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Self-steering teams

Well, how do you do it?

IMO Publishing House

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1. Introduction

In recent years we have seen a growing interest in the topic of self-steering or self-directing teams. An excellent example that inspires many is Buurtwerk. An organization without management dominance and teams that steer themselves. Many visit Buurtzorg and try to find out how it works and what it means for the people working in Buurtzorg. Inspired, they go home and then "the misery" begins. How do you convert a vertically operating and management-driven organization into a horizontally operating self-managing organism? If you start from scratch this might work that way, Buurtzorg shows. But if you have an established structure and culture that needs radical change, established traditions quickly block such a set-up and way of working.

Incidentally, the theme of self-directed teams is not new. For more than 50 years, there have been experiments here and there with a different way of working and setting up organizations. I remember how Volvo transformed its car production from assembly line to team work. This was motivated by the desire that the workers could have a more varied existence rather than routinely having to do the same operation over and over again. In Germany, "hidden champions" functioned and operate where workers work autonomously in teams and bear great responsibility for the smooth running of the work process. In the USA and South America, some inspired entrepreneurs transformed their businesses into a grassroots democratic functioning community. Waldorf schools worldwide did and do "Selbst Verwaltung" with greater and lesser success. "Lean, learning and living Organizations" were launched as concepts

with at their core independently collaborating and learning professionals in teams. Again and again, new initiatives emerge, new concepts and theories promoting something similar. And yet, organizations seem unable to make the full impact. After some experimentation, it ends in failure because, according to those involved, it does not work for them. So far, no good, tried-and-true path has been developed along which organizations can fully realize this change and there is insufficient insight into why this does not work as a matter of course.

In fifty years of working on organizational development in all kinds of organizations in many countries, however, a road has opened up in which organizations can transform from a vertically operating management-driven organization to a horizontally operating self-managing organization based on the leadership of all those involved.

In this book we want to describe this path, how it can be paved and what effects can be expected in the process. To this end, we outline both the more outer and the more inner dimension of change and development. On the one hand, you will find the practical approach and some examples of practical cases and, on the other hand, we outline what it means for the people involved. This is the side of meaning and inspiration. We also delve deeper into the issue of community building and leadership. After all, these two dimensions of organizing are particularly at play when it comes to self-directed teams.

In doing so, we hope to contribute to a much desired and needed change in ways of working and leadership in companies and organizations.

Self-directed teams in the Netherlands

For some time now, the creation of self-directed teams has been part of my consulting practice and also in the design of my own institute IMO.

It all started during my time at Shell companies. Forming self-directed teams was part of the work at the Netherlands Petroleum Company. Both the drilling and well treatment teams worked in great independence. After all, they were always out in other locations. What was often lacking was that the team got and took time to see how they worked, worked together and where there could be points of improvement in the work process, cooperation and consultation. This led employees to participate in social skills training. This was completely new to them and a little anxious at first. But when things got going, lively conversation followed and the exercises were done with passion. Here, attention was also paid to how the team and supervisor worked and interacted with each other. If at first the relationship was a directional one, gradually more dialogue and joint work meetings were established. In parallel, the supervisors were trained in leadership styles, shaping and leading consultations, handling conflicts.

After my Shell time I worked at the NPI (Nederlands Pedagogisch Instituut) founded by Bernard Lievegoed and colleagues. After a year of hard work in training rooms at de Baak and other Training Institutes, I found a way to work with people in companies on organizational development. That approach was based primarily on developed humanities and organizational studies. Characteristic of the first consulting projects in companies was the change from a top-down controlled company to a more decentralized and organized company. In this, the creation of

teams and units with their own responsibility played a major role.

Two examples

In a large training institute, courses were organized and delivered. Through central planning, trainers were assigned and then found groups in classrooms where they worked with pre-programmed programs. The motivation degree of the trainers was not very high. They did their jobs to the best of their ability and went home. The new director saw no future in this and asked me to work with him to redesign the organization. Teams were formed that were given their own market, their own theme, their own objective and financial management. Their own development as a team, as a person and as a professional was placed in their own hands. Each team had a team leader who supervised the team. For the trainers, this meant an immense change. Own responsibility in customer care and acquisition, attention to cooperation and each other, turnover and cost awareness, professionalism, developing new approaches. After initial hesitation, the process took off and employees stood up in it. New talents and capabilities were tapped into and it proved to work.

Teams became part of a unit. Each unit had its own identity and the leaders of the unit formed the management together with the director. They too started working as a self-managing team and developed future strategies and plans with team leaders and employees. If something worked well then it was built upon, if something didn't work well then it was phased out. A small staff supported the whole process and they too, as different specialists, formed a team when it came to how to support the client teams and the management team.

A second example is the development of a large institute that certifies companies. Again, the assignments were distributed from the top down to the employees who together formed a large pool of labor. This large pool was difficult to manage, the mood was moderate, everyone did his or her own thing. The management saw no future in that. On my advice, they decided to organize the organization differently. Teams were formed for certain customer groups with overall responsibility: finding and serving the customer, managing money flows, working well together in the team and with others, developing the profession, improving work processes, setting and achieving goals. Each team has a colleague as team leader. This ensures that the team works as a team which mainly means guiding colleagues in the steps they (should) take. A completely different dynamic emerges. Staff departments have to switch and retrain from working in a decisive way to working in a service way. Teams together form a unit and unit leaders together form the management. An essential difference from the past is communication with each other. In regular meetings, people interact less functionally and more personally. Communication is more direct and the different levels know how to find each other more easily. Also, what is not working well becomes visible much sooner and employees themselves can take initiatives to improve the situation. Helping each other becomes more of a culture than every man for himself and management for all.

There are more examples of how organizations switched to teamwork and to a flatter and more effective structure. There developed the idea of self-directed teams and horizontal leadership and how the two go hand in hand. One cannot exist without the other.

Gradually my consulting work developed internationally and the idea of self-directed teams and horizontal leadership was introduced and put into practice in a variety of companies in other countries as well. Examples of this are given in this book.

Three types of enterprise

It makes sense to distinguish between three types of enterprise for the purpose of leadership and self-directed teams. I distinguish: the manufacturing enterprise, the service enterprise and the consulting enterprise.

Briefly characterized, this looks something like this.

The production enterprise manufactures a material product. To this end, raw materials and machines are especially important. The production process is input - throughput - output oriented. The manufactured product is transported to the customer. Suppliers play an important role in the production process. This organization is managed strongly top-down. Planning and facilities and automation play an important role in directing the company. Purchasing - production - sales is the central process. In it, teams of employees work together. Controlling the process with the help of information systems is important. Examples are the car manufacturer, the gasoline manufacturer, the construction company, the agricultural company, the chair manufacturer.

The service enterprise, in cooperation with the customers, takes care of the process of value creation. The enterprise is spatially bound and in it the customers visit the enterprise that provides its services in cooperation with the customer. The enterprise is staff driven and serves customers and consumers.

Employees work in customer teams, expert teams and service teams. Examples are railroad, hospital, supermarket, restaurant, healthcare facility, bank, municipality.

The consulting enterprise consists of professionals who give their advice in client organizations. This is all about learning and development. With specific knowledge and skills the consultant, trainer, coach supports the client in its development and change processes. Professional development is done by the colleagues together. Examples are schools, consulting firms, training institutes.

In these three types of enterprises, the meaning of leadership and team work is different.

In the manufacturing enterprise, leadership is top - down and team work is dominated by handling the systems together. Management is in the office and employees are in the workplace. Operators on continuous duty in measurement and control rooms are a telling example.

In the service company, employees work in teams, using the facilities, independently in cooperation with the customer. They are supported by staff colleagues. Team leadership is on site and management is in the office. Client and staff policy is central to the management. The doctor and nurse at the patient's bedside is a prime example.

In the consulting firm, consultants work at the client's organization. The leadership of the firm is facilitative and supportive. They meet periodically to discuss progress. The trainer/coach who schools a group of supervisors in new skills in an action learning program is a prime example.

In the production enterprise there is strong management, in the service enterprise strong leadership and self-efficacy is required, in the consulting enterprise guidance and inspiring dialogic leadership is required.

In the manufacturing enterprise, lean management plays an important role. In the service enterprise, it is mainly about "living leadership" and community building, and in the consulting enterprise, "learning and coaching leadership" is important.

In the operational sphere, then, there are different dynamics among these three types of enterprise both in terms of their organization: material - personnel - ideal and also in the relationship between vertical management and horizontal steering.

However, the commonality where leadership and self-managing teams are concerned is the extent to which leaders and teams work on improving and changing their work process, cooperation/communication and steering/decision making. This requires a different context, way of working and language than that used in the operational sphere. Here it comes down to the personal commitment of all involved, who together, in different roles, take up the development horizontally. This requires a shared leadership dialogue in which employees from different hierarchical levels look together at how things can be done differently and better, and want to do and do things differently together.

This is what this book elaborates on.

2. Teamwork and leadership

An organized world has emerged over the last hundreds of years. All life processes have become organized. In Church and work and home we live organized lives. In this, management plays an important role. Since World War II, according to Peter Drucker, management has manifested itself and the culture in society is largely determined by organizations and how they operate and are controlled by management. The dominant thinking is that growing output and increasing profits improve the fortunes of this organized life. This is true for corporations as well as private households. Working as a driving force is the coupling of management and leadership. Managers are in charge. That applies to top CEOs and middle management. They determine the ups and downs of organizations. Even private life is managed by parents and made into an organized existence. Ultimately, this leads to the need to be "in control. To this end, all kinds of systems are designed and installed. Modern technology makes this possible and so we can be in control instantly and remotely. The Internet and the mail and the cell phone are the weapons that anyone can use to get 'in control'.

Still, organizations do not live very long on average, marriages turn out to be vulnerable and sometimes short-lived, all kinds of unexpected, sometimes criminal, interventions happen, and we live with fear of the unknown and uncontrollable. With "medicine" we try to suppress these fears. The paradox of all this is that on the one hand we are capable of everything possible and on the other hand we have to control and monitor everything that takes place out of fear.

When we see how worldwide we are slowly entering a sustainability crisis and people in all cultures feel vulnerable and affected, then we can assume that we have already gone far beyond a limit of what is acceptable and what is morally justifiable.

Our treatment of the earth, plants and animals and people, I believe, has crossed a line and our reverence for all that has created and evolved has been compromised.

Strange as it may sound, I see this downward spiral of reverence and morally responsible action linked to the fact that we have placed leadership in the hands of managers. Management views largely determine the way we act. There are guiding views that determine the handling of life and existence and contribute to a disastrous development of both the earth-world and our own inner world. Some examples.

We have grown toward mass production of animals for consumption and have been forced to cull hundreds of thousands of animals because of an uncontrollable infection.

We have heavily polluted groundwater and fear a water shortage in the long run.

We have isolated young and old to loneliness and treat them with anti-depression drugs.

Only 20% or less of the people working are connected to the company they work for.

Traditional and natural treatment methods are banned and allopathic drug use is encouraged.

Still and on a large scale in our world wars are waged from a blood and soil philosophy among community leaders.

Bernard Lievegoed once described the status of the human soul as "in the soul of man rages the war concerning who controls this soul" and he emphasized that everything must be done so that man learns to steer and control his soul from his own mind, his own "I" and in dialogue with others.

We now see this reflected in the pursuit of self-managing teams and the associated horizontal leadership. It is essentially the aspiration that the individual human being, being part of a team, learns to steer himself and take responsibility in interaction with others. If people become part of the leadership dialogue and help shape the essential issues of our time and of the organization to which they belong, they will experience a direct influence on which course is taken. In this way, people can make themselves less dependent on the guiding views of the institutional framework, organizational management, which holds the power to determine what happens and what does not happen.

Self-directed teams require a different form of leadership than that currently employed by vertical management. We call that new leadership horizontal leadership. We are going to explore this connection between self-directed teams and horizontal leadership in this book.

In this chapter we set out the lines to that end.

Our motto is: "Horizontal leadership and self-directed teams can form a path to the healthy development of people and their businesses in a healthy society."

Vertical and horizontal

Organizations are structured vertically. Hierarchy and functionality dominate. The power of function and the creation of framework conditions for employees are the main management forces deployed for successful organizing. However, as soon as something is not working and needs to be changed, these management forces turn out to be insufficient to properly achieve desired results. There is then a need for leadership and it is not obvious that managers are also leaders in practice.

I reserve leadership for leading people and especially leading yourself. I call this horizontal leadership because leadership works in the community between people, even if they act at a different hierarchical level.

The trend toward more self-directed teams mirrors the current leadership problem. What is asked for above is not infrequently not done so below, and what is needed and desired below is not always heard above. How do we get top, middle and bottom connected so that all can create something in common in addition to the vast differences that exist.

My practice

In my long-running international organizational development consulting practice, I guide organizations of different signatures in working through difficult issues and finding new ways based on the intelligence and creativity of all the people involved in an issue in the organization. In this, in a sense, we create two channels through which two different types of processes run.

On the one hand, we create a transparent, effective operational organization in which tasks and duties are carried out in a disciplined manner based on goals and strategies, with managers and professionals acting together.

On the other hand, we create a horizontal infrastructure in which decisionmakers and process owners realize improvements, changes and innovations together with all people involved. In this, horizontal leadership of everyone and self-managing teams plays an important and often decisive role.

I would like to illustrate this using a practical example, representative of many more cases.

Case study

The management of a German Sparkasse with 1200 employees has been modernizing the operational organization for several years. New systems, new technology, new functions, new "products" are being designed and introduced. This creates increasing pressure for the managers and professionals. The management does want its efforts to produce results under the motto: "we take comprehensive care of our customers." After several years, the three-headed management has to conclude that their expectations have been only partially fulfilled. Apparently, managers and employees have difficulty translating the changes imposed from above into actual successful action.

Possibly, in addition to improvements in the preconditions, something else needs to be done, the directors conclude. They decide to experiment with the idea of developing self-managing teams, supporting the managers in their horizontal leadership.

To this end, an in-house process is set up that I get to design and lead, together with one of the three directors as the principal.

Experiments are being conducted in six sales offices and one internal department, and they go as follows.

Steps that can be taken

First, the executive does a 360-degree analysis of his/her horizontal leadership qualities. Using a questionnaire with 16 questions, they involve 4 employees, two colleagues, their boss and themselves in this study. Four core qualities are examined: directing processes, coaching learning, inspiring with a vision and intervening when something is not working. For each quality, 4 questions are formulated and respondents can score from 1=not at all to 5=completely. The questionnaires are handed out and completed. The manager himself processes the results and sees how differently employees, colleagues, superior and himself answered the questions. This leads to distilling the issues and these are discussed in a group discussion, together with all participating, colleagues. It is not about 'right or wrong' but about 'more or less' and 'continue this way or do it differently'.

The second step is to look at the teams in the units. What are the teams, who is part of them and who leads the team? The idea is that everyone is part of a team and that teams are connected to their own work process with their own characteristics.

Once the teams are established and it is clear who the team leader is, the team members are given two questionnaires: To what extent are we an autonomous team and to what extent are we a top team?

If we are an autonomous team, a self-managing team, the following qualities are important: The team has its own mission and purpose, team members can take initiatives, we learn together and improve, we work with goals and indicators, we collaborate among ourselves and also with other teams, we know and operate the systems, we consult effectively with each other.

If this is a top team, the following qualities are important: the employees take responsibility, we are connected and respect each other as colleagues, the team is innovative and finds new ways of working, The team realizes its goals, we give each other feedback and encourage each other in professional development, new colleagues are included and integrated.

Each team member answers the questions with a score. In a team discussion, the scores are compared and issues are derived that the team wants to address independently.

These issues are translated into their own projects and are documented using a steering tool.

The steering instrument is posted on a whiteboard and hung in the team room. The tool looks as follows:

	Projects	Owner	Timeframe
Our Mission			
Our Goals			
Our Tasks			
Our Indicators			
Our Activities			

The teams get to work on their projects after independently formulating and defining the mission, goals, tasks, indicators to measure results and main activities. Each project has an owner and the time frame for the project is defined.

Progress is discussed in regular meetings. If there are peripheral problems, obstacles, the manager can be approached as a

coach. Seven units with a total of 25 teams went through this process.

Some examples

A team of experienced advisors for high-net-worth clients doing their work somewhat isolated from others contact a group of young client advisors in a nearby "Geschäftsstelle. They agree with each other that they will come to help when needed at busy client times and on the other hand, targeted clients are referred to these specialized advisors. This turns out to work well for all, and the customers are also positive and willing to do more business.

In a Geschäftsstelle, customers regularly wait in line. This irritates customers but also the employees. The employees in the front office discuss this with employees in the back office. Together they find a way to work together much more flexibly. At busy times, everyone is at the counter; at quiet times, customer questions are processed. Waiting time largely disappears and customers get their product faster.

A team wants to improve its results and decides to target customers on some special products. These are mostly customers with busy jobs and children. They make targeted appointments with these customers and discuss their retirement provision and future financing of children's studies. The customers respond positively and with surprise. Many do want to do business this way.

A team of internal IT and organization specialists are busy working on the information systems. The users are dissatisfied and exert pressure. As a team, they examine what can be done

differently and better. They come to the conclusion that users need to be involved much earlier in the process. They go out and visit users and investigate with them what the real issues are and how they can be improved. Many good ideas from the users are taken up and implemented. A better flow in their work follows and the satisfaction of their internal customers increases significantly.

The effect

It is surprising to see what happens when a team works on this. Something changes on several fronts.

1. The team is confronted with its own strengths and weaknesses and can then do more or less work to improve and develop.
2. The team works more focused, collaborates better with others and asks good questions of the manager.
3. Relationships in the team change because the behavior of team members changes, in many cases positively.
4. Complaining decreases and motivation increases.
5. Results improve and the customer becomes more central.
6. There appears to be much more latitude for teams than they initially thought.

The quality of the manager as a horizontal leader corresponds to the willingness and efficacy of the team. Clear differences develop in how the leader and team are positioned.

Five levels of team existence

A clear distinction crystallizes where teams stand and how they operate.

At level 1: the team consists of individuals who do their own thing and are not really interested in its effect on others. "We are not a team" team members say.

At level 2: The team members treat each other nicely and each does his thing: "We respect each other".

At level 3: We bring each other into the game, work together, celebrate results and give each other feedback. "We strive together for a good result as a team".

At level 4: We improve our processes when they are not working well and do so together with other teams we are involved with. "We learn together and constantly improve."

At level 5: We are entrepreneurial and innovative. We are in dialogue with our client and customer and take advantage of our opportunities. "We collaborate creatively and entrepreneurially". Teams go through a development process and can take another step each time after first reaching a higher level. With each development step, the leadership quality of all involved rises.

Parallel to team development, leadership changes. From initially being strongly vertically and operationally embedded and sometimes sandwiched in, more and more the horizontal space and time is sought and its own latitude created. The leader can focus much more on the horizontal cooperation with colleagues in order to address the improvement of preconditions and possible structural bottlenecks therein on their own.

In this Sparkasse, after the meaningful experiments, this development is carried out step by step. The pull principle rather than the push principle is used here. It is left up to the managers and to the teams whether they want to engage in such a process. It is the people themselves who may or may not go along with this development. Sometimes by trial and error, steps are taken and people decide for themselves if and how they want to proceed.

Thus, in addition to an operative management culture, a leadership culture is built and we learn together when one (operations) and when the other (development and change) is up to the task.

IMO Experience

Sixty IMO colleagues in ten countries guide companies in such development. For example, three Brazilian colleagues in a service company with 5,000 employees, providing cleaning, canteen and transportation at 800 client organizations, are working on developing horizontal leadership and working with UGBs = self-managing teams. The team of 6 young ladies who send bills to clients every month realized that sometimes more than 50% of the bills sent were not correct, not understood by the client. This takes a lot of extra effort. They resolved to investigate how this came about and what could be improved. In dialogue with colleagues, it became clear that the registration of customer work was not correct and the interaction of the customer teams and the administration team was not correct. Step by step, the ladies managed to get their process in line. At some point they presented the results to the entire company. In the past week, 1 out of 800 customer accounts was incorrect.

With pride and self-awareness, this was a huge development step for the people and the company.

Conclusions

Horizontal leadership and self-directed teams does not come about naturally, it requires a specific process.

Horizontal leadership and self-directed teams go hand in hand.

The leadership and the team go through a development process: step by step.

End leaders, managers and professionals/employees can be invited to engage in such a process. Vertical pressure does not work here; horizontal dialogue does.

Beacons for horizontal leadership and team development help to go through a conscious process together for this purpose.

People and organizations benefit and the meaning of work becomes strongly experienced.

3. Good leadership makes the difference

Good leadership makes the difference and that applies to all of us. This is where the proper functioning of a self-managing team depends primarily on: good leadership. It is also a difficult topic because no one really knows exactly what good leadership is about. There are many management theories and concepts of how to organize well, but in practice it is still a difficult matter to figure out what is good here and what works well. However, what we don't find in the management concepts is that good leadership is essentially a dialogic process between people. That is, it is not one person leading the other but we are leading each other. It is a dialogic process between people that takes place, and in it the personality of the people involved acts as the support for good leadership.

In our research as professor with our knowledge circle on leadership during the last 14 years, we have come to the conclusion that leadership is a process that takes place between people and mainly has to do with what the person himself has developed in terms of leadership capacities and qualities. Leadership has to do with people, works between people and is based on what people themselves have realized in their lives. There is no all-encompassing leadership concept that anyone can apply.

Leadership also has to do with community. Every community, be it a family, a team, an organization or a region, requires leadership to get things done.

Leadership has been an issue for as long as we as humans have been building and running our communities with any consciousness, so it is fascinating to take a look at the history of leadership. But also how that history of leadership permeates organizations today.

Here I outline three images of leadership that have worked sequentially over the centuries, how those three images appear in organization as leadership forces, and I conclude with a possible fourth image of leadership for the future.

Image 1: The leader

Leadership has to do with the leader. The leader is the initiated person who connects the visible and invisible worlds. The leader orders the fate of the members of the community. The leader does this from being initiated into the secrets of what the community destines. The leader is followed and revered by the community. Important decisions about life and coexistence are served out to the leader. After all, that one has the higher wisdom.

The chief, the pharaoh, the priest functioned as initiated personalities in the ancient cultures, who connected the visible and invisible world and destined the fate of the people in the community.

The CEO/end executive, well groomed by others, who makes key decisions that destined the fate of the organization and the people within it, is a cast of this. Monitoring and nurturing the corporate impulse, earmarking resources, establishing mission and vision from a top position are manifestations of this. Supervisors monitor the quality of this leader.

The initiated leader who connects
The invisible Upper world
with the
Visible Under world

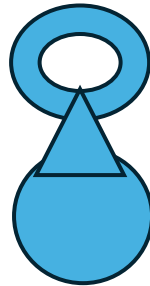


Image 2: Leaders of units

Different life and work processes emerge in the community and are led by different people with parts of the community. The captain on the ship, the philosopher, the healer, the tailor, the farmer, the entrepreneur, the politician, the mayor and so on take care of different processes in which others work and live and which are led by the leader of this process. They form a leadership elite. These leaders have absolute power from ownership over what the others in the process do and have to say. They determine the fate of those involved and can intervene if people want to go their own way. If they fail to do so, people are "killed" or "cast out."

The leaders of organizational units are a cast of these socially powerful people. They set goals, assess performance, manage systems, influence strategy and policy.

There are multiple leaders who stand side by side and together form a leadership community, an elite. They connect their own visions with their own realities.

Image 3: functional management

The community becomes organized. All social processes are accomplished by organizations. Leadership becomes linked to a function in the organized community. Hierarchy and functionality emerge. Structures and systems are put in place to maintain control over the process. Entrepreneurs and bosses and underbosses emerge to organize and control the work.

Specialization and differentiation require more coordination. From a pioneer organization, organizations grow into a differentiated set of teams and units.

Managers are a cast of these bosses and underbosses. They organize the work, create preconditions, exercise control, arrange consultations.

Leadership has become a system that controls the organization. Upstairs the vision is generated, downstairs the tasks are performed, and in the middle the strings are tied.

Organizations and leadership

These three leadership forces being:

- the leader as the ultimate leader,
- specialized leaders of units,
- functional managers,

together make up the leadership system in organizations. Distributed and shared power call the shots.

The ultimate leader has power over mission, strategy and resources. He determines the fate of the organization and influences the fate of the people in the organization.

Unit leaders have power over processes and create the conditions within which others must work. They can be the clay layer of an organization. Without them, nothing can come about.

Functional management organizes the activities and monitors the event by having a hand in what the professionals can or cannot do and also the way work is done with each other.

If these three are coupled with each other then leadership is strongly operative in the organized community. In practice, they may be disconnected and leadership in the organized community is a problem.

Image 4: The professional as leader

Employees as professionals work independently in their work processes with others. They are usually on the road independently and have to make ends meet with their issues in conjunction with colleagues. Managers and leaders are too busy with each other and their issues to pay much attention to the professionals. Professionals who do not develop leadership within themselves come off poorly today.

These are the professionals who have been excluded from leadership until now but who cannot function well in the day-to-day without personal leadership. They work with others and can influence this to a large extent themselves. They take responsibility for their work and way of working.

The professional leads the customer process in interaction with others. Professionals independently connect the various functional dimensions into a workable whole.

We live in organizations today with these four leadership forces that all have their own dynamics and all try to keep a grip on complex organized life. An essential question around leadership is how to combine these four forces so that an organization does not lose its strength in unshared, disconnected and divided leadership.

Example

In a large drugstore group in Germany with more than 1,000 stores, three large warehouses and distribution centers work 7 days 24 hours to receive goods from suppliers and deliver them to the stores at the right times. It employs 60 nationalities in a three-shift operation. Each center has a director, department heads, team leaders and employees. Work is being done at a fast pace and changes are being made with élan. However, the management of the centers is noticing that there are increasing problems and delays, which are becoming more and more difficult to resolve. In a conversation with department heads, team leaders and employees, it becomes clear that there is a clear lack of coordination between levels and also among themselves at the different levels. How to bridge that?

They find the answer in a change in relationship between the levels. Instead of bosses and employees not understanding each other, it is determined that all can show leadership but in different areas.

The employees/professionals lead the customer process. They make sure the flow is right and the goods get to the right place.

The team leaders lead the teams and take care of teamwork.

The department heads coordinate the processes and sub-interests.

The final manager monitors the interplay in the larger enterprise.

How does that work? The bottom line is a regular reflective leadership dialogue. From their different leadership roles, the people involved discuss issues that are at play with each other, and in that dialogue it becomes clear to everyone what step they need to take. In this way, necessary changes are elegantly integrated into everyone's daily practice. Where in the past the finger was often pointed at each other and the question of guilt was on the table, now the finger is put on the wound in a direct dialogue and the necessary step is initiated. All this always with an eye on the customer and the supplier that is being worked with. The striking thing is that these reflective conversations are not conducted in a functional way, but that each person emerges as a person and the meaning of what we are doing can be rebuilt together again and again. It makes it possible for all to work more from the whole rather than just from the partial interest.

Coming to such a relationship with each other does not happen by itself. It requires constant practice by those involved and tight consistent direction of this process. It requires those involved to overcome an inner threshold; it is a process of trial and error. But eventually habituation grows and it is judged effective and meaningful by those involved.

Vertical and horizontal leadership

In addition to the traditional vertical leadership that is "the higher controls the lower," horizontal leadership is introduced. Each is a leader and these leaders coordinate with each other. We address each other as leaders and make sure that both in the reflective conversation and in the operational consultation, the consequences for one's own actions in one's responsibility become clear and are followed up.

Ultimately, we can see the organization not only as a vertical structure with vertically operating systems and functional leadership, but we can also see the organization as a map on which places and roads are marked and each person can move as a personal leader in the spaces and times appropriate to their responsibility.

In order to achieve a good alignment between vertical and horizontal leadership, it is important that each person be able to qualify as a leader and have the appropriate tools to work with and direct their own process. This means that the tools of the top also become available to the others, middle managers and professionals, in an appropriate format.

These include: implementing a change, training one's own competence, being able to manage figures and money flows, knowing and being able to walk the map, collaborating with others, consulting and handling systems.

Instead of building even more complex systems and rebuilding existing systems to be controlled from above, it seems to me better to equip people with the steering tools with which they, together with others, can steer and control the work process and

cooperation themselves as leaders. The regular diagonal dialogue then does the connecting work.

How do we achieve good leadership?

Beautiful concepts and exercises inspire people during training and offer them perspective, but I notice that not much of it can be applied by participants just like that in the work situation. There may be other ways and opportunities to work deeper in companies with people on the real problems in their work situation.

This is what I am investigating together with my colleague Bernd Kloke and a group of German entrepreneurs willing to participate in a pilot process of organizational development for their company. In three two-day sessions and intermediate meetings in their companies over a period of almost a year, we have worked with them on the key change issues facing their companies, in particular the question of "how to run their company in such a way that the people in the company want to participate fully in this development process and do so wholeheartedly." We find out that the common desire they all have is, "What can I do that the people in the company take the right initiatives from their own sense of responsibility to improve their work and perform well?"

I clearly remember the case of one of these entrepreneurs, the owner of a textile company, who was very sales-oriented and discovered during the process that he had no real understanding of how the purchasing department in his company worked, even though they spent more than 40% of the company's costs on the raw material.

As he began to perceive deeper into the process of the purchasing department, he saw that the older experienced lady and young man who ran the department were doing it out of routine to the best of their ability and discovered that many opportunities to negotiate quality and prices with suppliers were being missed. He became more actively involved in this purchasing process himself and they were able to save substantial costs in a short time by negotiating better with the suppliers. The company's profits improved and this enabled the owner to make investments that had been waiting for several years.

Good leaders make the difference

I started looking at how leadership could make a difference in making development processes work well in the company. If leaders could find the way to involve the whole community in the development process and everyone's involvement is based on their personal motivation to contribute, then everyone could connect their own impulse in life with the impulse of this company and could be part of a co-creation approach, is my expectation. That this is not obvious and easy to achieve I have had to experience again and again. That self-directed teams make a decisive contribution to this I have been able to observe again and again.

Spinoza: People experience that they achieve what they need more easily if they help each other and join forces.

Dealing with the contemporary complexity of work and life

It is an urgent issue/question whether the top-down, hierarchical and functional way of leading and steering with systems by

management, and as a result the almost independent work of individual professionals within the given structures of the company, gives sufficient basis in the future for our being able to deal with the complexities we face today in all dimensions of an organization. I do not think that this will succeed sufficiently in this generally practiced way.

As Peter Drucker showed, it takes something else: "An organization that knows it is practicing high integrity and is socially responsible, all else being equal, usually performs better than an organization that practices neither. More importantly, if something goes wrong, people will support an organization and a leader they trust and believe in, and eventually leave an organization that does not."

Leadership Change

In this light, let us first share some professional views on leadership that have influenced the way we look at leadership and organizations. During the last century after World War II, there were two very influential personalities who dealt with management and leadership: Peter Drucker and Bernard Lievegoed. Peter Drucker, born in Europe, moved to the U.S. while Bernard Lievegoed proclaimed his views in European countries. Later, the work of the two went around the world and they have had a major impact on how we can see management and leadership developing in the organizational context.

Peter F. Drucker developed a unique leadership concept that focused on developing the capabilities of people working in organizations to achieve extraordinary results. The amazing thing about this concept was that it was very different from mainstream, primarily Anglo-American concepts that tried to

link leadership by management (in control) and the achievement of results.

Drucker wrote, "Leadership is the vision to lift a person to a higher level, to lift a person's performance to a higher level, to build a person's personality beyond staying within his normal limitations."

Rather than seeing people as some kind of tool or resource (HR) in the hands of management to achieve desired outcomes, he sees the ultimate goal of organizational leadership as getting people to do things they didn't think possible.

Peter Drucker once connected this to a saying by Shakespeare: "This above all: be true to your own self. And what follows, as night follows day, you cannot then be unfaithful to yourself...". And also Peter Drucker stated, "You don't have to give up organizational efficiency or profitability. You just have to be ethical and socially responsible as part of good leadership."

Bernard Lievegoed was and is a great inspiration to leaders and entrepreneurs working worldwide. After World War II, he was asked by Dutch and German entrepreneurs how to change the leadership style of directors and executives so that the new generation of young workers could be better integrated into the companies. That question triggered organizational development, and one can see Bernard Lievegoed as the pioneer in this field. He introduced the concept of corporate development stages in which he described how companies begin as pioneering initiatives carried by intimate circles of supportive people. When the organization touches a target group that needs this initiative, there is growth. At certain points, it turns out that the improvisational style of working and leading

is not enough. The company needs structure to overcome the crisis of declining performance. Then we see differentiation, specialization, functionalization, coordination and management. Management begins to take over and the organization becomes a system. Further growth happens but this turns the human being into a functionary, the loss of commitment of the human being is the result and a new crisis that ensues requires a new step. People must become central and the company must integrate into the broader society. Instead of focusing inward, one must look outward and connect to the broader development of society and to people, including new generations in particular. People working in companies need to gain an understanding of the whole and, as a result, can themselves become leaders in the leadership process that involves everyone. Thus, Lievegoed saw organizations evolve from pioneering pioneers to differentiated systems to integrated institutions. In those integrated institutions, self-managing teams at all levels play a decisive role in functioning well and achieving desired results.

Lievegoed's leadership vision can be summarized as:

"Leadership must balance the orientation to the customer and the process with the customer with what the organization produces and adds value to as a process, driving the right process information on which decisions are based and with the resources and capabilities used to make it happen."

This new picture of seeing an organization as a constellation of processes was another step toward getting closer to how an organization could evolve and change. This image inspired people like Daniel Jones and others to further develop this kind of image, and from it came new impulses like the lean

organization. Later, people like Otto Scharmer based their work on the impulses Bernard Lievegoed and colleagues in his Institute the NPI gave to the world.

I personally think that management is essential to get operations right (we are in control) and leadership is essential to bring about the changes needed (we are evolving). In practice, it depends very much on the inner and outer orientation of the manager/leader where the personality emphasizes. If we open the door to leadership and the door to management both for top, middle and base, allowing us to see how everyone stands in this vertical/horizontal cross, then we have a chance that companies can develop a way of being that Lievegoed described as, "the human being at the center of our organizations." Self-directed teams bring that ideal closer.

Now what?

It is amazing how much management literature has been produced in recent decades that has provided impulses for a change in management and leadership. Even ideas such as the "lean organization" (Womack and Jones), "the learning organization" (Peter Senge), "the living organization" (Arie de Geus), these promising impulses for change in the way of working and leadership in the company have unfortunately, however, not infrequently been transformed in business practice reality into traditional efficiency practices, cut costs and increase profits, as this has remained the dominant shareholder-oriented view of a majority of top managers of larger companies and working from hierarchy and functionality reinforced over and over again.

For me this means that new impulses can only find their way into organized life if we practice a different kind of leadership than mainstream management practice shows today and we find and take the right steps in teams from our own responsibility that lead to improving process and collaboration.

This means the following:

It is:

- the visionary leadership in connection with
- the further development of the community of people and
- the way customers are served and
- the integration of new generations over time,

which can be the foundation for the company's survival.

They are:

- the company's customer who should be the most important person at the center of our attention,
- the work processes in which people work that must flow to generate a positive attitude from the people who handle them,
- the good cooperation between us in self-managing teams' Who together make the difference.

In my opinion, these are the main principles and objectives for inspiring leadership in the organized community and should not be seen merely as means to achieve the objective of a stakeholder, the shareholder. They are a foundation on which self-directed teams can be set up and function properly.

What conclusion do I draw?

I have worked with hundreds of leaders at all levels in companies in many different countries around the world. We went through intense processes of change and innovation and by doing so I discovered a fundamental dimension of leadership: Leadership is not a person giving orders but is a process in which the new can emerge and in which different people contribute to creating change and development in a vibrant business community. We called this kind of leadership horizontal leadership.

In carrying out that horizontal leadership process in the community, the leadership dialogue is essential for the development, change and innovation the company needs. Top leaders, managers and professionals need their own personal leadership in the leadership process to make things happen in a good way and dialogue with each other so that we can all act in the sense of the whole and take the right steps to move things forward. The key feature of this horizontal leadership dialogue is: we regularly talk to each other in a personal way about the real change issues, which are the issues that top - middle - and base see together in their different realities so that from there each can find and make the right steps. That then becomes circular leadership.

The creation of self-managing teams appears to have to be a fundamental part of the organizational design to make this circular leadership work.

4. 'Power to the people'

Self-direction in the vertical dimension

I argued that a way of organizing other than the traditionally vertical way of organizing could respond to the complex multiple demands of our time. After all, managers and professionals must increasingly operate independently and show personal leadership in doing so. It is time to pay attention to how vertical power can be organized differently. The essence of this change is that all the means of power traditionally held by the owners and/or top managers now become available to everyone involved. From the horizontal we are going to redesign the vertical.

This is 'cut and dried' for every independent entrepreneur. For every employee it is still often a 'far cry from my bed'. Participating in a self-managing team gives a good context to develop one's own entrepreneurship.

In 2005 I started IMO-instituut voor mens en organisatieontwikkeling. After 2 years we were already with 12 colleagues. We decided to keep it very simple: no office, no management, no staff and secretariat, no strategy, no marketing and sales, no HRM. We work with the customer, each of us settles with the customer, we give master classes, we develop the profession together, we meet regularly, we are a development institute with its own identity and methodology. (www.het-imo.net) After some years we formed teams in 11 countries. We work long-term with our clients on difficult issues and take co-responsibility for them. We are a kind of GP for organizational

development questions. There we support organizations to organize horizontally and to work with horizontal leadership. In 11 countries with 60 colleagues we now work in 350 organizations on this process of 'power to the people'. It is surprising to experience that in these organizations managers and professionals make these capital resources their own from personal leadership and are able to work with them. It sanitizes a lot of vertical smog; we can focus entirely on the core process and devote our energy to things that matter.

I see seven fundamental qualities that can be developed in self-directed teams that are essential to the proper functioning of the entire organization.

They are:

1. Taking initiative, creating new ideas
2. Developing competencies
3. Direct money flows
4. Constructing and formatting
5. Collaborate with each other
6. Use Information systems
7. Consultation and dialogue

They are crucial to the functioning of the team in the vertical dimension from a horizontal way of organizing. This is how we do it in IMO, this is how we develop it with our clients. We outline here these seven qualities.

Taking initiative, creating good ideas.

We can also describe this as personal entrepreneurship. This starts with discovering one's own impulse that answers to the need, to a question of the other. An initiative is taken.

Four questions guide us: who carries it, what do we want to achieve, how do we proceed, why is this essential?

On a personal level, you can take an initiative of your own that answers a question of your own for which you have not yet found a good answer.

On a personal level, for example, there may be the question of how I manage my time. We are short of time, we are stressed by the amount of commitments, we have conflicting interests, we are in situations we don't want to be in and we miss situations we would like to experience. This affects myself but also others.

We can analyze our use of time. First we write down how we go through a day, through a week, a month, maybe a year. We discover patterns and we ask ourselves which guiding view causes this pattern. We design a new guiding view and we redesign our calendar. We give ourselves new goals for our use of time. After some time, we evaluate the effects on ourselves and others and adjust the goals. Step by step we move toward a new pattern that better meets our needs and our responsibility to others.

At the team level, you can use this to design a process for team issues that are not easily answered. By exploring and working on the team issue, the issue starts to change and we develop new

possibilities for the team to fruitfully change its own reality in a desired direction.

At the team level, for example, we can redesign and improve our meetings with this view. We analyze our current practice and observe the phenomena. We start too late, we have too many issues, we discuss too long, we don't see concrete results, we finish too late and are frustrated and dissatisfied. We redesign the process of the meeting. Who is responsible for leading the meeting and preparation? What topics do we talk about and with what outcome expectation? Who takes what role? What is our guiding conception for how we want to work together in the meeting? What does the new design look like? How do we document and evaluate the meeting, how do we learn from the experience and improve along the way?

We break through existing patterns and create a new dynamic for our meeting.

Strengthening the entrepreneurial power of a team can be done with the following 6 qualities.

Developing competencies

To do the work well and contribute to changing it, we need specific skills as well as specific knowledge and a favorable attitude. An effective way to do that is action learning. We can do this action learning at four levels.

The first level is team level. We explore and experiment and reflect together as team members on an issue.

The second level is individual learning. We study and internalize what we have learned through personal practice and reflection.

The third level is learning to carry out a specific project related to a specific question for improvement.

The fourth level is presenting results and communicating with everyone else involved in the process.

However, the real learning process is what George Steiner called the student-master dialogue. Masters must lead learners to the sources and learners must find the way to get beyond the master.

An example

In a Dutch company, the Chairman of the Board of Directors was asked how the young employees could develop a more entrepreneurial attitude toward the work they do. He had noticed that young people at work in their company very quickly "disappear" into the routines of the job and lose confidence that they can do much more than that. He asked two colleagues/department heads to find a way, as process owners, to encourage the new generation to take more space and time for their own initiatives. The process owners invited 14 young employees to participate in the process of work and self-development. Each young person could choose an issue in their work team that needed improvement and would benefit the client, team members, the boss and themselves. The process could take 6 to 9 months. However, the young workers and process owners did meet regularly to discuss progress, bottlenecks and next steps. After this period, they presented the work and learning results to their leaders and the CEO of the company, surprising results. In subsequent years, almost all new

employees were invited to participate in such a process. Over 80% of the young people continued this based on this unique experience.

Directing money flows

The team has its own money statement connected to the concrete product or service or advice it provides. This money statement monitors what this product/service/advice contributes. Also what costs are incurred to do so. The question is, "what money would not be there if this product/service/advice and this team were not there?" That shows the value added in monetary terms.

Examples

1. In a consulting firm, experimenting with personal statements that mirror the colleague's contribution in terms of money flow: "What money would leave the institute if this colleague left?" All money not directly linked to a colleague is considered overhead. The money flow in the personal overview includes: turnover at the client, salary, training costs, car expenses. The secretary, for example, is not included because she works for several colleagues. This gives all colleagues increased awareness and supports entrepreneurial initiatives. It supports creating the right relationships between colleagues in the team. It becomes visible what someone brings in and what someone costs and what differences there are between team members. The question arises in the team: do we want it that way or do we want different relationships.
2. In a company we introduce working with real money flows and real figures in its own budgets. We ask responsible

leaders and also teams to steer on that and make the right interventions independently for things that are not working well. Alertness increases tremendously.

3. The team works with its own money statement of what is earned and what is spent. The team becomes more aware of what decisions it has to make and the guiding conception behind these decisions.

Constructing and Formatting

Organizations are characterized by their vertical structure. The structure is based on hierarchy and functionality. Everyone has a function and a task.

It is a vertical construct. There are clear mental barriers between the floors that make ascending and descending difficult.

However, we can also work with a horizontal construct: the map.

That is based on individual - team - unit - enterprise - concern.

Together they form the map of the enterprise. Each individual has a role and is part of a team, each team has a focus and is part of a unit, each unit has a task and is part of an enterprise, and each enterprise has a goal and can be part of a concern.

Example

In a Sparkasse, when drawing the map, we discover that there are 33 teams at work.

The teams are formatted into 8 units of which most are customer units, some are expert unit or support unit.

Each leader and team has a clear goal in mind and works with transparent metrics.

At regular intervals, leaders and teams have dialogue about next steps. Once a year there is a strategic conference for all leaders and teams. What, how and why questions can be asked and discussed with each other and answered if necessary.

Everyone ultimately has a view of the whole.

Collaboration

When people work together in teams and between teams, synergy can emerge. This is especially true when people of different hierarchical levels work together. There is a greater value addition than the sum of the individuals.

Example

In a lending process, there are 18 steps to take and a constant call for good collaboration. With a few interventions, the process for standard loans (80%) is simplified to 5 steps and collaboration becomes simple and effective. Employees are relieved and customers are satisfied. The results improve and that makes managers and team members happy.

Use Information systems

The teams work with information systems. Those information systems support image forming, judgment building, and decision making in processes of team collaboration. Getting and indicating the right information at the right time supports this process.

Example

A company works with a multitude of information systems. The director wants to analyze them and see if they can be improved and simplified. External experts do research, question leaders and teams, and they propose an expensive all-encompassing solution. The director is not sure. He finds out for himself how employees in teams work in their practice with the existing systems. He discovers the makes himself, and they are mainly in unclear organizational structures and unclear procedures.

He starts a process of organizational improvement and development together with leaders and teams, and in it new standards are established. A comprehensive solution turns out not to be the right solution, money and energy are saved.

Information systems and consultation go hand in hand.

Communication and dialogue in consultations

Direct communication between people is ultimately essential.

There is a need for regular meetings in the teams in which coordination can take place and results can be evaluated.

Example

A director of a large healthcare organization notes the multiplicity of consultations in the organization and wonders if this is effective and useful. He suggests that in each consultation the question should be asked for whom the consultation is

intended and why. For more than 50% of the consultations, there is no clear answer to this question. We could do without the majority of consultations. Every consultation that makes sense appoints a responsible person to lead the process. This saves a lot of time and gives everyone more time to focus on the essentials.

Future perspective

We can thus move step by step toward an organized life in which people can take responsibility as "independent entrepreneurs," being part of a team, and develop as persons in freedom. They develop their personal leadership, their being part of an organized community, their contribution to the team and the community, their own creation within it, and can thus take control of their meaning and fulfillment of life.

5. Social evidence methodology

A methodology for research

When we conduct research on leadership and meaning-making in self-directed teams, we can do so using a "methodology of social evidence" I developed. Along the path of doing research together, changes can often be realized organically.

The core of this methodology of social evidence is made up by exploring how:

- Designing and implementing good processes focused on the other, on the customer can take shape.
- Conducting dialogue as a value-creating mutual process can take place.
- We create meaning in the context of our personal biography in relation to the team and organizational biography.

We are in a human work born of human souls, which is fed and nurtured from the social between people, from the teams and communities we are part of. So this is an intersubjective event.

So the three keywords that we have recognized as essential to the social, that which takes place between people, are:

Process - Dialogue - Biography

Process: everything happens as a process, everything repeats itself rhythmically, but always differently: in a different place, in a different time, with different people, in a different situation.

Dialogue: we create mutual values, in a customer-supplier relationship, in a collegial relationship, in a master-student relationship, in a manager-employee relationship.

Biography: we give meaning to our lives in the context of our own biography, our own life story and this in relation to the biographies of others, people and teams and organizations, with which we are connected.

If teams are to be present in the social, well grounded and open to the new, then in the social, in what takes place between us, we can apply two 'earth principles' and two 'heaven principles'.

Two 'earth principles' focus us as a team on the outside world, which we can perceive:

- We focus on the phenomena: we perceive what appears.
- We focus on others: we examine what others see.

Two "heaven principles" focus us as a team on the inner world, which we can perceive:

- We focus on the creative idea: we perceive what are the guiding beliefs that determine our actions.
- We focus on the stories: we perceive what engaged individuals tell as stories.

Thus, we consciously form a social evidentiality between us as we collectively as a team seek to make these key points and principles work. When this self-evidence is formed, it works as powerfully as a natural law in nature and shapes the social

organism as well as our inner world, the soul, into that which we want and can be.

We can see social evidences emerge in a team context at four levels:

Speaking - Listening. When one person speaks to another and the other does not listen, there is a breakdown in communication. This often happens, we speak right past each other. When we listen to the other, we can respond to the other and also wake up to the other. That gives contact and creates an added value, a synergy.

Individual - Community. When each is busy on his or her own and does not have an eye for the other with whom to cooperate, we get all kinds of sub optimizations in the process, but no common result. When we are connected to the whole, the whole lives in our souls, and when we have a clear place in the team context in which we operate, then fruitful added value can arise between us.

Customer - Supplier. In the customer-supplier relationship, it is not a question - answer relationship, but both have a question and an answer. That creates the added value. For example, the customer wants a product from the supplier, the supplier wants a fee. They enable each other to take the next step.

Performance - Compensation. When each person claims the fruits of his labor and is primarily focused on self-care, the well-being of the whole will suffer. When we want to be cared for by others and also care for others, then greater and more meaningful added value will result.

The foregoing can thus be compiled and brought together in a methodology of organized life, a "methodology of social evidence". It ties in with recent developments in thinking about how people's social reality can be examined and approached. The point of departure here is, as we showed earlier, that where nature and the spirit represent an objective reality based on laws, which in this sense can be objectively researched, there in the social, on the contrary, there is intersubjectivity and self-created meaningfulness, and objectivity and truth fall away as the basis of research. Thus, where in nature and spirit there is a lawful evidentiality, that is, the sense is inherently present, there in the social this is only the case if together we create and maintain this evidentiality. Let us examine these 7 dimensions more precisely.

7 dimensions of the methodology of social evidentiality

The methodology of social evidences, of organized life, connected to the free soul, brings into play seven dimensions of the social that we always have to deal with, seeking the right articulation and relationship that does justice to the issue that we meet and want to deal with. These are the dimensions that come into play in good team functioning and are brought into some proportion.

Process

Human beings live in processes. Spirit and nature know cyclical and rhythmic repetition as a life force. In the processes we create ourselves, we add beat, rhythm and melody, we handle them cyclically, repeating them and thus always coming back to the point but seeing with different eyes after having taken different steps.

Dialogue

Everything in spirit and nature is related to everything else, is thus in complete dialogue. Thus spirit and nature create constantly and obviously. We are not alone, but we are together with others. In dialogue with others, we create human values. We must create that dialogue ourselves in order to come into a common soul space and soul time. Human values persist if we care for them and keep them alive, if we nurture them, otherwise they perish. In dialogue also, we give meaning to our value creation. This meaning can change over time. It is always to be created from there, where we have then arrived.

Biography

People write their own biography. Once we create ourselves, we become connected to the effects of our creations on ourselves and others. We thereby write our own biography that is not predestined, but develops from our contributions. This is a moral dimension of life; we bear responsibility also for how our neighbor is doing. We involve our biography going forward with creations of others that we integrate into our existence, for example, as clients. We have the opportunity to contribute ourselves.

Phenomena

Phenomena show us reality, if we develop an eye for it. The phenomena we create are not objectively observable because they are present differently for each of us. Phenomena are not objective, but are made through common perception by us. With

that, they participate in how the social reality develops. There is surprise. It is always different from what we think and expect.

Empiricism

We will constantly have to determine how things live and appear in the communities of which we are a part. We do this by constant testing on an empirical basis. How do others perceive it, is it seen, does it matter, are questions that must be answered empirically. Similarly, we collect sets of facts that give us an overview, statistics.

Symptoms

There are patterns at work in the social, which we ourselves have created. They are not eternal but temporary. They show themselves in symptoms that express something of underlying working principles and values. Steering beliefs correspond to patterns of coherent phenomena. We can move and change these guiding beliefs and in doing so we create other patterns in the social.

Stories

We create our own stories and share them with each other. Every community has living stories that add meaning to who we are and what we stand for. We create these stories again and again and share them with each other. This is a meaning-making activity.

These 7 dimensions of the methodology of organized life are as many beacons for a conscious handling of our own social reality. They move in the reality of I and the team. We can make them

our own through training as orientations for practical life and also for hygienic care of our own souls.

We as a team create our own and a social soul and thus contribute morally responsibly to a human life together.

6. Self-directed teams in Terra Viva in Brazil

Terra Viva was founded as a company in the 1950s by the Schoenmaker Family. The Schoenmaker family left the Netherlands with 11 children to start an agricultural business in Brazil. They did so 150 kilometers outside of Sao Paulo in a small town called Holambra. Several families from the Netherlands settled there at that time. The Schoenmaker company Terra Viva is one of the few enterprises that has grown to extraordinary proportions and has stood the test of time.

Father Klaas and his sons Kees, Piet and Dick and later son-in-law Joop worked day and night and successfully in the beginning. The company grew, land was bought and the assortment expanded: soy, corn, cotton, potatoes, oranges, bulbs, plants and flowers. Joint ventures also expanded the range of plants and flowers and planted cuttings. Later, trees were also planted for logging.

Two streams developed in the family and they called themselves the capitalists and the socialists. Some strove for good profits, growth and influence. Others sought community building and good social services for employees. Today 9,000 acres and 1250 employees large, Terra Viva supplied agricultural products all over Brazil and exported all over the world.

Everything was learned from their own experience and done from their own labor. At some point the management of the company decided to educate themselves anyway and they did so in an action research process. Employees of the NPI from the

Netherlands and Brazil trained the management in concepts of organizational development and leadership. This included team formation.

Traditionally, leadership and decisions were made in a social manner. Sociocracy inspired this. Also, ownership of the firm was divided among more and more family members so that the family from this firm were also involved and could finance part of their own existence out of the company profit.

An ongoing problem was the control of cultivation. Of course, the weather plays an important role in the growth of crops, but the way in which they are planted, cared for and harvested also makes a big difference. Curiously, then the malaise was in flowers, then in potatoes or then in bulbs. Profits were made here, losses elsewhere. But in general there was a profit and investments could be made and dividends paid. The employees also shared in the profits.

One of the Schoenmaker children Frans took over as CEO from Kees. Kees, with his entrepreneurial spirit, had made the company great and Frans had the task of stabilizing and strengthening it. After several years of mediocre results, Frans decided on a more radical intervention. He found a way to build the organization into teams and bring the teams into a process of self-management. Ultimately, 1,200 people now work in 220 self-managing teams. Each team that is formed is inducted into being a self-managing team. In a guided process, a team is familiarized with its steering tools. The team itself formulates its mission, the result it wants to achieve, the work processes, the indicators to measure, the tasks to be done. The team examines where the weaknesses are and translates them into its own initiatives. One of the team members becomes project owner

and within an agreed time the improvement is realized. In parallel, the team leader is introduced to horizontal leadership. How will the leader guide the team in this process, possibly coach the team and strengthen the team's strengths. In practice, as the team begins to "run," the team leader is given time and attention to the broader interplay with other team leaders, with the creation of better framework conditions at the request of the team and on the development and learning of the team.

The executive team has also become a self-managing team. They manage the whole, take care of all stakeholders, observe team development in the company and make necessary interventions when things stagnate. This requires a great social capacity, in dialogue and with trust to make interventions that are needed. This development of the Terra Viva company has paid off on several fronts.

- Profits have greatly improved.
- Production processes are in better control.
- The teams and its members bear responsibility and share in the results.
- There is more stability and a clear policy and goals to strive for.
- The structure is clear and simple.
- The systems used are manageable by all.
- There is systematic learning and improvement.

Still the family is strongly involved in this company. Many other initiatives originated from here. For example, the contribution to the expoflora that attracts hundreds of thousands of Brazilians every year. A well-run restaurant business Casa Bella. Organization development initiatives in the Brazilian

community. Protection of nature and water streams in the region.

No wonder that leaders from many other businesses companies come to explore how the idea of self-directed teams can work and when they speak to the people doing all this in the teams they get excited and begin to realize this impulse in their own businesses. They have seen a passable path and also what it brings to everyone involved.

7. Self-direction

Self-directed teams can function if the participants in the team are willing to work on their own self-steering. This is not a matter of course, as we are used to being managed by others. It is a big step to do the work and shape the cooperation from our own responsibility. As employees, we are used to carrying out other people's assignments in a functional manner and not so confident in acting on our own authority and taking responsibility for the tasks we set ourselves.

First, let's consider the word self-direction.

First and foremost, self-direction means self-steering, means "being at the wheel and setting the course yourself". This is something we entrust managers with and expect from them. But even with managers, it is especially true to work within the context of someone else, usually a person at a higher hierarchical level. Being at the wheel yourself therefore means that an enterprising, an initiative-taking basic attitude is required.

This begins with observing the phenomena, one's own confrontation with events and, above all, observing the effects of

one's own actions. Being at the wheel yourself is like being taught how to steer a car; you learn by doing and under the guidance of an experienced instructor. In motion, you learn to attentively observe what is driving and happening around you and respond accordingly. Sometimes speeding up or slowing down, sometimes turning or going straight, sometimes backwards and usually forwards, changing gears and braking, knowing where you want to go, following the rules and using your own intuition and reaction speed.

In observing reality as it reveals itself, it is then necessary to constantly interpret and judge what is right and what is wrong, what goes and what does not go. That judgment is gradually built up through the repetition of doing and reflecting. In that process, decisions/choices are always required.

In retrospect, we see whether we did well and can internalize our accumulated experiences and insights and make them into our own steering repertoire.

So it is a continuous cycle of:

- Observation of the phenomena, image formation
- Interpretation and judgment building
- Making choices, decision-making
- Evaluating and internalizing

This cycle plays out in all of the life processes we go through. As we go through life, we explore a wide variety of life processes and build experience and insights into them. We learn to direct our lives. As children we go through a large and intensive development there, after all everything is new and we must learn to understand and master it. As young adults, we are challenged

to shape our own lives. Especially when we go to work, take a job, a strong learning process begins: how does it work here, how do I behave here, what is possible and what is not. We perform tasks, receive assignments, experience progress and setbacks, seek and hopefully find our way and achieve satisfactory results.

As a young graduate, I went into military service and, after a short training as an officer, was invited to scientifically supervise a process of research in 33 army schools on didactics and approach done by senior officers. That was completely new to me, existing in an army, creating my own research process, finding the next steps. It required courage and independence and the intelligent use of what I had made my own up to that point. Training as a sociologist provided some guidance regarding knowledge of research approaches; it was rowing with the oars I had. To my surprise, some approaches turned out to work well and produced reliable and good results. After military service, I joined Shell. I was invited to supervise organizational development processes in Shell companies. This was new for everyone there and certainly for me. Through trial and error we found new ways. For example, project work developed, something that had not been practiced until then. People from different departments went out together with an issue and came up with solutions and new practices. Team training took place, learning courses on social skills and leadership were established, work process improvements realized. I discovered the persistence of work habits, existing cultures of "that's how we do it here," and that change proved to be a difficult process. We discovered that habitual ways of doing things are the very things that need to be changed if they no longer work fruitfully. Here a foundation was laid for a lifetime of research into issues of people's soul and organizational development. Always looking a

little differently and always doing a little differently became part of our own repertoire. Reality is always slightly different from what I had thought. You start again and again, but gradually a substance builds up in yourself. You gain more life experience and life insight and, above all, you learn to manage in completely different circumstances. That is perhaps the most important element of leadership in one's own existence.

In addition to personal self-direction, there is communal self-direction. How do we get to the point where we want to travel a common path together? That requires a process of alignment in communal dialogue. Everyone has their own preferences, ideals, goals, disabilities. So it is important to create a common context in which we will work together. That common context begins with the joint formulation of our mission, our goals and tasks, the results we strive for, how we evaluate ourselves and what are the issues we want to address together. Who is responsible and what is the time frame we think we need to achieve a result. We establish the first step and set out. So this means that we create an entirely separate process in which we will make our way as a team. Within this we dialogue and help each other. In this way we create a third floor in work, in organizational functioning. The first floor is the daily routine, the work that needs to be done. A second floor is the solving of problems that arise along the way. We seek and find solutions often with the help of experts. The third floor is that of change and development. We are willing to examine our own practices and strive for improvements. This means that sometimes we have to say goodbye to existing practices, views, ways of doing things.

8. Team development at Santa Filomena Hospital in Brazil

Hospital Santa Filomena in Rio Claro Brazil is a private hospital run by Lafayette and his wife Adenir. They inherited the hospital from Lafayette's father at a time when the hospital was doing poorly. For the first few years it was their daily struggle to keep the hospital above water. This hospital operates from contracts made with private health insurance companies and businesses in the city and region that offer medical care to their employees. Also, the necessary specialists such as surgeons are hired on contract. These use the hospital's facilities and, of course, what is offered is never good enough. Gradually there has been more stability on both sides: clients and staff.

Lafayette discovered the idea of self-directed teams through IMO and that seemed like a good idea to implement. At first, however, this generated resistance and questioning. "Can that work for us?" was the comment. "Those who don't want to believe should observe and experience for themselves," was then the idea. With a bus full of employees Terra Viva was visited and managers and employees saw how self-directed teams functioned there. The enthusiasm of these employees and their proud presentations of achieved results particularly impressed. "We can do that too," was the conclusion on the bus back home. Among others, the cleaning team, surgical department, administration wanted to immediately install a self-managing team and gain experience with this concept. In a process guided by IMO, the preconditions for a good process were installed such as working with the steering tool, team formation, a different interplay between

team and team leader, among others. It soon became clear that the teams could handle this well and first results were soon visible and presented to the leadership. This encouraged everyone involved and more teams were formed and got to work.

A telling example was the surgery department. About 60 surgeons used the surgical facilities. Each surgeon had his or her own approach and preference. Some wanted the knife on the right, others on the left. There was always a tense atmosphere between surgeons and nurses. The surgeons regularly shouted and cursed and the nurses lost their appetite under these stressful conditions. The nurses formed a self-managing team and soon the issues came up and how to solve these issues as well. The nurses decided to create their own handbook for each surgeon on how they wanted to do their job. This took some time and attention but soon proved to work excellently. The handbooks could be consulted quickly when the surgery program was clear. The surgeons were surprised to now find a custom prepared room where everything was set up and running exactly as they wanted. The yelling and comments stopped and the flow increased considerably. The surgeons even began to compliment the nurses and they recognized that they had essentially taken the wheel. The workload decreased and enjoyment increased.

The self-directed teams began to make their improvements, and as part of that, the leadership was asked to create better conditions and invest in better equipment, for example. Better management and performance also increased the confidence of the commissioning companies that their people were being treated well and competently. Department heads realized that

their role was changing. Instead of constantly giving orders to employees and their team leaders, they were now receiving orders themselves from the teams that expected them to act appropriately. This was realistic because the teams also began to perform out of their own strengths.

Those with final responsibility were given considerably more time to work on repositioning the hospital in the region. All kinds of political measures strongly influenced their functioning. For example, more and more control and administration was required, and then corona was added with all its measures. But here, too, the development undertaken proved to pay off. Changes could be anticipated more quickly and flexibly because everyone was trained to deal with them.

With these developments, the hospital earned name and fame. Several other companies sent their leaders and employees to this hospital to see for themselves how self-directed teams and a different leadership, namely horizontal leadership, can function well and contribute to a better response to all those drastic measures imposed from outside the hospital.

9. Vertical and horizontal working

It is clear that two principles are dominant in organizations worldwide: those are hierarchy and functionality. Many organizations have a four-level hierarchy: The top manager(s), department heads, team leaders, employees/professionals. In addition, organizations are organized functionally. The work is divided among specialties that must make their own contribution to achieving the objectives. This leads to output-oriented work from a defined discipline.

As a result, work is mainly top-down and bottom-up. The guidelines come from above and the work/effects come from below. This is a vulnerable construct, for if a level or a specialty does not cooperate then things stagnate.

However, if we look at the living organism, which an organization is, we see that the processes take place between people who may or may not cooperate. That is a lively interaction where problems can arise. In this sense, we in organizations are constantly working on the daily routines and solving the problems that arise in them. For this, management is responsible and professionals have executive responsibility. Good interplay between those involved requires personal leadership from them, and this is especially true when it comes to improvements and changes.

A core issue in organizations is how the various hierarchical levels and functionalities work together. Reality looks different on the different floors and through the functional lens. How do

we arrive at a more common steering and working on change issues? To this end, the following can be stated.

Top management works with an inspiring vision - middle management works well together on change issues - professionals are customer-focused and assess what works and what does not work in the process with the customer. When these three combine, an organization can move gallantly. If these three are disconnected from each other then things stagnate.

A rhythmic and lively dialogue between these three levels regarding the important issues and how to address them is vital.

In this light, we can distinguish between vertical management and horizontal leadership. Vertical management is a construct within which things are shaped. Horizontal leadership lets things work, unfold and develop. By setting up self-directed teams, we are essentially turning the Pyramid upside down. It is the teams that accomplish the core processes and determine the results. It is the higher levels that must create the right conditions for this. Self-directed teams are given the same steering instruments that management used to have. This is especially true for allocating and using "the resources," creating favorable improvements, achieving results, developing capabilities, balancing action and reflection time. From now on, the teams and therefore the professionals will participate in the leadership of the company. They become a real interlocutor for management and vice versa. Horizontal dialogue can develop and the lines become much shorter than in the vertical construct. This requires from all players in the field role awareness and thus respecting the other in his/her role. Mutually supporting each other becomes the work culture instead of mutual competition, for example to get attention from upper management.

In a horizontal working organization, accents can be set as follows. The top develops an inspiring vision, observes what is going on in its environment, brings a course-seeking strategy to the company in dialogue with the other levels, pursues the results and adjusts in dialogue with the others.

The second level transforms itself into process owners who direct the various processes in the enterprise and bring about results. In this, they involve all stakeholders in a dialogical manner and reach decisions in consent.

The team leaders support the teams in their development and provide the other levels with relevant information.

The employees/professionals work together independently in teams and also between teams and steer their own development process. They provide impulses from their perception of what is happening in the customer process.

All this requires a re-evaluation of each other. Whereas in the vertical organization the top financially earns the multiple of an employee at the base, all power lies above and thus a maximum dependence of all on the functioning of the top is the result. In the horizontally operating company, the differences are reduced, and the returns made are earmarked and distributed in consultation with each other. In this sense, everyone has a fixed salary plus variable pay depending on results. Everyone also has an operational as well as an improvement and change responsibility. Power of initiative lies at all levels alongside operational discipline and skilled problem solving.

The vertical organization works with specialized departments. Production, purchasing, sales, finance, HR, logistics, marketing,

etc. make their own contributions from their own professional discipline. The horizontal organization works with units within which teams operate. Within units, different specialists/teams can work together and achieve common results. We can distinguish three types of units: these are customer units, expert units and top support units. Managers of units can together form the management team that then also functions as a real team.

Thus, when self-managing teams really start to function, all relationships change: these are power relations, status relations, pay relations. More work is done from a personal responsibility instead of a more detached functional responsibility. People become more central to the company and have the opportunity to contribute more from the whole. This is motivating and can lead to a new connection between people and business.

10. Team development IMO

In 2004 I prepared the start of IMO and from January 1, 2005 IMO was in operation. Now after 19 years there are 11 teams of IMO consultants operating in 11 countries. 60 colleagues are working with IMO methodology in 350 client organizations. In the national IMO teams the process is shaped together. That concerns the client work and the development work. The essence of the work is to support people and organizations in realizing good change and development processes that give people and organizations a future. Since it had become clear to me after 30 years of consulting that changes cannot be realized properly along operational lines but that a horizontal infrastructure is needed for that, in which process owners and clients together with the people involved do the process, I decided IMO to set up in such a way that the horizontal plays a maximum role and the vertical a minimum role. The basis of everything was: the entrepreneurial IMO colleague working in team with the client and with each other. The client process is the basis of our existence and our office is therefore with our client. This means, no own building, no staff, no complicated systems but a common work process at the client and a common development process of our methodology as a team. Each colleague organizes its own housekeeping and finances and everything each one does is part of the IMO community. We are therefore a development institute and have as legal form a Dutch Foundation. A foundation works on a non-profit basis and takes care of a socially important process. The name, logo and website are part of the Foundation which is governed by three IMO colleagues. Once a year all colleagues gather for a short week in an IMO country. There we meet, share experiences, further

develop the methodology. Regular meetings are planned in the national teams. Through modern techniques colleagues from different countries cooperate with each other e.g. in web seminars or development groups.

All this forms an explicit construct for development and change. The entire process is monitored and receives impetus from the IMO Board. Each team has a colleague who is team leader for 5 years and ensures that the team gets and keeps its own process. This colleague forms part of the IMO Board with the other team leaders. In it they coordinate and also take care of that which the whole requires. One colleague leads the IMO Board for five years as a horizontal leader.

Each colleague pays an annual contribution of 400 to 600 euros to the Foundation to finance the management work. That is the administration and website care as well as the expense allowance for Board members who have to travel to their meetings.

The exciting thing about this way of working is that the whole thing is supported by the personal motivation and entrepreneurial power of the colleague and the willingness to cooperate and develop together in teams. Everything is done from personal leadership and in this sense there is no institutional security such as client work or a salary waiting for you. This takes some getting used to for new colleagues who sign up. However, if you get started in this construct and find your way in it consciously and attentively, it starts to work and new opportunities keep revealing themselves in customer work and development work.

11. Team development

A clear distinction can be made in where teams stand and how they work. Over many years working with teams, it has become clear to me that even a team must go through a development process if it is to be able to achieve self-management. For example, we are familiar with Maslow's concept of developing levels in responding to human needs. In my own wording, that concept reads: At the lowest level (1), that is being provided with food and housing. At the next level (2), that is obtaining security and safety. Then comes the level (3) of work and education, skill development. At the next level (4) is that of obtaining attention and respect for who you are. Then the level (5) of self-realization, also in dialogue with others. To get to a higher level, the underlying level must be present and an effort must be made, a learning process completed in order to live and exist at the higher level.

For team development, we can also distinguish different levels.

At level 1: the team consists of individuals who do their own thing and are not really interested in its effect on others. "We are not a team" the team members say.

At level 2: The team members treat each other nicely and each does his thing: "We respect each other".

At level 3: We bring each other into the game, work together, celebrate results and give each other feedback. "We strive together for a good result as a team".

At level 4: We improve our processes when they are not working well and do so together with other teams we are involved with. "We learn together and constantly improve."

At level 5: We are entrepreneurial and innovative. We are in dialogue with our client and customer and take advantage of our opportunities. "We collaborate creatively and entrepreneurially".

Teams go through a development process and can take another step each time after first reaching a higher level. With each development step, the leadership quality of all involved rises.

The development of a team goes step by step. To reach a new level, we must develop a certain new quality together.

From level 1 to level 2: We get to know each other better, who we are, what we do, and we explore a common ground for the team.

From level 2 to level 3: We have a clear common goal we want to achieve and we have defined our identity and contribution to the whole, we work on this together.

From level 3 to level 4: We systematically improve our work, improve the work process and cooperation. We are aligned with other teams and with our superiors.

From level 4 to level 5: We actively work in an entrepreneurial way with our customers and expand our contribution. We have long-term relationships with our clients. We can contribute in a unique way that is valued.

These five levels of team existence lend themselves first to a team diagnosis: where do we stand as a team and what is the next step. This gives the team development process a clear focus. In addition, it indicates what a team can work on to take a step to a higher level of functioning.

As with any organizational development process, successfully working on change and development depends on the interplay between team members - team leader - team facilitator. The team members carry out the process, the team leader organizes the preconditions for this and the team supervisor guides team and team leader in their change.

This triangle is necessary to realize a new reality. All three work from a leadership quality. There is no unhealthy interdependence but everyone can freely give the right contribution. This is a very subtle process.

12. Team development in German Sparkassen

For more than forty years I have supported German Sparkassen in their development. That started when I was invited to the German Sparkasse Academy to do a seminar with Sparkasse directors on the theme "Entwicklung und Umsetzung der Geschaeftpolitik". There it turned out that the gap between policy makers and policy implementers had become so wide that the leadership felt powerless to make its strategy and policy known in the community and executable. We offered these board members another path they could take, a horizontal one. Involving people from different hierarchical levels in the process in a new way and letting them help shape this process, thereby bridging the gap between levels and also developing a more realistic policy and strategy that could also properly guide the actions of the employees.

In several Sparkassen I was invited as a consultant to guide new developments and necessary change processes. The management team as client formulated the issue and chose and invited the process owners. They accepted the invitation and, in addition to their operational task, started leading their own change process in which the change was realized step by step. The process owners invited all those who were able and willing to make a personal contribution. This proved to work and so we built in a third level of work in various Sparkassen. The first level are the day-to-day operations. The second level are project-based problem solving. The third level is realizing necessary radical changes.

Over the years, a profound change developed in Sparkassen. Whereas previously the Vorstand was supported by influential staff departments and the people in the market had to process and realize all kinds of central impulses, now rather the market people came first as process owners and staff members as experts had to support these radical change processes with their knowledge and ideas. This created a whole new dynamic in Sparkasse and thus the central departments had to find ways to change their way of working from working from power to working from service. Whereas previously there was a natural tendency for Sparkasse employees to strive to obtain a position on the staff, now it was precisely the market positions that appeared to be gaining in importance and this was also reflected in a different valuation and remuneration.

What proved a handicap again and again, however, was the persistent belief that you have to change the conditions before people can go along with the change. However, new systems, new structures, different procedures, regulations and rules did not appear to work in such a way as to enable employees to make a better contribution. This is in contrast to what could be observed in change processes. There, people first did things differently and then the conditions had to be adjusted. This now prompted some Sparkassen to develop an interest in working with self-managing teams. To this end, I developed "a three-stage rocket" process.

As a first step, teams are selected in market and staff units that will participate in a study. Using some questionnaires (which we will cover later in this book), both the team leader and team members are given the opportunity to examine how they function. The team leader examines the four core horizontal

leadership qualities of directing, coaching, inspiring and intervening in a 360-degree survey. Team members are given two short questionnaires, one on autonomy and one on being a top team. The team leader conducts a discussion with colleagues and staff members involved in his survey and finds points for strengthening his leadership. The team members talk through the results of their questionnaires with each other and formulate areas for attention and improvement.

In a second step, the team works with a steering tool given to them (which we will also cover later). They formulate their own mission as a team, their objective, their indicators for measuring results, their core activities. They translate the improvement issues found in the first step into small projects, choose a leader for each project and determine the time frame in which results must be achieved. The team leader practices his/her improvement issues in his/her leadership and thus good intentions come together from two sides.

In a third step, the team works with the steering tool, Regularly they discuss the events, next steps and results achieved. Occasionally the team leader is asked to adjust certain conditions where progress is blocked by certain procedures, rules or systems.

After different teams in different units have gone through these three steps, the Vorstand talks about experiences and results. Only one team might shows no progress at all. Most teams make great strides and are eager to continue working and being involved in this way.

With the leaders of the second level, in a web seminar of 6 weekly meetings of 2 hours each, experiences are shared where some of

their involved colleagues can report from their own experience and a core quality of leadership is practiced. This opens a door to a different way of working together and developing together at the second level in conjunction with management, team leaders and professionals. The culture changes from a functional interaction with each other to a more personal way of collaboration and contact. The Vorstand offers colleagues to address each other by first name from now on.

13. Team steering tools

Self-directed teams can work well with a number of steering instruments with which they can both map their situation and shape the improvements they want to realize.

There are steering instruments for the team and there is a steering instrument for the team leader.

For the teams, two questionnaires are available with which they can map their situation. It is also possible to determine a position on the development ladder for teams.

First, the questionnaires for the teams.

One questionnaire focuses on the question: "how autonomous is the team" and the other questionnaire focuses on "being a top team".

The questionnaire regarding being a top team is as follows:

1. The team members feel committed with their task and responsibility.
2. The team members learn together. Mistakes are reviewed, success celebrated together.
3. The team works in an innovative way and finds new ways of working. The added value for the client is the focus.
4. Team members give each other feedback so that the team performs better.
5. New colleagues are well integrated in the team, and they feel at home in the team.

The questionnaires regarding being an autonomous team refer to the following qualities of an autonomous team:

1. Take initiatives
2. Develop their professional and social skills
3. Steer with goals and associated indicators
4. Know the ways in which something can be done
5. Work well with others
6. Manage systems
7. Actively contribute to meetings

The autonomy of my colleagues can also be monitored.

The team leader can also rate the autonomy of team members:

1. They take initiatives.
2. They develop their professional and social skills.
3. They steer with goals and related indicators.
4. They know the ways in which something can be done.
5. They can deal with systems.
6. They actively participate in meetings.

The conversation

Based on the scores given by each team member and also the team leader, the team members have a conversation and look together at how each person has rated the different aspects. This leads to at some point real team issues surfacing that the team could improve on. These issues are turned into small projects that the team can start doing. To this end, the team can use the following steering tool.

Team Self-steering Instrument

	Projects for improvements	Owner	Time
Leading Image			
Goal			
Core task			
Indicator			
Activities			

With this tool, the team creates its own context. Together, team members formulate the following elements:

- What is our mission?
- What is our goal?
- What is our task?
- How do we measure the result with which indicators?
- What are the core activities.

Based on the research using the questionnaires, the issues found there are translated into small projects. Each project is led by a team member and the time frame within which the result must be achieved is also indicated. As a rule, each team meets once a week to discuss progress and possibly start new projects as new questions have arisen.

Research by the team leader

The team leader also conducts research. In a 360 degree analysis using the questionnaire around the core qualities of horizontal leadership being directing, coaching, inspiring and intervening, strengths and weaknesses emerge. The questionnaire is completed by the team leader himself, 4 selected employees, 2 colleagues team leader and his own manager. The results are processed by the team leader and then an interview with the 7 others takes place where points can be discussed and explained and the team leader can draw his/her own conclusions with points for improvement.

1. I make decisions for my company that make a difference.
2. I learn from my colleagues.
3. I can sketch out images for the future and am determined to realize them together with my co-workers.
4. I stop the process when things are not working 1 2345.
5. I support my employees by taking a critical issues by taking a clear position.
6. Good listening is an art I master.
7. I can inspire others to pursue a challenging goal.
8. I have no fear of confronting others.
9. I create the optimal conditions for my employees.
10. I always look for the next development step for my unit.
11. I enjoy dialogue with others about ideas that are are important to my unit.
12. I like to show boundaries that should not be crossed.
13. I set up processes so that things work.
14. I encourage others to take a learning step.
15. I can encourage others to dream of the future.
16. I have no Fear of stopping projects.

Employee, colleague and supervisor questionnaire.

1. He/She makes decisions for his/her company that make a difference.
2. He/She learns from his/her colleagues.
3. He/She can sketch out images for the future and is determined. To realize them together with his/her co-workers.
4. He/She stops the process when things are not working.
5. He/She supports his/her employees by taking a clear position on. Taking a clear position on critical issues.
6. Good listening is an art that He/She has mastered.
7. He/She can inspire others to pursue a challenging goal.
8. He/She has no fear of confronting others.
9. He/She creates optimal conditions for his/her employees.
10. He/She is always looking for the next development step for his/her unit.
11. He/She enjoys dialogue with others about ideas that are important for his/her unit.
12. He/She likes to show the boundaries that should not be crossed.
13. He/She arranges processes so that things work.
14. He/She encourages others to take a learning step.
15. He/She can encourage others to dream of the future.
16. He/She has no fear of stopping projects.

Instructions for the 360 Degree Examination Core Leadership Qualities.

As a leader, you answer the 16 questions. You circle a 1, 2, 3, 4, or 5 for each question. You give the questionnaire to 4 members of

your team, 2 colleagues and your boss, and they complete the questionnaire and give it back to you.

You write down the grades of the others. Then you group the grade scores to 4 categories:

Questions: 1- 5- 9- 13: Steering processes.

Questions: 2- 6- 10- 14: Coaching the learning of others.

Questions: 3- 7- 11- 15: Inspiring with a vision.

Questions: 4 - 8 -12 -16: Intervene and confront.

You analyze the differences in scores. If there is a difference of more than 1 point between the ratings, it is helpful to see what causes the difference. Organize a meeting with the 7 other people to discuss the differences. This will give you focal points for your leadership.

Warning

A score of 2 is not necessarily bad and a 4 is not good. It says more about too much or too little. It is important to see the relationship between the four dimensions and what could be strengthened and what could be restrained.

Team development phase tool

The team leader and team members can look at what stage of development the team is in in their research together.

Phase 1: we are not a team, everyone is doing their thing

Phase 2: we are nice to each other and share occasionally

Phase 3: we work well together and have a common task and interest

Phase 4: we are constantly improving as a team

Phase 5: we are entrepreneurial and innovative as a team.

What step can the team take to move to the next stage of development? It is found and done.

Why are we enthusiastic

Why are we excited about self-directed teams and horizontal leadership and how the introduction of self-directed teams and horizontal leadership can work well in the enterprise.

My Brazilian colleague Hermanus, who intensively guides the process of self-directed teams in different organizations, put it as follows:

"First of all, we are excited when we see the effects in employees. It strengthens meaningfulness, employees take initiatives together, they carry personal responsibility and they participate fully in the leadership on an equal footing with management.

Team members participate in the core processes of the organization. They experience autonomy within their own framework or context.

The new role of the leader becomes clear: instead of planning, dividing work, exercising control and intervening, the leader now turns his attention to "creating good conditions" that employees can work autonomously. This is where the four core qualities of Horizontal Leadership fit perfectly.

In this way, the 'I' of the people involved can rise in the soul, this person can be proactive and take more control of his destiny.

This development is about the essentials: improving work processes, strengthening the community, developing the human being, putting the customer at the center of attention.

In this way, Human Values become the center of our attention and we can form "islands of humanity."

What are the theoretical backgrounds and value meanings of self-directed teams?

The employee can be fully human: thinks for himself, takes initiative, is responsible.

The perception of meaning in life/work life is a source of happiness.

Creativity of the employee needs free space

It touches deep human values such as freedom, respect and love

What are important characteristics of working with self-directed teams?

The team is important to the individual.

The customer and the customer process come to the forefront.

Employees are seen as "mature" by the leadership: they take care of their own work process and results.

In his work, the employee usually has more practical knowledge than the chief. And this comes into its own.

This knowledge allows him to contribute realistically to practical improvements. It is mainly about playing together: we all look at the same ball/ and concentrate on playing the game.

A horizontal dialogue with the team leader takes place.

The team leader provides the preconditions, the connection to the top and remains the (final) responsible one.

The top leadership is committed to working with this approach organization-wide. The whole thing runs on inner motivation more than external pressure.

How does learning and training (certification) take shape?

The process takes shape and gains content through action learning. By doing and reflecting and doing it over and over again, team leaders and employees become familiar with this way of working. Training in social skills also takes place.

The introduction of self-directed teams is a process without end. It requires to be constantly kept alive. An internal process owner for this is important but support from outside by an experienced consultant can also help.

All this requires adaptation to the specific characteristics of the organization, without losing the essence.

An essential basis is the image of man, that the leadership initiating this change process, carries internally. A person of body, soul and spirit stands before us and we appeal to all three of these qualities."

14. Team development in a Dutch healthcare institution

The CEO Willem in a large Dutch healthcare institution in the east of the country was inspired by the following image he found in a book published by me, "Being a pilot in your own life".

"In our biography, three types of communities play a role

- The natural community
- The organizational community
- The personal community

What about us, with our residents and staff, he wondered?"

He initiated a study and invited five staff members to participate as researchers in dialogue with residents in this process. They went out and talked to many people involved. From this, a beautiful process developed which culminated in a workshop where managers and staff could explore this theme of community formation. This gave impulses to pay more attention to it in their own practice. A brochure was also produced in which, among other things, the following was expressed:

"The 3 communities are not separate areas that you go through chronologically. However, they are communities of interest to everyone. Let me briefly explain the core of those communities.

Natural community:

This is your family of origin and your own actual family. Everyone has a natural community and it always plays a role in one's life. This community is given to us and from heredity people are connected. Characteristic of the natural community is:

- There is its own language and intimate connection.
- There are natural habits and patterns.
- It is originally a closed system, where as an outsider you do not simply join.
- Biographically related to each other hereditarily.

Organizational community:

We are also often part of organizational communities. These are created communities in which people have made working arrangements with each other. It is

for example, a business, a soccer club, an organizational care community. A characteristic of the organizational community is:

- There is a functional language that you use with each other.
- There are working agreements and procedures that are established.
- The goal you make together and is always articulated from the relationship with the client.
- From an assignment, we are temporarily connected to each other.

Personal communities:

We are also in personal communities. These are communities created and chosen by ourselves, from an interest, passion or connection in which we experience something together. Characteristics of personal communities are:

- Self-chosen community based on your interests.
- A language has been created together, habits and patterns that people want to connect to.
- Creating together, trusting each other, connected from our common passion.
- Connected to others from a choice based on one's own personality.

These communities say something about origin and meaning rather than the kind of contact we have with each other. The contact in an organizational community can be personal. But it remains an organizational community because the origin is a created connection between a mission and the customer.

By recognizing these communities, you can also see what the community can mean to someone. Asking biographical questions about someone's natural community gives you a different perspective on the person. That gives room for a different relationship and personal growth. And that makes a person more likely to be able to choose and maintain a personal community."

These three types of community show how in everyone's life there are three different connections to others. We see a hereditary connection, an organized connection and a personal connection. In the hereditary connection, community is

predestined; there is no escape from it. With the organized connection, there is a personal choice in which community you enter or leave. With the personal connection, the connection is provided by yourself in dialogue with the people you have chosen to do so.

For residents and staff, these three communities apply. Residents and staff live together in a community dealing with all three qualities. This requires personal leadership from resident and caregiver. Team work is very important in this, self-direction likewise if this community is to guarantee a meaningful existence.

The fact that attention is now being paid to the creation of self-managing teams also says something about the spirit of the times. In the past decades it was mainly growth and result driven work. Being successful in producing and consuming. It is organizations and their managers and employees that make this possible. As I indicated, we do pay a price for this and that is that we see the meaning of it all and the inspiration to continue with it diminish. Many wonder: what are we on earth for, what do I want in this life?

Community becomes an important theme that, after many years of focusing on the individual, now demands our attention again.

It is evident that community is related to continuity.

- The natural community has hereditary continuity.
- Organized community requires leadership continuity.
- The personal community needs initiative continuity.

Working with self-directed teams and horizontal leadership requires of us a renewed orientation to the meaning of life and the source of inspiration.

15. Life dimensions: meaning and inspiration

The most important basis in society are all those social institutions that carry out and take care of basic community processes. We have an almost perfect social infrastructure of social bodies that take responsibility for almost all social processes. All those institutions such as tax authorities, schools, health care, railroads, become regulated and bureaucratized. In this, professionals who have to follow the regulations can slowly become rigid within the increasingly perfectly managed systems. The contact with what it is essentially about, serving the other meaningfully, is then in danger of being lost. Ten protocols stand between me and the customer. That eventually kills the passion and inspiration of these professionals. The doctor looks at his lab list and no longer looks the patient in the eye. The teacher operates the computer and the system and loses touch with the student. The nurse fills out the states and no longer has time to talk to the patient.

It is the human being in the professional who seeks a path to inspiration and meaning. It makes no sense to wait until this is once again desired from on high. If you don't, you run the risk of becoming stressed and frustrated as a professional. Being able to take part in a self-managing team offers the employee an opportunity to get back in the game with their own questions and ideals. It supports the employee to become familiar with life dimensions that can fulfill one's soul.

Life dimensions

In our daily challenge to deal with what life offers us in terms of tasks, it has become increasingly clear to me that we are dealing with life dimensions that we must learn to master if we are to achieve a consciously fulfilled life in the flow of time, a fulfilled life together with others.

What are those life dimensions that also affect the proper functioning of a self-directed team?

First of all: our dealing with time, dealing with our life and work processes. In that, how do we deal with busyness but also with emptiness? In addition, our dealing with authority and also our dealing with technology in our life and work processes. How do we deal with relationships?

Secondly, how do we relate to the communities in which we work and live? In this we encounter dimensions such as dealing with freedom and responsibility, our communication with each other, inclusion or exclusion of others.

Third, how do we deal with power, with performance, supervision, control, systems, money?

In dealing with these dimensions of life, we rely on inspiring and encouraging ideas and impulses that we can not only make our own as thoughts, but that we can also base our actions on as life values. Let us explore ideas, thoughts and life values which philosophers in particular have given us in their research into people's questions of life and which have proven their relevance for guiding our lives at work.

How do we deal with time, with our life processes?

We are born, we live, and work and we die. Time runs inexorably. We live that time in our life and work processes. In it we are present but in it we also develop. We grow and change. Dealing with time, dealing with life and work processes requires direction. Here we find an absolute interplay of the imperishable "I am" with the transient "I become". It is the philosopher Heidegger who explored the connection of being and time. One important concept he explored was the concept of horizon. There is a spatial horizon and there is a time horizon. This indicates something of limitation. The horizon is not static but shifts depending on our own movement. A word that builds on this is the word horizontal. Isn't that a language of the horizon? We ourselves like to work with the terms vertical and horizontal. Vertical is a world of rising and falling, horizontal is a world of moving and going through doors. Vertical is more space and structure, horizontal is more time and movement. Whereas in space we can return to where we were before, in time we cannot. We can take the past with us and we can anticipate the future. However, we travel through time in the here and now. Another word that Heidegger embraced was the word/concept "care." That shows something of our relation to the other, to the community, the world, the earth.

Within the horizon of our existence we can play with time. Yes over many centuries we become more and more at home in time. We develop an increasingly working memory that allows us to travel back in time. We can process the many experiences we have every day into a memory and so we are able to integrate this past into our lives. We can learn from our mistakes from memory. We can recall the feeling and fulfill ourselves with the

past. We can also travel into the future and imagine more and more precisely what it might look like. We can turn desires into processes that take us into the future. We can increasingly care and care because we can develop a sense and judgment about what we want to keep, what we want to take with us. It is precisely in self-direction and team direction that we can experience these dimensions of life and work intensively.

In time, morality also arises. We live with questions and want to properly relate to what is happening. Can I go along with this or not is a question we can ask ourselves. Am I going to promote this or not is another question. Do I connect with this or not, do I continue with this or not, these are all questions that have to do with time and memory. But they are also questions that bring us to ourselves. Who am I, that I may write this? Who am I that I get to work with you? Who am I that I am allowed to do this task, to bear this social responsibility, to appropriate this work?

So it is also a question of identity: who am I? "Becoming who I am" and that in the work: wow! All these are dimensions of life that are very important for self-directed team life. It is not only functioning there that matters, but it is also experiencing the meaning of existence, developing one's soul, being together and working together and experiencing fulfillment in that.

Especially in a self-managing team, we learn to deal with time in a meaningful way. We do not want to occupy ourselves with things that do not matter but rather pay attention to that which advances our mission and purpose. We can experience the meaning of our existence on a deeper level, a more existential level.

Becoming who we want to be

For the question of "becoming who we are," the philosophers give us a clue. Ultimately, they state in great commonality that the most meaningful way to live is to "do the good." To enable us to do this, we can acquire knowledge. We develop this knowledge in dialogue with each other. In this, the master-student relationship is still the central relationship, argues philosopher George Steiner. It is the masters who lead us to the source and it is the pupils who must get past the masters. To each other we build our personality. Our identity today derives from "who we have become," and our identity is defined by that with which we identify. Is it your origin, your religious beliefs, your profession, a higher power, your destiny? I sometimes ask myself the question: are these sources of existence for our identity, for becoming who you are sometimes drying up, is this handhold falling out of our hands? Have our masters, our examples fallen off their pedestals? Are we living in an identity crisis? But this question can also be asked differently: are we shifting a horizon, crossing a threshold, going through a new door into a new space, a new time? What will that look like?

For me, it is certain that the old sources that feed our lives are increasingly drying up, and thus institutional solutions to life's questions no longer provide us with sufficient guidance. It is the people we directly interact with who can support us and with whom we can find ways together. In this light, self-directed team development is a special and important condition for shaping our lives. This applies at home and at work.

In the team, we can become visible to others. We contribute, exert ourselves more or less, connect, contribute and possibly enjoy what we are doing together. This gives fulfillment and

meaning to life. Basic life needs such as security, safety, attention and self-actualization can be met with meaningful work, with doing good.

Horizon - language

We develop languages that can expand our horizons. With languages we penetrate new realities that we also create ourselves. With languages we can expand our horizons. These languages give us a basis for consciousness and to express ourselves. Every moment we develop new languages that accompany the exploration of horizons. We can come to transference, we can take each other in it. Do we have vernaculars and dialects in our world that divide us and somewhat limit our horizons, we are now learning world languages with which we can find each other. For example, we are learning organizational languages with which we can express all the functional of organizations worldwide. A global management literature language is in the making that brings us inside the functional organized life. We are going to communicate with each other in global economic - social contexts with social - economic concepts. We also have therapy languages, scientific languages, professional languages that bring us into global connections with others. This now begs the question, "what do we connect to, with whom and what and how is this going to define our identity and why would we want it?"

These new languages allow us as individuals to make sense of our own lives. You will find more about this in my book "Language of the Soul" in which I explore a soul language for our organized life.

An example.

I describe in this book "Language of the Soul" 21 triads that express something of what matters in organized life. For example, I outline the triad: father - son - spirit. In the organized context, that stands for: our origin - our present endeavor - our future vision. Thus it makes sense in organizations and in your own organized team life to continually ask this question: " what is my/our impulse - what am I/are we doing now - what do I/do we want for the future". Another triad is: attention - connection - trust. What I or we pay attention to that creates the possibility that we can connect with it. From this common connection, shared trust can emerge. When we can make ourselves more aware of how I and the community are connected and how I can guide myself in this, in dialogue with others, using a meaningful language, the more likely it is that I will see my life as meaningful and fulfilling.

In the self-directed team we will develop and speak a common language with each other. We learn to understand each other at a higher level, have half a word. We take time to ask ourselves questions, engage in dialogue with each other and delve into what works and has meaning for us and what does not.

Space and time

It may be space that divides us as human beings and it is time that brings us together as human beings. As Plato stated, the human soul came into being at the creation of space and time. Being and eternity are complemented by becoming and temporality. Birth and death, coming and going, crossing borders, pushing boundaries, that destines human destiny here on earth in this human soul world.

We can experience this powerfully in team functioning. We sometimes enter our unknown territory and explore in it. That is exciting and requires our commitment to make something of it.

How do we handle a busy existence of living in the now?

Time is becoming increasingly important in our lives. Not only do we live longer on average than a few centuries ago, but we are also living through time more intensively. Whereas before we were bound to a place and lived our time there, now we have become mobile beings who move about the earth. This already begins with childhood life. Early on, we divide all our time between home and nursery. We are taken to all kinds of places and events. We go to school, sports club, music class, party, vacation. We watch T.V., the Internet and have our cell phones handy. We are busy early on. We can still somewhat process the enormous amount of experiences at night but soon we run out of time there too. The stress increases the more we have to keep up with. The answer that modern prophets like Anselm Grun give us is that we must live in time, in the here and now, and do so with attention. We need to build more moments of reflection into our lives in order to get back to ourselves. So I can experience that the more I do and the less I reflect, the more dispassion takes place and the more I reflect and do less, the more my inspiration increases. This has to do with the secret of being time. Time is not only 24 hours a day and the clock is ticking, time is also an inner category of life and appearance. In time we can become empty or fulfilled, we can be present or absent, we can be inwardly directed or outwardly directed. To direct that now is the great life question of inspiration. Do we let ourselves steer or do we steer ourselves. Don't we rely on steering ourselves indeed? Are we capable of mobilizing our self in the soul,

directing our life and taking charge of our inspiration? In this sense, being part of a self-directed team is a beautiful context in which we can learn to deal with time and meaning and thus achieve self-direction in our own lives.

"She always has a lot to do and lists of items are waiting for her. It never ends, she complains. Even on vacation that doesn't go away. Her partner sits outside in the sun and reads a book while she cleans and tidies the closet. Why am I doing that, she wonders. She decides on the spot to do that what her partner does. Every moment he sits outside, reading and enjoying, she does the same. And yes, it works. By the end of the vacation, she has read her book, not polished the windows this year, nor finished her paperwork she brought with her. She enjoyed the outings, the friends visits, the good food outside the house. She has found a way to become more balanced, she feels more spirited".

I mentor an organization that has made it its mission to bring people and organizations together when it comes to very primary life processes like cleaning, arranging transportation, providing food. It exists almost 10 years and is working expansively in different parts of the world. This organization is run by the founder and a management team of 8 people. Until now it was loose sand, each did his own thing. The founder tried to fill all the gaps but it was no longer possible. "I would like to make my management team a self-managing team," was his question. In a series of two-day meetings, he and the team worked in an entirely reflective way on essential issues, leadership issues, "Incredible, said the team members, how we come together in this way and are now tackling the real issues

together. Small and big changes are coming together without all the hassle of before."

Self-direction, meaning, inspiration and community building go together and require their own reflective process. In their own units, they interact as leaders, each in their own way, with the others as leaders, team leaders and professionals.

Leadership

Here we touch on the point of leadership. Who leads me, how do I lead myself, how does the other lead me? Leadership and "sufferership" are close to each other. If we are unable to lead ourselves, we soon find ourselves in suffering. We become unbalanced, pulled into everything we may not want to be in. We soon experience an "experience pressure" as the permeable being we have become today. Everything pulls through us and we sometimes don't know what to do with it. Can we channel it, guide it, process it, give it meaning?

We search for answers.

In this search, we encounter a great dilemma.

Do we surrender ourselves completely to authority and technology and the system or do we take control of life and leadership ourselves?

Functional society brings about that I enter into relationships in order to use them. It is convenient to enter into a relationship with that person because it can bring me closer to my own dreamed state. We become masters of networking and build a virtual relationship network by any means possible. On the other

hand, young people in particular find their relationship with others the most important thing there is. The friends, that's what you go for. They are even more important than parents because you can share your real worries with your friends. We long for real relationships but do we maintain them. I would argue that all conventional relationships and artificial relationships have difficulty sustaining themselves in the long run in this complex and demanding world, and that it is mainly my personally chosen relationships in the community I have formed that have a chance of survival. In my own life, I can thus become connected to people who travel with me for a lifetime, with whom I may spend a lifetime. This now forms a healthy basis for being a self-directed team. I have seen often enough that a team fails to achieve self-direction because the members of the team do not really want to connect with each other. There is too much antipathy between people and it is not bridged but is left and thus disturbs mutual trust.

Our enduring relationships are not only based on common backgrounds, common beliefs but they are based, above all, on a common aspiration to do good in those fields and for those people to whom we want to be of service. We have a common aspiration. In this, the moral dimension is decisive: do we find each other in this dimension, do we strengthen each other, do we help each other?

Living in communities

Now that I as a human being no longer have an all-important natural embedding, like animals or plants, in natural communities, and now that I as a human being do not live in the community solely from instinct and drive in nature, or in other words, now that I as a human being have fallen out of the natural

community context, how do I still find my connection with others? The philosopher Kant laments that man has not been imbued with an instinct for freedom that lets him do good things together with others as a matter of course. The philosopher Nietzsche beautifully describes how man was once part of the herd and now individual man has "the herd living in him. Man may be condemned to live in ungodly space, in indeterminate time. Man no longer has an absolute hold and asks himself fundamental questions. Why am I doing this, how am I doing, how can I free myself from that which oppresses me? These are the profound slow questions that bring us to reflection and are important for our sense of purpose in personal life and also in community life. Am I as a human being capable of finding my own way out of this?

This is how I enter into my own leadership. Traditional leadership used to be community destined and this traditional leadership in the form of a leader ruled my destiny and gave me a destiny. This hierarchical leadership that absolutely determined my personal destiny has dried up and weakened in the communities in which I move and work and is not infrequently entangled in conventions, slogans and protocols. It now comes first and foremost to my own leadership. Thus, this leadership challenge is for each of us. Every professional will have to start showing leadership in his profession if he or she wants to continue to participate constructively in society, starting in one's own organization, one's own team, one's own personal community as well. We take personal responsibility for our own steps, but also for what others ask of us. We no longer avoid it, we engage it. In this way we participate in the community and can find a balance between what the old nor asks of us and what the new invites us to.

Do I succeed or do I struggle with that?

This is where the question of personal responsibility comes into play.

Freedom and responsibility

If we become part of a self-directed team then we are challenged to step in as a person. We can no longer hide behind the functional shield of our task and function. We are faced with freedom and responsibility. Do I struggle with freedom and the associated personal responsibility?

Can I deal with this uncertainty, with this undefined horizontal space and time? Do I fear this freedom and responsibility?

The philosopher Hannah Arendt, in her latest book "On the Mind," describes how over the centuries mankind has appropriated freedom. First of all, this is freedom of thought. Our self thinks and thinking has enough of thinking. In thinking we can take unexpected paths and create new realities. Next came the freedom of will. We can direct our will and we are able to do good out of freedom. Now we are ready to conquer free judgment. Are we able to arrive together at judgments that allow us to come to good decisions out of freedom and from there to master life. This is a core process that takes place continuously in a self-directed team context. Step by step, we as human beings and humanity can conquer freedom. This is not to say that man will automatically go along with this. Man can remain stuck in the destined closed community and not appropriate this freedom. Man can feel bound to the destiny of blood and soil, of hierarchy and the power of others and only want to respond to it.

Living and working from freedom succeeds only if we want to stand fully on the narrow bearing surface offered to us by our I and the I of the other in the soul. But precisely this small support base is supported by the great human life forces that support freedom. These are the forces of love and respect. The love-force is the force of personal connection, loyalty, courage. It is the power of creating an open space in which the other is allowed to be the other and in which I and the other can appear as authentic. That involves respect, that is appreciating and allowing all that is to be in its own capacity. Not wanting to abuse this other, the other, for one's own pleasure and purpose. Not wanting to elevate or subordinate oneself, but wanting to come into contact and remain in contact with that which we meet. These are the personal tasks we meet in the self-directed team and to which we can personally give form.

The beauty now of all this is that I do not have to accept it but can perceive it with my own eyes, with all my senses, with my heart and soul, can experience it, can create it. Can we encourage and adopt, help and guide each other in this? As the philosopher Kierkegaard put it, "We can see in the face of the other, the second face and connect with it." In the first person, the second person can rise up, the higher self can appear and take life in hand, connect with it. Here we "as Emmaus disciples" can go our way together, and in this we meet the humanity force of freedom that can accompany us on this path.

Bernard Lievegoed wrote in his last book that our souls are occupied. He foresees in the coming decades that the world is about "the salvation of the soul." Can the human soul still respond to what is essentially humanity and what is required of humanity in terms of development? In this he is connected to

many philosophers such as Hannah Arendt and Michel Foucault or Emmanuel Levinas who have come to the insight that the struggle today takes place primarily in the inner self of man and there we can enter into the primal questions, which are "know thyself" and "care for thyself." We do not do this by falling into selfishness and being self-centered, but we do this by turning our eye to the other and seeing his/her suffering through the eyes of that other and connecting with it. The questions of life that we experience in our busy lives that cause us anxiety and that we would like to banish from our lives must now be entered into in partnership with the other. This requires an open dialogue in which we can support each other with our own issue by finding together the next step that can be taken. That is the lived reality of being part of a self-directed team.

Our communication with each other

Years ago I was with a colleague and his partner in Lapland/Finland in early April. There was still a meter of snow and we were skiing through the exposed trails like cross-country skiers. At some point a family passed by, husband and wife and child. The man had a cell phone to his ear and was talking loudly in the silence of the forest. I was surprised and amazed. Some months later I was working in a project in England with a large group of experts and I noticed that almost all of them were talking on their new cell phones all day. "Hello darling, did you get my message. Beautiful, I will call you back in an hour to see where we are. Bye".

Then came the Internet and we went into the Internet to take care of our business. Today I order tickets, read the newspaper, visit interesting sites.

This now has become everyday.

In the bus to Tampere sit two children, a boy and a girl, about 8 years old and for 2.5 hours are playing and drawing on their template without exchanging a word with each other. Each in his own world. Also my colleague Klaas and myself regularly sit at our PC in this bus, working on documents and answering our incoming mails via Wi-Fi.

Where I used to take 6 weeks of summer vacation and be able to let go of work in complete isolation, I now find myself behind the computer every day to check and answer my mails. There is also the occasional phone call and sometimes even a regular consultation with a client or colleague.

We all become professionals in dealing with intimacies in organized contexts in a functional way, avoiding the direct confrontational dialogue with that other person. Yes, even our perfect management culture in all social fields leads to the fact that the essential meaningful questions, the why questions, cannot easily and directly come up for discussion. If they appear at all, we know how to give an organized answer to them socially right away. It is difficult for us to leave it where it is for a while and support the other human being to come to terms with that himself. We would like to organize it away. Especially when drama takes place, when failure occurs, we are the first to want to organize it away or to take all kinds of measures to prevent it.

However, when we take an initiative together with other people we go through a process in which the most important human values come into play again: freedom, respect and love. In self-directed teams, the initiative culture can be born: we have our own ideas that we want to realize together.

Taking initiatives

For more than forty years I have been dealing with the issue of "taking initiatives". After 8 years working at Shell on organizational development issues, I formulated my passion as follows: "How can people take personal initiatives in situations that don't actually allow them to?" I had noticed that Shell employees sometimes took special initiatives that were not initially requested at all. Against all kinds of resistance, they stuck to their idea and to realizing this idea in their work practice. I learned to work with dimensions such as setting a goal, mobilizing people, formulating new principles, taking steps in research and experimentation, bringing about decision-making, dealing with formal power. During the many years that followed, this theme remained. Again and again after that, I was confronted with this issue of taking initiatives.

For example, I was once asked to investigate the cooperation between disabled organizations, service providers and Government. Together with colleague Lex Bos, we spoke to many in the field. Disabled people themselves, their representatives in their own organizations, service providers and Government officials. Eventually we developed the image of "the big houses and the small initiatives". Disabled people were cared for and treated in large institutions, but we also found many small initiatives in which social workers and disabled people together realized a liveable life together. In a concluding conference there was an inspiring meeting between disabled people, their service providers and Government officials in which the issues were shared and discussed. This supported the direction of all kinds of responsible people to address the common issues more in dialogue with each other.

We are all harnessed in the harness (Heidegger) and can only stretch ourselves for a moment with difficulty to come to ourselves. This force occupies the soul and little can stand up to it. In the long run, however, this process hollows out our inner world. We lose sight of the meaning of our lives, the inspiration. We feel unfulfilled even when we actually have everything our hearts desire. There are two forces at work here. One force is that of technology which leads to acceleration. The other force is growth, which leads to greater use of what nature offers us. We sometimes wake up for a moment and realize the issue of sustainability, of conservation, preservation of this beautiful planet. How do we rein in the power of technology and growth that drives and increases the producing and consuming?

An essential path we can take is to raise awareness of the effects of this irreversible development on the human soul. When we continually move beyond boundaries of what is reasonable, we mobilize a user power in our souls. We quickly go on tilt. If we focus on the essential issues and face them from the point of view of sense and morality, thus sometimes slowing down and reflecting, we create a livable world for the human soul in which we can dwell with each other.

We do not do this through more organization, more supervision and control but we do this through an intensive process of learning and waking up to each other as responsible people. Participation in a self-managing team gives us the practice field to be able to make this contribution.

For many years I was allowed to guide Triodosbank in its development. For fourteen years as a commissioner and later as one of its advisors. In those years, the bank grew from a small initiative to a European bank serving its clients in five countries.

Triodos accompanies countless small and larger entrepreneurs and enterprises working from a social innovation impulse. With ideals and élan, they try to realize new practices in all kinds of social sectors. Hundreds of thousands of savers allocate their money and development funds finance new initiatives worldwide. Now that the bank has more than a thousand employees, the question is how to continue its ideals and momentum. For example, how do new customers and new employees connect with the momentum of this bank? It is remarkable how in a short period of time employees can connect with the Triodos impulse and can and want to give it their own meaning. This makes Triodos not only environmentally conscious but also soulful.

In my book "Bezieling," Peter Blom, (now former) CEO of Triodos Bank shows his vision of banking and soulfulness and what this requires of us in a perfectly clear way.

"Most large multinationals and big banks are increasingly facing disappearing identities due to mergers and because they are increasingly organized as machines instead of living social organisms. They will face the greatest challenges in this area because: they too have employees who are looking for the meaning and soul of the company. But the soul doesn't just let itself be organized and appear even though sometimes you don't want to know. In this sense, it is a mirror, just like money: relentless in showing the state of affairs in a company, both positive and negative. This offers us insight and guidance into how an ancient concept like 'soul' is perhaps the most groundbreaking innovation when it comes to understanding what a company or organization really is and what this can mean for the big changes needed."

Summary

In our dealings with such dimensions of life as space and time, relationships and money, are we destined for these from outside or do we manage to give them a purpose ourselves?

Doing good out of freedom, in love for the fate of others and with respect for all that is different from me, that can be the motto of our life and work together.

Freedom, love and respect are the soul forces that support us in a complex context to still go our own way together with others. We can experience that as a participant in self-directed teams. Doing and experiencing that together gives life fulfillment, that gives perspective.

16. Team development in a Russian Supermarket

After the Soviet Union fell, a great drive developed in Russia for a more capitalistic approach. Concepts were adopted from the USA and applied especially to large communist enterprises with new owners. A prosperous state of entrepreneurs, often former influential figures within the communist system, quickly emerged.

A completely different trend was that people saw opportunities to build something themselves. Yuri Nikitin and his father and uncle decided to bring food products to the people, where previously they could buy the few products in the store in rows. Quickly local stores developed in the residential areas where people could do their daily shopping close to home. Now this supermarket enterprise has 150 owned stores and another 150 franchised stores in Bisk and Barnaul, Siberia.

Yuri is a creative and curious entrepreneur who wants to try new things together with his people. Time and again a step was taken in business development. Horizontal leadership, lean production processes, and eventually working with self-managing teams. The latter meant a completely different way of working for people than what they were used to in the old system. There you had no responsibility, everyone worked in their own lane, little or no information was available and all decisions were in the hands of the supreme body. Over the years, executives had developed who, as process owners, could help the company move forward in its development. They set up

learning processes for people in which they were familiarized with new insights and were given the opportunity to put them into practice. The development of self-managing teams was based on serving the customer. Who is the customer of the team and how do we want to serve this customer in a good way. That idea was actually in this company from the beginning. Yuri formulated three questions: What products does the customer like to buy, how do we make sure those products are available to the customer, and how do we guide the customer in their choices of products and make sure the customer wants to come back again and again for their purchases. Three teams of two process owners each went out with their question. In dialogue with others, they examined the daily practice, where is it going and where not and how can we change that. One example was that in the stores the supply of fresh fish was low, in contrast to other competing stores. This lack of fresh fish was mainly due to clumsy logistics and neglected purchasing. With small experiments in stores, the stand was significantly improved and customers were surprised to find that they no longer had to go to competitors for their fish purchases.

Fresh bread is baked in almost every store. In their research, the process owners observed that especially towards the evening the purchase of bread was optimal while actually mainly produced in the morning. A majority of the bakers appeared unwilling to change their workday. Those who did, starting later and ending later and in addition interacting with the customers and seeing what they wanted turned out to make much more sales.

This also provided the bakers with a better income. Step by step, store by store, the bread process was taken in hand and put on a

new footing. Along this path there turned out to be countless opportunities for people themselves to improve their processes and achieve good results.

17. A Roadmap

To realize self-directed teams and horizontal leadership, a number of steps can be taken. It requires a systematic approach to transform an organization from a primarily vertically operating hierarchical-functional top-down organism to a more horizontally operating, self-managing, entrepreneurial and collaborative organism.

The essential changes to be achieved can be characterized as follows:

- The top management is not above but in the middle of the community.
- The managers work not as chiefs but as process owners.
- The professionals do not operate as dependent employees but as self-managing and initiative-taking workers in the customer process in teams.

The step-by-step plan to achieve this can look as follows.

Step 1

The management/final manager(s) formulates the issue: How can we create an organizational setup in which self-directed teams and horizontal leaders take control of the proper functioning of the organization and how can we as organizational leaders properly guide this change process?

The management/end leaders look for two process owners who will lead this process of change. They choose persons who have shown to be able to move well through the organization as free

independent minds and to show leadership in dialogue with others.

End responsible persons and process owners decide to do this together. Supervisors and process owners look for an external process consultant with experience in such change processes.

Step 2

The process owners choose several teams and their team leaders from the company and invite them to participate in the research and experiment.

First, the team leaders are familiarized with the approach by a board member, the process owners and the external facilitator, and then the team leaders familiarize the teams with the approach. The supervisor and process owners can provide support in this if needed and desired.

Step 3

The team leader and teams do their initial survey using some questionnaires.

The team leader does a 360 degree survey in which he/she submits the questionnaire to his/her own manager, two fellow team leaders and four employees, processes the data himself/herself and conducts a discussion with the seven others about possible areas of change and improvement with regard to the four core qualities of horizontal leadership: directing, coaching, inspiring and intervening.

The team members independently answer the two questionnaires about autonomous teams and top teams. They share their scores in an open discussion and derive points for improvement and change. The external coach can be asked to supervise this discussion.

Step 4

The teams get to work on their points of improvement and are given a steering instrument to do so. First they formulate their mission, their goal and task, their measurement indicators and the core activities. Then they translate their improvement and change points into projects and for each project a responsible person is appointed and the time frame within which it is to be realized is set.

The team leader is available for support at the request of the team and this applies especially to editing and possibly changing the conditions/instruments in which and with which the team has to operate. In this, the team leader cooperates with other leaders and coordinates with the leader of the unit to which the team belongs.

The final leader and process owners follow up on the progress and offer assistance if needed. The external consultant can provide support upon request and possibly train team leaders and employees in certain insights and skills.

Step 5

The teams are up and running for a period of several months. They have regular reflective meetings using the steering instrument. That tool "hangs on the wall" and is edited. The

executive team leader supports upon request. Process owners and final managers follow the process with interest.

Step 6

After several months, the top manager(s) and process owners go out and visit the units/teams. There they report on the who, what, how and why. They take stock and determine whether this is a passable path that meets expectations or not. If there is confidence that this works well in this company and has a future, other units and teams are then invited to follow this path as well. Unit and team leaders who want to join are introduced to the approach and steps.

Step 7

After a year it becomes clear where things stand and it can be decided to continue working with this set-up and approach. There is an induction program for existing teams and new teams in which self-management and horizontal leadership are introduced and practiced. The process owners and external consultant ensure proper documentation and further necessary adjustment of constellations of employees and managers, work processes, structures and systems that support this way of working. The management take decisions in this regard.

18. Conclusions and recommendations

Self-directed teams...Well, how do you do it?

Introducing self-directed teams, especially also for the professionals at the base, means a radical change in culture, way of working and working together and especially in the functioning of leadership.

At all three levels, top - middle - base, a different way of working is introduced. From vertical to more horizontal, from power more to dialogue, from action-oriented more to reflection-oriented steering.

The top is then primarily addressing the essential change issues that arise with the help of process owners.

Middle management works together in a style of horizontal leadership and, as process owners, carries out difficult change processes with the people.

Teams and team leaders work independently self-managing with an eye on their customer. The team leader guides and organizes the right preconditions in coordination with company management.

This change in culture and ways of working at all levels requires a step-by-step organizational development process. That process can be guided by an external consultant who, as part of

the management, supports all levels to take the right steps and gain new experiences as well as develop new insights.

All levels have identical steering tools at their disposal and receive the right information to follow the process.

If the idea of self-directed teams is not to degenerate into a new opportunity to continue the old way of working, focused on efficient functioning and better financial results alone, this requires attention to the inner self. Being part of an inspiring community, being seen in it, being able to contribute, gives meaning and inspiration. That gives a better chance of a fulfilled life for the people who work and live together in it. That gives self-managing teams the inner substance to take on this responsibility.

19. Literature

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