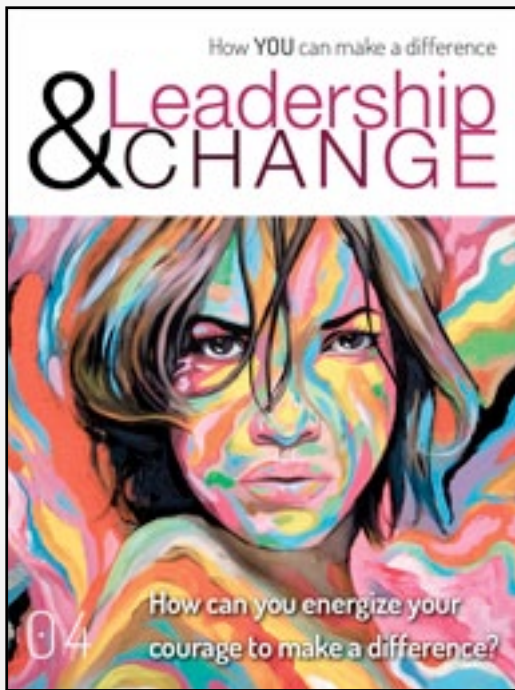
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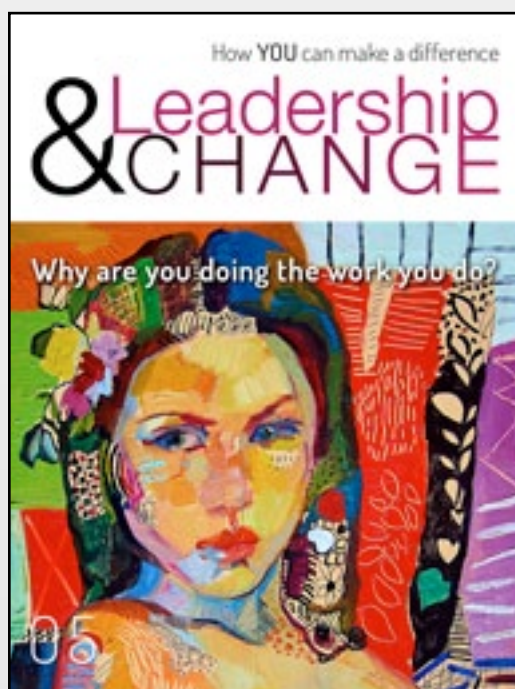
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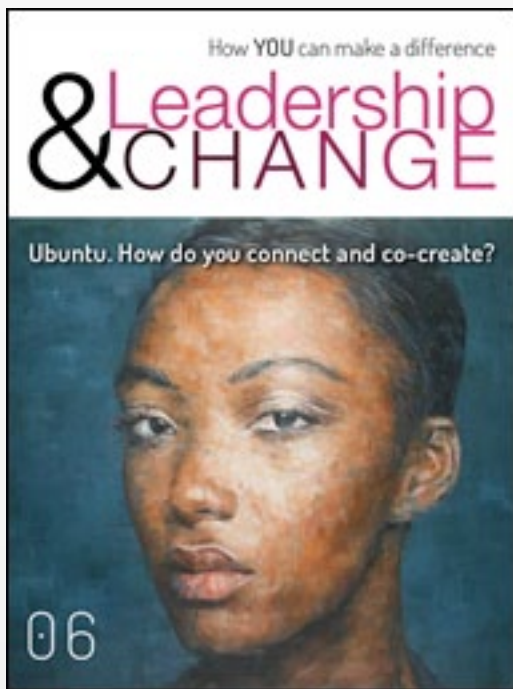
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- * Learn how to become whole at work. Mitzi Gras shares her case about changing the organization starting at a personal level.
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