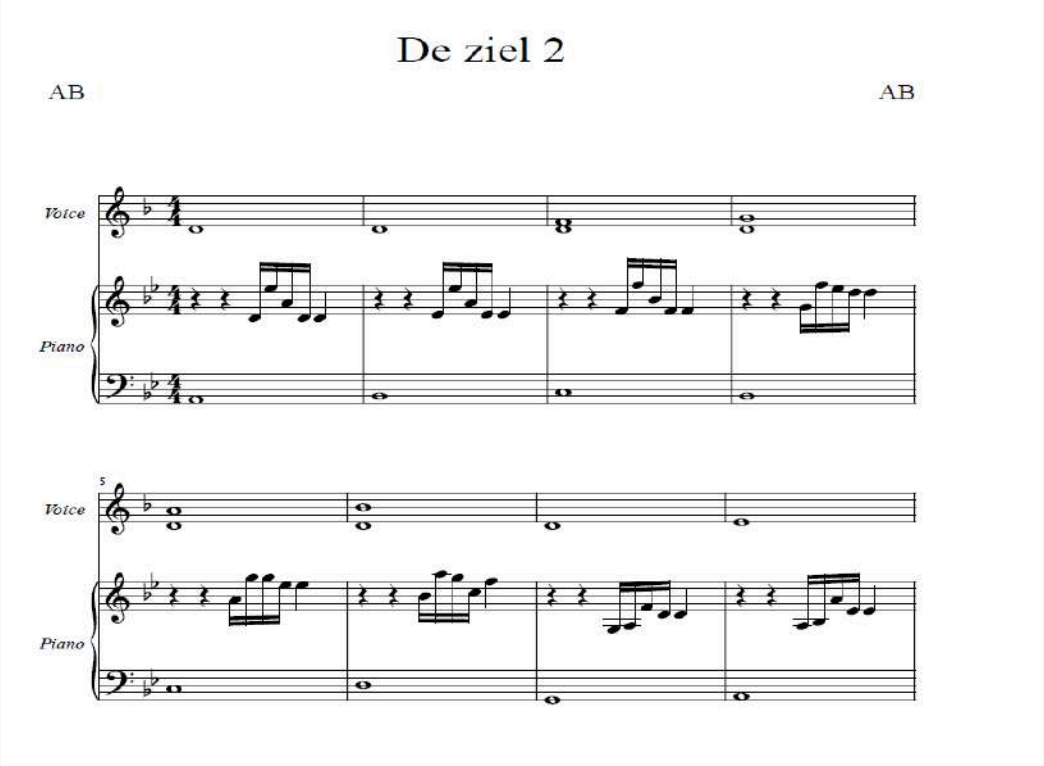
Adriaan Bekman

CONSULTING = COMPOSING + REALIZING



I see consulting now as a process in which people explore together in dialogue issues of which they themselves are part and in which they themselves pave the way with their own initiatives...

Table of contents

Introduction

Part 1: The essentials

Contra point: Vertical and horizontal

Action and reflection

Operating and developing

Part 2: The composition

Measure, rhythm and melody

Process, dialogue and biography

Inspiration and reflection

Part 3: The realization

The customer and the issue

The people and their roles

Standing still and taking the next step

Part 4: The valuation

The meeting

The synergy

The conclusion

Literature

Introduction

My first book on consulting was called "the blacksmith's secret". This book wanted to show that consulting is "a practical art" and that science and religion are its paranormal.
My second book on consulting was called "Advising in Change". With this book, I wanted to show how a consultant can contribute in change processes in organizations.
My third book on consulting, this one, aims to show how consulting can help people and organizations both connect with the sources of life and existence and find and pave the way to a better future.
These three books represent the path I have taken in developing and applying the consulting profession for more than 50 years.
The first book could be characterized as getting to grips with the profession. You want to become a good skilled consultant who is at home in both theory and practice. Working at and with clients as well as working with students at university and college, as well as working with managers at de Baak and consultants at SIOO, formed the basis for this.
The second book shows that advising in change processes in organizations requires a repertoire all its own. Developing these delicate and sometimes complex issues together with the client and process owners and many employees requires opening windows and doors so that the new can enter and unfold.
This third book ventures an attempt to explore the fundamental dimensions of consulting as far as they want to be known by tracing them to primal sources of life such as there are the music, the human soul, the community, as sources for embodiment and spiritual inspiration in organizing. This book articulates the fruits of a long research process.
For the past 20 years, I have been dealing with the issue of the human soul in the context of our organized life. I wrote a book "Language of the Soul" and performed it on stage in theatres and subsequently the book "The Soul Calendar" and recently the book "The Soul". In a combination of musical melodies, painted images, eurythmic movement and telling stories, we offered the audience a fresh somewhat unusual depiction of the human soul in our practical daily organized life. Exploring the soul gives you a philosophy of advising.
With colleagues together, I worked with clients on difficult issues. Using a reflective approach within a specially designed infrastructure, issues for which there are no immediate solutions were taken in process and, step by step, acting and reflecting, were brought to a renewal that had a healing effect: we can move on in a good way! I also studied 33 philosophers how they portrayed the soul of man based on issues that concerned people at that time, especially issues of meaning. I wrote a thick book on the subject called "Bezieling, filosofie van het georganiseerde leven".
I see consulting now as a process in which people explore together in dialogue issues of which they themselves are part and in which they themselves pave the way with their own initiatives. That road is both an inner road and an outer road. The soul is set in motion and develops awareness and capacity to act. The adviser joins in as a pathfinder, adviser and sounding board. The adviser is part of the leadership that makes the process work fruitfully. It

is both composing, conducting and making the right music that is required of the adviser. Not vertically assigning but horizontally participative guiding.

In Part 1, we outline the essence: standing and moving in a vertical and horizontal space and time: the two core dimensions of the human soul and of the organization.
In part 2, we outline composing and thus how we shape processes in dialogue.
In Part 3, we outline the realization, the dynamics that take place between people in change.
In part 4, we outline appreciation as the added value to meaning and inspiration.
I hope this book, like the previous two consulting books, will find its way.

Part 1: The Essence

In this first part, I outline the essence of the consulting profession. As a rule, this consulting profession is understood as one person advising another. The consultant possesses 'something' that the other person needs and this something is usually knowledge and expertise. This can be technical knowledge and tools, financial knowledge and tools, social knowledge and tools, psychological knowledge and tools. Those knowledge and tools are applied to sales and purchasing, production, logistics, administration, personnel, management issues. When we examine how consulting works with clients, it can be clearly observed that it only works when client and consultant enter a cooperative relationship, a dialogical process. So, it is a two-way street where supply and demand interact mutually. Both, client and consultant have a demand and an offer. For example, the client wants a problem solution, and the consultant wants a new experience and improved insight.
To advise is to compose and realize in dialogue with the client.
Music as the oldest mode of communication in cosmos, nature and human world gives us a basis and an insight into its essence. Music, according to Knud Jeppesen in his book "Contrapunkt", has two major groups: "The polyphony within which we experience all important events identically along the path of the melodic line, i.e. in a horizontal dimension, and the Homophony within which all the essentials take place vertically".
In the horizontal, different tracks unfold in parallel, which are aligned in the vertical. In essence, therefore, it is always about finding and creating the right relationship between horizontally unfolding processes and vertically aligned harmonies or chords. So too in consulting.
In this section, we will focus successively on creating proper or good relationships between horizontal and vertical. This then brings us to the difference between action and reflection and how to create a good relationship in it. This then shows itself in a good relationship between operation and development.

Contra point: Vertical and horizontal

For 10 years now, I have developed 4 theatre performances concerning the soul. Tales concerning the soul were illustrated with eurythmy movement and musical improvisations. In the background were projections of painted images of the soul. Each performance was based on a book written by me. Together with three musicians, we developed melodies and improvisations around soul key words. For example: father - son - spirit as a soul image for origin - development - meaning. Or attention - connection - trust: if we pay attention to something or someone together, a connection can develop between us, enabling us to trust each other. The first performance was based on the book "Language of the Soul". A CD with 7 melodies and improvisations was attached to each book.

After I moved to the black forest in Germany, the desire arose to translate the melodies created from improvisations into musical compositions. My daughter Michaela, who as a eurythmist took care of the movement in the theatre performances, took singing lessons with the wife of composer Diderik Wagenaar from The Hague. I dared to ask him if he would support me in making this desire to compose a reality. For many years, he taught this subject at the Hague Conservatory. During our first meeting via zoom, he advised me to buy the book "Contrapunkt" by the Swede Knut Jeppesen. Palestrina's work forms the basis for his detailed descriptions and analyses of counterpoint. To my surprise, Jeppesen starts on page 1 as follows:

"The polyphony within which we experience all important events identically along the path of the melodic line, i.e. in a horizontal dimension, and the Homophony within which all the essential takes place vertically". Immediately, I made a connection between this statement and the methodology developed by me and colleagues called "methodology of evidentiality", which culminates in the description and characterization of horizontal leadership. In it, we describe the relationship between horizontal leadership and vertical management. Leadership makes things happen and management puts them in control. We will come back to that later.

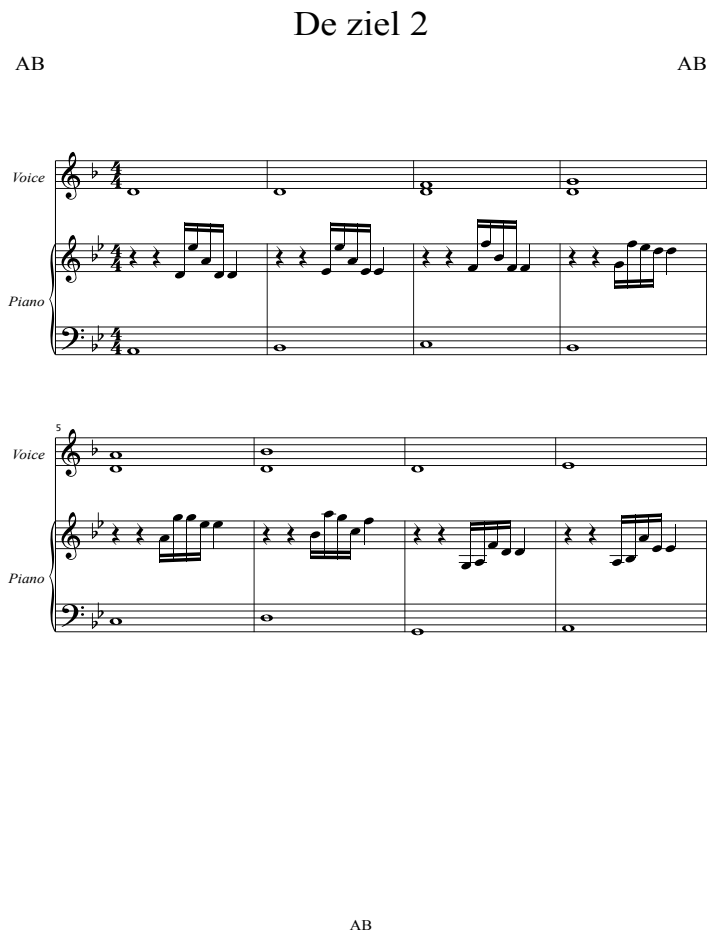
Jeppesen continues page 1: "Both these styles or types of musical experience are particularly distinguished in their relationship to the chords. In the theory of harmony, the chords have pre-existence, they are given and require no further considerations, to which we resign ourselves. From their related relationship and inner states of tension, we request to deduce their laws, active in treatment. In counterpoint this is different. Here we do not start from chords but from lines. The chords arise because of several lines sounding simultaneously, is thus the result and not presupposition. As with any art, there is a "both-and also" here. One wants to achieve "this" but must also ensure that something else, difficult to reconcile with it, nevertheless happens enough. Creating fresh and vibrant harmony connections while still maintaining a natural, convincing voice."

We recognize this as the tension-filled relationship between entrepreneurial leadership and controlling management. If we approach it from the vertical, then things are given in their underlying relationship, and we move horizontally within given frameworks. If we approach it from the horizontal, we are dealing with moving lines or processes that must then be tuned and tuned to each other.

According to Jeppesen: "Counterpoint originally means: “polyphonic composition or polyphonic composing in general. Thereby, creating a tension between the two dimensions (vertical and horizontal) is a prerequisite for a polyphonic art in a deeper sense," Jeppesen argues.
Besides the horizontal and vertical, counterpoint and harmony, consonants and dissonates play an important role. By introducing dissonates into the composition, tension can be increased.
"Counterpoint now is an artistic consonance which arises thereby that one sound is set against another sound, counterpoint as note against note. So, counterpoint is a union of tones. If this sounds pleasant then it is a Consonant, if it sounds unpleasant then it is dissonant."
It is an enriching view that both consonant and dissonant make sense, especially in relation to each other. If we always want to make everything fit, it becomes boring and possibly meaningless. In leadership, giving both their place, makes the music, makes the organization exciting.
Further on, Jeppesen writes: "The breakthrough to freer composition occurs when the insight breaks through that music is not just a decorative factor but an imaginer of human soul life. The boundary between older and newer music is the different relationship to the word." Music 'from following the word' to 'signifying the word' one might say.
Just as in music composing took place in a rigid framework and gradually became freer and this as a reflection of the development of the human soul, so we recognize this in how organizations from rigid constructs with fixed proportions are now becoming increasingly complex multiform and individualized organs.

The ground structure

Every composition faces a fixed ground structure.
The ground structure of a composition is noted in a fixed frame. Measure, rhythm and melody are established.
In the end, everything must be brought together in a certain proportion.
An example from my own work, a particle from a piece for 'voice' and piano, shows this.



Horizontally, three lines flow and each line tells its own story.
Vertically, chords are placed, and they are aligned.
So, this we see also in organizations. Horizontally, different processes run and the activities that run in them must be aligned vertically. This leads to consonants and dissonant. With a third, quint or octave, we create consonant, and they sound harmonic. Dissonant deviate from that.
Dissonant in the right places add charge and dynamics and make consonants sound better.
Let's look at an organizational image that show this.

Organizational images
A commonly used image of an organization is the following.
Identity: Company's impetus, story title: Vertical

Relationships: Collaborative people, role implementation: horizontal

Processes: rhythmic activities, flow: horizontal

Setup: the material context, tools: vertical

These four dimensions or levels are aligned through leadership.

In terms of music:

Identity: the title and theme of the play: vertical

Relationships: voices and instruments sounding together: horizontal

Processes: the progression of notes across lines: horizontal

Arrangement: The different musical instruments played: vertical

The whole thing is composed and conducted. It is done by composing and realizing leadership.

Consulting now is to connect with the leadership of all the people involved in the process with which all the components are constantly re-aligned. This requires the adviser to empathize with how the whole is composed, how the work is carried out and where there are imbalances that reveal themselves in issues.
To do this, the adviser must immerse himself in the action and from there create reflective spaces in which the issues can be dialogued and worked on.

Example
In a banking organization with 2,000 employees, the leadership in charge observes that despite all kinds of interventions in organizational design and banking products, things are not improving. As an organization consultant, they ask me what they are overlooking. After a few conversations, it becomes clear that the employees are not involved in the change processes and there is a lack of leadership at the various hierarchical levels. In this sense, there is awareness at the level of identity and design but less awareness for processes and relationships/collaboration. In a specially designed process, managers will reflect on their leadership and teams of employees will be given the opportunity to independently develop and improve their work processes and cooperation. Within a few months, this leads to more focus on processes, especially with the customer and better cooperation between staff and market employee teams.
Together with one of the three directors, the consultant shapes and leads this special development and change process. A striking effect is the less functional and more personal interaction of employees among themselves as well as managers with each other and with their employees. Customers are also served more personally and are willing to do more business with the bank.

Looking back at more than 50 years of consulting, I see how development and change issues in an organized community of people require direction that is done first from the horizontal, from movement before the vertical creates the form that establishes the new. The most powerful and effective interventions take place in changing and improving work processes and cooperative relationships. Adjusting the set-up as well as refreshing the entrepreneurial impulse shape the institutional of an organization. As a consultant, I pay close attention to the alignment of the horizontal and the vertical. The key to this is finding the process owner who leads the horizontal and the decisionmaker who makes the vertical decisions that emerge in the process. During the development process, the interplay between process owners and hierarchical managers is very decisive for good progress. Attention should be given in the process to both

- Vision development,
- Develop and potentially change the constellation of people and
- Improve and possibly redesign work processes with the customer in mind.
  If one of these three is missing, the result will be disappointing.

In recent years, I have been paying more attention to "the soul". Unlike body and spirit, man's soul is not harmonic but paradoxical. This means that the soul is in a constant movement between consonant, it is good and right, and dissonant, it is not good and right and so there is an issue. Body and spirit are embedded in a harmonic system and have been given a fixed sense and preservation. "We breathe naturally, the blood flows, the heart beats". The soul shows itself in everything man thinks and feels and does, and it manifests itself in everything man creates. Organization is the most telling example of this. An organization exists if we let it exist and thus take good care of it, and it has a meaning only if we give it a meaning.
"We create the soul of the organization".

Dissonant in the form of issues have two positive effects. Firstly, they form a bridge between two consonant and, in addition, the consonant after the dissonant has a more tantalizing and beautiful effect. In the course of time, dissonant have gained more space in music. This was caused by an increasing desire to create subjective music in which feelings and motives of the single person had a place. Whereas previously, according to Plato, music was the ruler of the word, now it becomes the servant of the word. If music wants to get from state A to state B, it used to do so by means of endless variations on the theme until that point B is reached. Here counterpoint dominates, note versus note. Later, the theory of harmony takes over and chords are used. This is how music moves from church music to opera.
A modern similar movement is that of the blues and jazz. The blues works with a set pattern while jazz incorporates individual improvisation and movement of chords.
We can observe such development over centuries accelerated in how organizations have evolved over time. From a fixed relationship entrepreneur - supervisor - worker with known and accepted hierarchical relationships, organizations have been evaluated into complex and

multiple constellations of people and systems. From fixed patterns to variable patterns, from fixed guiding views to completely different and sometimes opposing guiding views.
This is clearly shown in how leadership has evolved over time.
Long ago, leadership was in the hands of a leader. This leader destined the fate of the community and its members. The leader was supposed to connect the visible world with the invisible world. We still see this today with CEOs, political leaders, spiritual leaders. However, it is lonely at the top.
Later, leadership came into the hands of a leading elite. Different leaders stood up for different community processes. The mayor, pastor, professor, work boss, the doctor, the captain on the ship. Together they pulled the strings.
Later, leadership came into the hands of affluent entrepreneurs. They have the resources and ideas and are supported by all kinds of specialists.
After the world wars, leadership came into the hands of managers. All spheres of society became organized and governed by managers. Business, politics and church are managed.
Today, leadership is placed in the hands of many. In the complex global organization, leadership today is required of everyone who participates.
There are still the powerful hierarchical vertical structures, the institutional bodies in our society, but life functions in the hands of anyone who shows leadership and knows their way around these complex contexts of existence.
Here we see an evolution from completely vertical to more and more horizontal. From fixed patterns to variable patterns, from unilateralism to plurality. From "we are our own" to "dealing with differences".

Finally, in my first conversation with composer Diderik Wagenaar, he said: "Take everything in but above all do your own thing, follow your own intuition". On handing in my first composition, he said: "You have to take precise notes otherwise you will cause the performer problems". Start creating horizontally first and then shape vertically is the message.

Action and Reflection
We find it common that we are awake during the day and asleep at night. We find it ordinary that it is light during the day and dark at night. Similarly, we find seasons ordinary, longer light and longer dark. Nature and the cosmos have rhythm and cyclical alternation. We can ask why this is set up that way. We breathe in, we breathe out. We stand upright; we lie flat. All this represents the soul of our creation. The soul is movement and transformation. Everything is in motion, a back and forth and in this, substance transforms. Energy is generated through that. So that is a source of life.
An essential connection in this sense for humans is the connection between action and reflection.
Action is an outward movement; reflection is an inward movement.
Action is externalization, reflection is internalization.

In action we let something come into being and use/consume it, in reflection we let something decay and transform it.
There are professions that require a lot of action like building a house and there are professions that require a lot of reflection like consulting.

In organizations, as a rule, there is a lot of room for action and less for reflection. Organizations are output-driven, result-driven and a lot of time is sacrificed for that. Standing still and asking questions is not very popular in organizational land. It is a leadership art to find the right balance between action and reflection.
Action is mainly about achieving goals, engaging in activities, using tools.
Reflection is mainly about asking questions, seeking dialogue, coming to an understanding.
Consulting works from reflection with a view to action. Consulting therefore deals with issues and this can take place at different levels.
I call the first level of issues maintenance or nurturing questions. Everything that people make they also must take care of and maintain. This is where craftsmanship is required, and this is where a craftsman can advise.
The second level of issues I call problem solving. We face problems and that requires special expertise. The consultant has expertise and helps the client find the right solution.
The third level of issues I call change issues. These issues require investigation, understanding and taking the right initiatives in the process. Here, the consultant works as a facilitator of change processes.
The fourth level of issues I call leadership issues. These issues go to the heart of the corporate impulse, the right of existence. The organization has lost touch with its impulse and needs to reconnect to its sources, being customers, owners, employees and suppliers. Here, the consultant is the partner for those with final responsibility to find and open ways for fundamental renewal with the community. Questions concerning core values, meaning and inspiration are at stake.

These four levels of issues require four different advice repertoires.
At level 1, craftsmanship is required. Here, training by 'the master' of the professionals and apprentices is desired. Knowledge and skills and the right attitude are demanded and taught. Here, not only technical knowledge and skills are meant but also social and conceptual skills and attitude.
At level 2, it is about the expertise to find and realize solutions in a good and effective way. This requires not only expert knowledge but also experience and understanding of ways of searching, experimenting, best practices.
Level 3 is about being familiar with change processes that involve exploring the unknown. This requires a process that goes in phases together with all stakeholders. That process can be outlined as follows.

It starts with orientation: It can take a long time before the issue arises and we realize that there are no easy solutions but we ourselves must figure out what is going on. It takes a decisionmaker and a process owner who will lead the change process.
After orientation, research takes place. We must drill deep to uncover hidden backgrounds and causes of the issue. Involved parties are invited in the process to make targeted contributions. It then turns out that people have been struggling with this issue for much longer and have ideas on how to deal with it.
Involved parties are invited by the process owner to turn ideas into experiments. How can things work differently? New possibilities develop, other approaches, new practices. Gradually, deeper bottlenecks reveal themselves that can be addressed by the decisionmaker. Steering views, constellations of people and work processes no longer appear to function properly. In the context of this change process, issues can be addressed that have been lying around for a long time but cannot be addressed in the day-to-day practice of the work.
Decisions can now be taken based on sound reasoning. The decisionmaker ensures that top management takes these decisions and does not put them off. Sometimes structures need to be rearranged, sometimes deadlocks between units need to be broken, people need to be set in motion, work processes redesigned, bureaucracy phased out.
In a systematic way, the new organization can be built. New guiding views, new strategies and approaches, new systems are introduced. Much training is needed to become familiar with the new practices, to orient oneself in the new circumstances.
Ultimately, anchors are captured and documented. As an organization, the company is well placed to move forward.
The consultant guides the people involved, decisionmaker, process owner, project leaders and employees involved.

In such processes of change, the leadership of managers and employees is put to the test. It is not for nothing that many change processes fail along the way because of leadership incompetence. This requires the consultant to move to a fourth level. This requires direct coaching of managers and employees in their leadership, individually and in teams. To this end, a leadership master class can be set up. A leadership masterclass can provide four elements:

- Core leadership qualities
- Beacons for entrepreneurial initiatives
- Team levels and team development
- Biography of people and organization.

Core leadership qualities

To enable the development from vertical hierarchical leadership to horizontal dialogical leadership, four core qualities of horizontal dialogical leadership can be developed. These four core qualities are called directing processes, coaching learning, inspiring with a vision, confronting and intervening. Leadership in this sense is an artistic matter. Musical

performance demonstrates this. Playing music is always *the accomplishment of a process*. Every performance is a one-off and in repetition, the musical performance and interpretation of the piece develops. *Incessant learning* increases the capacity for performance and interpretation. Playing the piece from *one's own musical vision* makes this performance unique and appealing. *Confrontation with the feedback* of the other leads to *interventions* in the way of performance and interpretation. These four core qualities are operative in creating new realities.

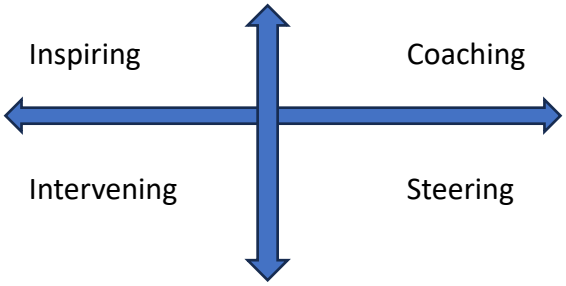
Managing processes means developing and shaping both smoothly flowing work processes and innovative change processes. A well-flowing work process that serves a customer well and produces a good result motivates the people who carry out this process. However, this requires regular change and renewal of the work process, which is constantly under the influence of external developments. Steering processes means setting goals and taking steps that involve regular reflection with all involved on the meaning of what is happening and addressing the 'what, how and why question'.

Coaching the continuous learning of managers and employees ensures that knowledge, skills and attitudes evolve along with the challenges in the job. A learning basic attitude ensures that people's inner world and the outer world full of issues keep pace. The coaching dialogue provides space to deal with questions in a creative way and to perceive and act slightly differently each time. The human “I” can lead the soul.

Inspiring with a vision can make us want to go down a common path because together we are inspired to realize a vision. This is how we add meaning to work. An ongoing vision dialogue ensures that we always want to align with what it is about and share the values we stand for together. We create inspiration and that gives our work and collaboration a special Touch.

Confrontation and intervention have to do with setting boundaries and addressing what is not working. Many people find intervening and confronting difficult. Do I have the right to do this in front of another human being? But it is precisely confrontation and intervention that is needed when negative practices have been ignored, and people suffer as a result.
This difficult dialogue can allow new spaces for development to emerge and healing steps to be taken.

With these four core qualities of horizontal dialogic leadership, we can involve all people in the leadership process, giving hands and feet to our own responsibility.



Beacons for entrepreneurial initiatives

In processes of change and renewal, we enter unknown territory. We are looking for the goal, the road, the travelling companions. To succeed, we can use several landmarks, which I call beacons. At four different levels, we design the process we want to create.

First, we prefer to formulate the issue starting with "How can we.....?"

Level 1 is the level of "Who". Who is the decisionmaker, who is/are the process owner(s), who are the experts? Who is the constellation of people and in what roles and who will carry this process and bring it to fruition?

Level 2 is the level of "What". What is the objective, the result we aim to achieve with which target group? Can we outline that as concretely as possible? What are the different tasks and responsibilities and who bears what responsibility?

Level 3 is the level of "How". How are we going to do this? What process steps can we see in front of us and how is the span of time? How are we going to steer, with what guiding conception are we leading the process?

Level 4 is the level of "Why". Why do we want this? What guiding image do we have in mind, the inspiring idea? What tools do we need including finances?

The art of design is to ensure that these four dimensions are in good proportion to each other. Is the goal achievable in the timeframe we have in mind? Does the decisionmaker have visibility of who can be process owner? Can we mobilize the resources and is our guiding conception convincing?

Pictured:

Leading image
Steering principle
Objective/target group
The Issue **Constellation of supporting people and their roles**
Responsibilities and tasks
Process steps/timeframe
Resources

This design is adjusted during the process of change based on growing insight. Steps are taken and reflections on achieved and intended effects are made regularly.

Some ground rules can be used during the process.

Ground rule 1: Everyone participating in the process has their own personal task to fulfil.
Ground rule 2: We regularly coordinate progress with each other and can advise each other on next steps.
Ground rule 3: We document the process so we can communicate and share the story.
Ground rule 4: In case of setbacks, we look for new ways
Ground rule 5: The decisionmaker ensures that decisions are taken.
Ground rule 6: The process owner takes care of the process from start to finish.
Ground rule 7: Results are created in the existing organization together with the people present.

The consultant is "the third" party in the change process. “The first” are the supporting constellation of people, “the second” are the target group(s), “the third” is the consultant.
The consultant has the responsibility to contribute to the design, to support the protagonists during the process, to contribute his change expertise ("try it this way").

Team levels and team development
Teams are at work. Are they also ensuring that this is done in the best possible way? Is the team itself shaping necessary changes? The synergistic effect of teamwork can be enormous. 1 plus 1 = 3
However, it is not obviously the case. It needs to be worked on.
Over years of working with teams and setting up my own teams, I have come across a development process of teams and leadership. This can be outlined as follows.

First, the manager/leader 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. The four core qualities are examined: directing processes, coaching learning, inspiring with a vision and intervening when something does not work. For each quality, four questions are formulated and respondents can score from 1=not at all to 5=completely. The questionnaires are handed out and completed. The manager processes the results himself and sees how differently employees, colleagues, manager and he/she answered the questions. This leads to distilling the issues and these are discussed in a group dialogue, together with all participating. It is then 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 associated with their own work process with their own characteristics.
Once the teams are established and it is clear who the team leader is, team members are given two questionnaires: To what extent are we an autonomous team and to what extent are we a top team?

When it comes to 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.
When it comes to a **top team**, the following qualities are important: employees take responsibility, we are connected and respect each other as colleagues, the team is innovative and finds new ways of working, the team realises 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 from them that the team wants to address independently.
These issues are translated into 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:

The steering tool for teams

	Projects	Owner	Time period	
Our mission				
Our goals				
Our indicators				
Our activities				

Teams start working on their projects after independently formulating and defining the mission, goals, indicators to measure results and main activities. Each project has an owner and the timeframe 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.

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

1. The team is confronted with its own strengths and weaknesses and can then work to improve and develop more or less.
2. The team works more focused, collaborates better with others and asks good questions of the manager.

3. Relationships in the team change because team members' behaviour changes, in many cases positively.
4. Complaining decreases and motivation increases.
5. Results are improving and the customer is becoming more central.
6. As it turns out, there is much more leeway for teams than they initially thought.

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

Five levels of team existence

A clear distinction crystallises where teams stand and how they work.

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: 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 also do this together with other teams we deal with. "We learn together and improve all the time".

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

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

Getting **from level 1 to level 2** can succeed if team members get to know each other better. This can be done through biographical conversations. An appreciation for each other can emerge.

Getting **from level 2 to level 3** can succeed if we start doing common projects, support each other in the work and share successes with each other and discuss issues in the team properly.

Getting **from level 3 to level 4** can succeed if the team wants to improve its way of working. Processes are looked at together and good interventions are made. A good flow emerges.

Getting **from level 4 to level 5** can succeed if we undertake initiatives towards customers and other teams and successfully implement new contributions.

A quality is added at each level.

Some examples

First, an example from my own musical practice.

When I was 28 years old, I started playing the saxophone. After a few years of practice, I formed my first jazzband, and we played well-known jazz songs. Years later, I wrote my first tune of my own on which we improvised. Occasionally, we performed. I invited a well-known trombone player to attend one of our rehearsals. He did. We played some tunes and curiously

asked for his feedback. 'Nice guys', he said 'those swings'. We were surprised and asked, 'shouldn't it be better'. His response was 'you listen to each other when you play and that is the most important thing. Not every man for himself but together'.

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

In a sales office, customers regularly queue up. This irritates customers but also the employees. 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 funding 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 organisation specialists are busy working on information systems. Users are dissatisfied and exerting pressure. As a team, they examine what could 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.

Parallel to this team development, leadership is changing. From initially being strongly vertically and operationally embedded and sometimes wedged in, it is increasingly seeking horizontal space and time and creating its own leeway. The leader can focus much more on the horizontal cooperation with colleagues to address the improvement of preconditions and possible structural bottlenecks therein on their own.

These examples and many others became possible because a special process was put in place for such development. In this, the consultant plays an important role. Through his/her involvement, it does not get bogged down in routines and operational practices but becomes something special in which new practices and insights emerge. In the process, the question of meaningfulness is raised and discussed again and again.

We meet organizations biography.

Biography of people and organization

Biography as a life course gives us an insight into the meaningfulness of steps taken. This applies to both the individual biography and the biography of the company. We can observe the workings of our initiatives, and we can learn from them.

Biography develops from an interplay between natural phases and unique and situational events, encounters, incidents. The natural phases of personal biography were characterized by the ancient Chinese as three phases of 21 years: 21 years of learning, 21 years of fighting and 21 years of becoming wise. The ancient Greeks discovered a 7-year rhythm. After every 7 years, a new quality is added. The very first 7 years we stand up, the second 7 years we develop our own inner world, the third 7 years we form our own outer world. Each phase ends and begins with a crisis.

For organizations, Bernard Lievegoed, the pioneer of organizational development, described three phases: the pioneering phase, the differentiation phase and the integration phase. A pioneer brings an impulse into the world and with a community of employees, he/she builds the organization while improvising. At some point, crisis arises, and organization needs to be structured. Specialisms, standardization, differentiation in units, the need for coordination appear. This allows the organization to grow. People become functionaries. In the long run, this produces a new crisis. The sense of purpose is lost. The organization/company becomes outward-looking and the person in the organization becomes the focus of the whole.

Many organizations fail to go through such a cycle. Those that do succeed can enter a permanent cycle of renewal. New generations, new products and ways of working, new community building with different stakeholders.

What is striking is that the core issues of organizations arise at the very beginning of their existence and recur in different crises over time.

This is just as in human biography the moon nodes return every 18 years and 9 months, and the question arises: was it right and how we move forward. Our own life impulse presents itself and wants to be heard again. We get new opportunities to rework our omissions of the past. In it, we find the mysterious interplay between our soul and our unique I-spirit.

Organizations are perfect reflections of the human soul. The soul is paradox-minded and manifests itself in polarities. Inner and outer worlds, idea and matter, past and future are archetypal manifestations of the soul. The soul is set up in space and time. It is in disbalance and is soon occupied by all kinds of forces. Our I-spirit can take the reins. This forms the reliable solid basis for all that has been put forward so far.

The consultant is always challenged to address the people involved on their unique selves and personal qualities and questions. Everything is done in the context of a special process and in dialogue with each other. The adviser is always ready to bring himself in, be available and give tips that help others find the right path and create. This requires the consultant to put his own soul and “I-spirit” at the service of the other person, the client. Precisely this basic attitude

ensures that the consultant is richly endowed with new experiences and insights and is seen by the client as a permanent source of inspiration and support.

Being a good listener makes all the difference. Listening well makes the music resonate. We hear deeper layers in the piece being played and in the story being told.
A particular form of listening is being able to 'read the situation'. In essence, conversation in any situation is a constant improvisation. Never is it the same as before but always slightly different. Yet the essential speaks and sounds through it.

Operating and developing

Every organization has two sides that are in a polar relationship to each other.
On the one hand, it is an operating organ and on the other hand, it is a developing organ.
Some characteristics:

Operating	**Developing**
Output oriented	Input oriented
Works with Push	Works with Pull
Producing	Investigating
Vertical	Horizontal
Acting	Reflecting
Management	Leadership
Structure-oriented	Process-oriented
Functional	Personal
Targeted	Demand-oriented
Repeating	Alternating
Discipline	Breaking through
Rule driven	Value driven

The operating organization is very present and occupies space and time.
The developing organization is entrenched and requires space and time.

The operating organization is hierarchically structured
The developing organization is dialogically moving

The operating organization is 'in control'
The developing organization is 'discovering'

The operating organization works with power and thrust
The developing organization works with inspiration and appeal

Usually, operating has extensive structures, systems, procedures, functions and tasks, assignments and is subject to external pressures. A stressed situation can be the result. Development, on the other hand, is not infrequently a peripheral phenomenon for which we struggle to mobilize time and attention. Where operating is settled, development must be conquered. It is therefore not wrong to create its own space and time for development in processes of change and renewal.

I outline three spaces.

The first space is for the daily sores. The much work must be done, the existing has to be taken care of.
The second space is for problem solving and to this end, specialists are brought in, and project-based work is carried out.
The third space is for composing and realizing changes and innovations.
Issues that cannot be solved easily but still need to be addressed urgently find a place and time within a special infrastructure. These can look as follows.
The issue is associated with a decisionmaker and one or two process owners. They make themselves personally responsible for the smooth running of the change process.
Client and process owners design their process using the beacons and seek an advisor from inside or outside the organization.
The process owner begins the orientation on the issue by seeking employees who are related to the issue. In these interviews, the issue is discussed and experiences and ideas regarding the issue emerge. The process owner asks them to further research the issue themselves and experiment with meaningful ideas. What was not possible in the operating sphere can happen in this context.
The client and process owners meet regularly (once a month, for example) share experiences, give each other tips and determine next process steps.
This creates a cycle of meetings, investigations and initiatives that set the issue in motion: the issue changes and the beacons adjust the process. In the end, the decisionmaker can make decisions in cooperation with managers involved and make the change and renewal take place in a systematic way. This leads to work processes being changed, constellations of people and ways of working together being changed, a new vision being introduced and employees and managers changing their ways of operating.
During this process, "Bottlenecks and Engpasses" become visible and can be targeted to intervene and address issues that long remained under cover. In such processes, a lot of unresolved past happenings can be confronted and resolved. This requires courage and the will not to avoid matters anymore.
If this third level of working can be set up as a continuous infrastructure, then the ability to handle difficult issues arises. It is our experience that change issues cannot be worked well at levels 1 and 2. The operating mode is unsuitable given the characteristics I outlined earlier.

In summary, to develop is to restore or create healthy relationships that allow things to move forward in a good way. The consultant for comprehensive continuous organizational development works from the leadership level and can integrate the other three levels, caring-problem solving- change from leadership consulting. The consultant works from a thoughtful and proven methodology. In our case, this is the methodology of evidence. This is explained in more detail in Part 2.

Part 2: The composition

If we want to make the music resonate, we look for the musicians.

Classical music requires choir and orchestra led by a conductor
Blues and Jazz requires a band that improvises and in it the bandleader plays along
Pop music question a pop group usually with a lead singer.

Music is composed or improvised into the world.
Each composition has its very own style and sound but always arises from the same material: notes in a row and chords. This is where the universal and individual come together again and again.

Music always has **beat, rhythm, melody.** That is the title of Bernard Lievegoed's thesis. In it, he outlines these three components as organizational dimensions. Lievegoed as a researcher of the human soul sees beat, rhythm, melody as the foundation of the soul and that mirrors itself in organizations. "Spiegel im Spiegel" composed by Arvo Paert allows this to be experienced.

Organizations are moving, transforming organisms. In them, the organization soul manifests itself. It appears as an interplay of process, dialogue and biography. Beat, rhythm and melody manifest themselves in the process. In the process, dialogue accomplishes value creation. Demand and supply are mutual, we both have a demand and a supply, we are mutual customer and supplier. In the biography that emerges, the operation of the organization's impulse shows itself and reveals the meaning associated with it.

Inspiration and contemplation constitute the substance that is created. They constitute the inner substance created by the encounter with the other in the soul of the individual person but also in the organizational culture as soul manifestation that we can taste, hear and experience.

Beat, rhythm and melody

For years, I played saxophone in jazz bands. I composed small melodies that we then brought to life improvising. Sometimes slow, slow, sometimes smooth and punchy. Later I concentrated on improvising situations, events and characters. In recent years, together with three other musicians, I have been playing my books about the soul. We do this in theatre performances in different countries. The first performance we played the book "Language of the soul". The percussionist represented arms and legs, the bass player represented the belly and organs, the guitarist represented the heart and lungs, and the sax player represented the head. Together, they formed the musical embodiment from which the soul could start 'speaking'. We played soul images such as father - son - spirit, hope - faith - love, arriving - moving - changing, attention - connection - trust. The soul as thinking - feeling - willing manifests itself in its triplicity and so too in beat - rhythm - melody.

In working with clients on organizational issues, the opportunity sometimes arises to make music with the community. I divide the people into three groups. One group claps the beat, one sings the bass notes, and one sings the melody. 'Freddie Freeloader' is the song we play, a piece by Miles Davis on the best-selling jazz CD 'Kind of blue'. First group start clapping the beat, then the bass group adds its run rhythmically and then the third group sings the melody. We do this several times until the three groups listen to each other and play together. Now one dimension is still missing, solo improvisation. I invite participants to perform as soloists, accompanied by the three groups. There now, people who want to try that experience a threshold. They lose the thread, get confused, sometimes emit wild cries. I help the soloist by suggesting that they first make very small variations in the melody to the rhythm of the accompanying groups. If that works, some more daring improvisations can be tried.

This experience gives participants a deeper understanding of what the operational organization needs and what the development organization requires from the participating human being. The operational organization is like an orchestra playing a score under the direction of a conductor. Each person plays their instrument and does so in a prescribed beat, rhythm and melody. The development organization is like a band put together for a special occasion playing some freshly composed melodies while improvising. This requires listening carefully to each other, interacting, varying creatively, making a beginning - playing together - finding an ending.

In an organization, getting the parts aligned is a big task. After all, we don't sit together in a room and play music; we operate in different spaces in different processes. Management is supposed to take care of this alignment. Let's see how that can work.

I first sketch a picture of the composition of processes present in an organization.

At the center is the **core** customer and supplier **process**.
That process is carried first by the **primary process**, which is purchasing - producing - marketing/selling.
The primary process is **supported** by three **specialist processes** being facilities/logistics - financial/administrative - personnel/work conditions.
This forms the **foundation of an organization**.

Then we can discover other processes **above**. These are **management processes**.
First, taking **standpoints, creating judgements** and **making choices**. That is a process of imaging - judging - decision-making.
That essential **management process** is **supported** by three other processes: organizing - communicating - administrating

As schedule:

Organizing	Communicating	Administrating
Image formation	Judgement building	Decision-making

Taking standpoints and making choices

The core process with Customers and Suppliers

The Primary Process

Purchasing	Producing	Marketing/selling
Facility/Logistics	Finance/Administration	Personnel/employment conditions

Above, it works with goals and strategies forming a company vision.
At the bottom, work is done with assignments and plans.

Getting top and bottom aligned is a leadership art. That is what the human soul is tasked with. That starts with identifying issues, is followed by taking next steps and ends in getting results. It is everyone's leadership art to work from the whole and not get locked in their own processes. That this does happen is evident and thus requires constant change, renewal, development.

A landmark for the adviser in these complex interrelationships is the following.
In the core process, the process with the customer and the supplier, the workings of all other processes become visible and experienceable. In the core process, the disproportion between

the different processes can be observed. It may be that a specific process, for example the facility/logistics process, dominates the customer process and dominates other aspects. We can detect this now in the customer interfaces.

I list the main customer interfaces:

- Reaching and informing the potential customer and existing customer
- Welcoming customers and gauging their needs and wishes
- Receiving and processing the customer order
- Producing the customer order
- Delivering the customer order to the customer
- Settling the bill with the customer
- Solicit and process customer feedback.

As a consultant to an organization, I strive to connect the issue raised by the client first with how things are done in the core process in the customer interfaces. If there is a connection between the issue raised and how it runs in the process with the customer and/or supplier, then it is possible to investigate where the internal disproportion is in the operation of the various processes on each other.
I once examined in a banking organization the functioning of staff departments on the teams in the market offices. More than 70% of staff interventions in the market process with the customer were put aside by market staff as impractical and irrelevant to the core process. The staff-market collaboration process was flawed, and staff practices were no longer adequate. By changing staff practices and ensuring adequate staff-market communication throughout the process, the number of staff interventions in the market was greatly reduced and market staff were more willing to give the necessary good improvement proposals a chance.
Another example is the intervention I did in my own consulting organization. I noticed that new client enquiries did lead to an initial consultancy activity, for example a management team workshop but then no follow-up appointment resulted. I named the step we should take as "from a one-time job to a continuous process with the client". In the customer interface "the first conversation/first meeting", we shifted our focus from the content of the customer issue to how the customer has dealt with the issue so far and whether a different approach might work better. Instead of the client starting to explain and us understanding and then the client expecting a quote from us for an activity e.g. a two-day training session, a more personal conversation occurs and a first step in a process is agreed upon, after which follow-up steps can help craft the issue in such a way that new opportunities are discovered to do it better. Instead of short-term jobs, long-term processes emerge. That also changed internal processes at the institute, for example, less thinking up things for the customer in our own office rooms but designing next steps together with the client and doing them together inside the company.

Process, dialogue and biography

In the interplay between client and consultant, attention can be focused on three facets. These three facets form the core elements of our methodology. I call our methodology or approach the methodology of self-evidence. The idea behind this is that in nature and the cosmos everything is self-evident, i.e. it proceeds according to fixed laws and inherently contains a meaning. This, however, is not the case with our own human creations. These are not objectively invested and endowed with a meaning, but they are intersubjective, ever so slightly different and a meaning we must add ourselves. So, there is nothing evident from this reality itself, but we have to integrate a transparent evident-ness in our methodology and approach. Now we can do this by 1. Paying attention to the process 2. Doing everything in dialogue 3. Connecting to the biography of people and organization.

Giving attention to the process

We often focus on content and problems but have little regard for how the process is set up and goes. But it is precisely the process flow that affects the behavior of the people in the process the most. We can pay attention to the process by mapping it as follows.

First, we examine what the successive main activities in the process are. We walk through these activities and document them on large papers.

We then look at which people are active in each step and how they work together in it.

Third, we examine when and how decisions are made in the process and by whom.

In this three-step investigation, we place 'a red spot' there where something is not functioning well, not needed or is missing. That is where we find points for improvement.

We analyze what are the guiding conceptions in the process that make us do as we do. Is that guiding view still adequate or would another guiding view guide us better? This is how we then detect structural 'Bottlenecks and Engpasses' in the process and can focus our interventions on them.

The consultant can do this investigation with his/her client in conjunction with the employees involved in the process. By examining work processes, we trace the main causes of non-functioning. Instead of blaming employees for failure, it is better to blame a poorly constructed process for failure.

Work processes pollute over time partly through neglect and partly through ill-considered outside interventions that disrupt the process flow.

The lean philosophy is originally aimed at making processes flow again by

1. Focus the process on the customer, not push but pull oriented
2. Detecting pollution
3. Making processes unambiguous and not too complex
4. Improve tools for work
5. Coordinating with suppliers

This could contribute to a sustainable way of working. However, it is quite often used as an efficiency tool in the hands of lean experts to save people and costs. This is a pity because it

was a nice contribution that people in the workplace could improve their processes themselves.
This is where the development side of the organization comes into play again. Taking initiatives to improve work processes with an eye on the customer and engaging employees usually gives extraordinary motivation in work. The sense of purpose increases enormously and people can connect more personally with the work.

Doing everything in dialogue
Value creation comes from dialogue. This can be the customer - supplier dialogue, the manager - employee dialogue, the collaborating colleagues. Dialogue can take place in different ways. A long-standing NPI concept introduced by Bernard Lievegoed and colleagues was the concept of co-operation - negotiation - fighting.
When we co-operate, we are focused on achieving something together. We bring each other into the game, working together and jointly creating a synergistic effect, an added value beyond the sum of individuals.
When we negotiate, we align different interests and seek a reasonable harvest for both parties. The parties have their own points of view and may seek compromise.
When we fight, one wants to win at the expense of the other. This can mean a fair struggle but also both sides can end up being losers.

These three forms of dialogue each have a seductive and a repulsive side.
In co-operating, euphoria can lead someone to move along where afterwards a sense of regret prevails. On the other hand, manipulation can come into play partly because of misrepresentation.
When negotiating, parties can exaggerate their interest on the one hand and put the other person under improper pressure.
In fighting, one side can mislead the other with incorrect interventions and, on the other hand, fighting can turn into war.

All three dialogues have their own process sequence.
In co-operation, three phases can be distinguished: perception - judgment - decision-making. With a question at the start and an outcome in mind, parties explore the issue and bring it into focus based on perception. This is followed by the formation of judgements in which parties together give meaning and judge what can and cannot be included, and finally choices are made, and decisions are taken.
In negotiation, first positions are explored on both sides, after which the different interests are put on the table. Who is then willing to go along with what from the other to finally reach a compromise that both can live with.
In fighting, forces are first measured, then strikes are struck and finally a winner and a loser emerge.

A key element in dialogue is speaking - listening. It is not self-evident that what I say will be understood by the other person. Here too, there are no self-evident laws but we ourselves must try to understand each other. A fine exercise demonstrates this.
Person A tells and then person B must repeat in his own words exactly what A has told. That already costs most people great effort.
As a second step: person A tells, and person B has to interpret what A meant to say. This proves even trickier.
As a third step: A narrates, and B must characterize and put into words the steering principle of A that emerges from the narration.
As a fourth step: A tells a story, and B reflects on what A told and what the meaning is of the story.

At each step, person A can respond to what person B returns. Roles can also then be reversed.

In dialogue, the three soul qualities of thinking - feeling - willing participate fully. In everything we say, there is also feeling and a will in addition to content. On the surface, we may try to follow and understand the other person. Underneath, we can sense what feelings speak from what the other person puts forward, and we can experience the will of the other person with our own will. If we deal with each other in a completely functional way, we remain on the surface but if we have a personal dialogue with each other, feelings and will come to the surface and become experienceable for the other at their own soul levels.
There is a fine exercise for this too.
Person A tells persons B and C and D his/her views e.g. on leadership.
Person B listens to the content, do I understand it?
Person C listens to the feelings, can I sense that emotion and feeling?
Person D listens to the will, what does person A want to achieve?
After A's vision narration, B/C/D share their observations while person A listens and takes notes with their back turned to the others. These reflections from the others affect A and can then be shared with the three others.
This exercise shows that there are several layers in our communication that we consciously or more unconsciously let into how we communicate with each other.

A particular discovery regarding dialogue, made by colleague John Luijten, was the following. He was regularly asked to coach managers. This usually involved communication between managers and employees. Initially, the coaching focused on the manager's social skills. At some point, the coaching was about observing the effect of team functioning on the customer. Exploring this question together with the manager and the team led to an essential dialogue between manager and team members and gave good impetus to change what was not working well. Looking at the process with the customer together connects, discussing organizational problems divided. In the vertical, communication quickly becomes functional.

Looking at the process with the customer together leads to personal dialogues, real issues come to the table, next steps are taken.

The consultant is attentive to how those involved communicate with each other and observes the workings in the people involved. The consultant can consciously focus the attention of those involved on the feelings and will during the dialogue. This gives more depth and invites the other person to become visible as a person. The consultant appeals to the “I” of the person to appear in the soul. Only then can a true encounter take place. This is important in any dialogue that goes beyond the functional operational level.

Biography of people and organization

Human biography or life course tells the story of a human life and what meaning is attached to it. The biography has stages that always succeed each other along the path of crisis. The biography is a special mixture of natural course and self-chosen steps. This makes each person a distinct personality and a part of humanity. Organizations as human creations also develop a biography, a life story. Organizations also go through phases and crises and transitions and develop their own identity. In the biography of people and organizations, the meaning and the red thread reveal themselves. This meaning and red thread provide the food for inspiration and reflection.

Inspiration and reflection

There are two soul forces that can become active in men, and they are inspiration and contemplation. These are spiritual forces that are awakened when men's self, his/her spirit, is called, "I call you by your name".

To me, inspiration means that something lights up in the soul that brings us into a beautiful movement. We can become animated by listening to music as I do now with my headphones, listening to Voces8 via Spotify. Pursuing an attractive goal can animate us. A surprising encounter with another person can animate us, an inspiring idea can animate us, an ideal!!! Inspiration gets us moving and is the force that makes us take the good initiatives in our lives. Contemplation means standing still, coming to rest, reflecting and thinking. Contemplation allows us to come back to ourselves and to - dock with what is essential to us. We clean our soul of all the noise that occupies the soul while we are 'running'. Contemplation is a meditative activity, an inward listening, an examination of what is going on in the soul. But also 'a prayer' in which we search for those who we desire to guide us.

The consultant is especially concerned that reflection and inspiration be a fundamental component of the work done with the client. To this end, the consultant is invited to provide his/her own sources of inspiration.

I strive to tap three sources again and again.

The first source is a religious-spiritual search for essential contents, values, images that have archetypal qualities and constantly bring me to the essentials I want to stand and go for.

The second source is art. Painting images of the soul, composing and playing music, creating and telling texts and stories about the soul, about people and organizational development.
The third source is philosophy. Trying to make sense of people's practical life questions in dialogue and drawing inspiration from meaningful philosophers from centuries of research into questions concerning our origins, the soul of man, freedom.
These sources feed me, but I also feed the sources with my inspiration. This is not only an individual endeavor but also occurs in interaction with others.
The training of a 'scientific grounding' helps me to constantly research and explore.
This basic attitude involves four qualities:

1. We observe the phenomena and continue to do so
2. We test our findings against what others perceive
3. We listen to the stories told by those involved
4. We look for the dominant guiding beliefs and underlying values

The consultant lives with questions and investigates. In the process with the client, this takes care of being extra alert to where the issues lie and where opportunities arise to take those questions meaningfully further. We can also cross-pollinate with our colleagues and learn from each other. As long as inspiration and reflection live in the soul, the consultant can make a meaningful contribution. I have also experienced and observed this all these years of aging colleagues and now aging myself.

Part 3: The realization

You can hear quite often that consultants make nice proposals on PowerPoint verbiage but are left on realization. Moreover, the advisory profession is guided by protocols to ensure that the consultant keeps his distance, does not get involved in entanglements, always upholds his own professional ethos, leaves on time. Consultants can serve as legitimization for uncomfortable and unwanted changes and can keep those ultimately responsible persons out of the wind and allow them to hide behind the authority of the consultancy firm.
My own understanding of being a consultant is different. Getting in, becoming part of the process, participating in the leadership, taking responsibility, going along until there is a result that if possible has exceeded expectations.
My clients describe our work as a shared adventure with a reliable and competent tour guide who fully engages but allows the client to be fully carried in the process and come to see this process as his/her own. Moreover, the client is part of the learning community created by the consultant and can regularly share his/her experiences with other clients. The consultant creates personal learning communities for personal questions of persons involved in the process.

Development requires taking and fulfilling roles. The role of client, process owner, expert, researcher, experimenter. These roles can be filled from within one's own personality. The consultant is a dialogue partner for role fulfilment and provides tips on how to act in difficult situations.
Ultimately, it is about finding the right next steps that move the process forward in which the right substance is developed that can answer the question.

The customer and the issue

For many years, I was allowed to contribute in an SIOO training course for consultants. I did so based on a concrete actual customer case from a larger Sparkasse from Germany. Over two days, we dealt with key moments from this lengthy advisory process.

Which moments were they?

- The intake, the first conversation.
- The first meeting with the executive team
- Principals and process owners: 4 issues
- Process owners' first steps
- The development meeting principals - process owners
- Confrontation and intervention in the case of non-functioning units
- Initiatives from young employees
- Perspectives for older employees
- Strategy development by first and second hierarchical levels
- Transforming central departments

For more than 20 years, the cooperation between Sparkasse and I as their consultant unfolded. I worked with four different board chairs.

This Sparkasse initially has 2,500 employees, more than 100 outlets in city and surrounding region, a hefty central staff spread over 12 departments.

Incidentally, the Sparkasse constitutes the largest banking organization in the world. However, each Sparkasse, which originated as a municipal bank often 150 years ago, operates independently with directors always being appointed for five-year terms.

As a policy, anyone can be a customer of a Sparkasse, including a Lebanese refugee.

The market share is often up to 80%: out of the community - for the community. Sparkasse have a full banking package to offer to private and business customers.

Sparkasse formulates its goals in customer terms: what do we want to contribute for business and for private customers in the realization of their goals?

The intake, the first conversation

For years, I have been given the opportunity to train Sparkasse directors together with an employee of the national Sparkasse Academy. With different titles for three-day workshops, we have been meeting Sparkasse directors for years. The first workshop was about developing and implementing new policies. Thus, I gained some notoriety in the Sparkasse world.

At some point, I am approached by one of these Sparkasse and invited for an interview.

The meeting takes place at a restaurant in the city center. A director and the marketing chief receive me warmly and we quickly get talking. The Stadt Sparkasse and Regional Sparkasse had merged two years earlier. He was board chairman of the regional Sparkasse and now in a seven-man board the second in command. In a year's time, the number one will leave and he will become board chairman. Two years now, they have been working hard on the technical

merger. What failed was to merge the two completely different cultures of city bank and regional bank. The city bank worked vertically top-down and the regional bank worked horizontally with little hierarchy. Their question to me is: how do we create a common culture of working?
I describe to them some practical examples from my work and the methodology from which I advise. I could see both trying to imagine how this might work for them. What appealed to them in my approach is first, to identify the issues with a view to enterprise culture development and put these issues in the hands of process owners found by the management team who lead the process in conjunction with a board member as principal. This gives a good guarantee that the processes ultimately lead to desired results. At the end of the meeting, they suggest organizing a two-day meeting with the entire directors' team in which they can get further acquainted with this approach and, if positively experienced, we can already take a first step there in identifying the issues and identifying possible process owners.

In the consultants' training, we start with this first conversation with the potential client/client. After giving some background information, I ask two participants to be the Sparkasse duo and two other participants to be the advisers.
The other participants look on.
As a rule, the following occurs.
The advisers are welcomed nicely by the customer. The Sparkasse directors explain to the advisers what they are looking for a solution to and whether the advisers can help. The advisers start asking questions to understand what the issue is. A substantive conversation follows and at some point, the two directors ask what the advisers want to propose. Usually, the advisers offer a course and tell what it might look like.
The directors ask the consultants to come up with a written offer. Friendly goodbyes are said.
We ask the participants about their experience, and they appear reasonably satisfied. Talking on from that, we come to the point of whether a click developed between client and adviser. Well not really, it remained functionally somewhat distant.
I suggest doing the first interview again but differently.
The directors welcome the advisers. They tell the advisors about Sparkasse and the issue. The advisers ask the two Sparkasse people to tell how they have tackled the issue so far and what struck them in the process. Immediately, the Sparkasse people's story becomes much more personal and concrete. They have invested a lot in training and talks but that has achieved little, even in the management team there are different views on how to tackle this issue. The consultants suggest a meeting with the executive team to work together on an approach that all seven executives can carry with them. This seems like a fine first step to the two Sparkasse directors and they will suggest this to their colleagues.
The course participants are surprised how different it works when, as a consultant, you don't try to understand the issue but pay attention to how the client is dealing with this issue so far. It becomes more direct, more personal, gets the client moving and offers the perspective of a good process in which the issue can develop and change. If the client can already see a process

in front of them in the first conversation and how a somewhat different approach can work, the chances are that the client will want to take the plunge with this consultant(s).

The first meeting with the executive team

In a pleasant outdoor courtyard, I meet the seven-man directors' team. After a brief introduction/acquaintance, I explain the program. First, a vision exploration, then examining which development issues will be tackled, who can become the process owners and, finally, the next steps.

I propose sharing the vision of the future as follows. I refer to Benedict's order lines which indicate that when it comes to issues about the future, first the youngest monk speaks, after all God speaks through the youngest soul. I added that the youngest monk experiences the consequences the longest. This surprises the board chairman as the oldest, but he agrees to speak last. Each board member answers my question about what he (there is no she) would like to achieve for the bank as a person in the coming years.

Inspiring contributions follow and members are surprised what they hear from colleagues.

After the round, I give a summary of points that are common:

- We focus the bank entirely on our customers, building relationships and providing excellent service.
- We save costs every year, at least 1%.
- We develop the community of employees.
- We are constantly improving our work processes.
- Twice a year we talk as directors to each other in detail. Once on business strategy, once on organizational development.
- We support each other to achieve personal goals for the bank.

The chairman of the board is retiring in a few months and asks his successor to take the lead. Colleagues like the idea.

Then we focus on the development questions.

I give a brief introduction on a possible approach with clients and process owners who will realize the desired changes in special processes together with the working community. This is going to lead to more commonality and give a fresh impetus to the corporate culture.

Four issues are formulated:

- How do we ensure that we actively reach our customers and do more business with them?
- How do we systematically save costs and improve work processes?
- How do we get more return from our Sparkasse assets?
- How do we encourage our employees not only to do good work but also to take initiatives.

Two process owners are selected for each issue.

I explain what I call 'the apostle principle'. Each of the seven board members writes down two names of employees per issue to whom they would like to entrust the leadership of this process because of their personality and leadership capabilities. My advice is: do not select

because of functionality or hierarchical level, for example, the personnel manager takes issue 4 'stimulate employees'. He or she can, however, support the process owners later as an expert.
For each issue, we make a round, hear the names and why this person. One or two names jump out that several have mentioned. This creates four pairs. They then talk to each other about which of them will be the decisionmaker for which issue/process. The four principals will approach their own process owners asking if they would like to lead this process in addition to their operational function. The prognosis is that they will be pleasantly surprised to be 'chosen' and so it turns out afterwards.
We discuss how to create an infrastructure within which these processes will run. Clients and process owners can always coordinate with each other. Once every four weeks, principals and process owners meet to discuss progress and give each other tips. Process owners can involve other employees in their process and ask them to contribute. This is not an obligation but an invitation that can be accepted. The process owners are guided by the consultant as are the decisionmakers. Moreover, the advisor can be involved to find good solutions in difficult situations. Every month, the consultant spends three days in the bank and goes through the following cycle: Meeting with the board chairman, meeting with decisionmakers and process owners, joint meeting to discuss progress, bottlenecks and next steps. The consultant is then involved in the processes where he can provide new impetus and advice to the process owners. The consultant can be taken to a difficult situation in the bank that calls for intervention. In conclusion, principals and process owners meet, message their next steps and coordinate with each other.

To experience this step in the process with the client, I ask SIOO participants to create a vision of leadership. They present this vision to colleagues in 5 minutes. Some listen to the content, some listen to the expressed feelings and some listen to the will. The listeners share the listening experience and share tips on how to express the vision in a different, stronger and more expressive way.

Principals and process owners: 4 issues in progress
The processes pick up momentum and after a few months, dozens of managers and staff are involved in processes and contributing. First exploratory, then investigative and then experimental.
Some examples.
In several sales offices, employees investigate which customer groups are dominant in their neighborhood, for instance wealthy customers in a rich neighborhood or working customers in a working-class area, and which products and services these customers need, and actively focus on them as employees. Besides general product actions from the central staff, employees will approach customers individually and as a team to analyze their financial situation and make improvements.

One work process is the delivery and collection of cash at the more than 100 outlets. This happens twice a week. Analysis by the process owners shows that some outlets have a lot of cash traffic, others little, and that in a simple way much more specific cash can be delivered and collected. This saves considerable costs.
When granting credit, a rather complicated process is set up which creates waiting times for customers. On investigation, more than 80 per cent of credit requests are found to be standard. A split is made, and two procedures are set up. For the standard application, the bank officer can arrange the commitment and disbursement first and later the back office can handle the administrative completion. For more complicated credit applications, consultation with the customer is done first, the customer provides desired information, risks measured, credit proposals made, decided and disbursed along with administrative processing.

Process owners ask employees to contribute personally. They are usually happy to do so. If there is resistance on the part of the employee's manager, this is discussed in proper consultation and a choice is made to contribute or not.
It soon becomes apparent that in certain departments and teams, work is not going well, and motivation is low. This calls for interventions from the management. This is where the consultant gets involved. For example, in a large central department, there was poor cooperation between the head of the department and two older team leaders. These ruled their teams and did not tolerate interference from the head or others. This had been running like this for years to the dissatisfaction of many and certainly the employees in the two teams. The director in charge, department head and consultant discussed the situation, and it was decided that the two team leaders would be addressed by department head and director soon and that the proper way to break open this situation would be sought. The conversation led to both team leaders being removed from the position and two young staff taking over that role and responsibility. One team leader wanted early retirement, the other joined a new assignment elsewhere in Sparkasse. What was not thought possible turned out to be possible after all.

With the SIOO students, I then practice a confrontational intermediate dialogue with the client. The team leader confronts the employee about the fact that the employee's project shows no progress over the past few months. In the confrontational dialogue, the leader's challenge is to stick to his position, with the employee trying to escape with numerous excuses. By asking questions of the employee and sharing facts or observations, the employee can become aware of the situation and prepare to make a change and accept the change as meaningful. Students find it difficult to hold the point of view while listening carefully. In practice, the consultant can help the client prepare for this confrontational in-between dialogue and not escape for fear of hurting the other person.

Process owners' first steps

For the process owners, an exciting adventure begins. Together with the consultant and with the help of the beacons concept, they design their process and first steps. The guiding view in this role is that others do the work, and they steer the process, initiate next steps, hold discussions with stakeholders and bring results to decisions with the decisionmaker. This horizontal leadership takes some getting used to. However, as soon as the process owners get the hang of it, the process starts running and new people are soon involved in the process.

For the process owners, it is a permanent learning process. First, they must divide their attention and time between the operational work in their job and their role as process owners. This means they must delegate certain work to their employees or colleagues. In addition, they learn to conduct conversations in such a way that the other person gets moving and the invitation to contribute becomes concrete:

Working together with the decisionmaker, involving them well in the process and bringing them in on time.

Working together with the other process owners.

Taking new initiatives.

Documenting the process and letting others share what goes on in the process.

An unexpected spin-off of this approach is that process owners qualify in time for positions with greater responsibilities. One process owner was later appointed to the board, a young employee was asked to become human resources manager. Another process owner became controller, another regional director.

A third level of work developed in this organization. The first level is day-to-day work. The second level is project-based work. The third level is working on change in a horizontal infrastructure based on personal responsibility in accepted roles.

With SIOO students, we practice designing the process using the beacons.
They formulate a question they have in their own practice. You then design the process with questions such as: who to involve? What outcome should we aim for? Your guiding principle? What process steps should you make? The guiding star? Tools to be used?
Designing involves the will to take concrete, irreversible steps in the process.

The development meeting principals - process owners

An essential element of this development and change methodology is the rhythmic consultation at this third level of work. In this case, this was set up as follows.

Twice a year, the board of directors takes a time-out to reflect on Sparkasse's development. In spring the business strategy is discussed, in autumn the organizational development. These meetings are always prepared with employees and subsequently shared with managers and employees.

Every month, principals and process owners meet to share progress and prepare next steps.

The process owners meet regularly with experts and staff, invited to contribute, by them.

Once a year, there is a large often festive open meeting where employees can get up to speed on what is being developed.
These rhythmic consultations and alignments are planned early and adhered to.
Again and again, the following is discussed: what took place, what happened, what obstacles did we encounter, how did we deal with them, give each other tips and advice, agree on next steps.
For several years, the consultant has occasionally attended the board meetings and participated in the board's two time-outs per year.

With the SIOO students, we practice and experience the meeting between decision-makers and process owners where process progress, bottlenecks and tips are discussed. Students are challenged to look for the guiding view in each story told. Instead of discussions and arguments, we learn to give each other tips that are feasible and help the process succeed. The consultant can help make the dialogue fruitful, leading to concrete next steps.

Initiatives from young employees
In a conversation we have, the board chairman shares his concern that young, new employees quickly 'disappear' into routine work. He would like to see them take more initiative. He put this question to the human resources department, and they presented him with a wide range of courses. He saw no bread in that and so to me the question came 'how to do it'.
I put to him the idea of inviting 14 executives who have never been asked for anything to share with each other what initiatives have been taken recently in their team and how they involved young employees. "Good, we can try that". A region leader and the controller were asked as process owners and start together with the consultant. No sooner said than done. In the first meeting, silence followed when asked what initiatives had been taken recently. After some hesitation, a female team leader shared the following: She does not like to address customers who are in the red. However, it is her job to do so. She asks her team members to do so. These have no problem doing so and are even more successful than she had experienced. Not allowed but very effective. It is agreed that each participant will invite a young employee on the team at home to take charge of something that the manager and team members would like to see happen. Criterion is that it makes sense for the client, the team, the manager and the individual him/herself. We were surprised by the enthusiastic feedback in the next meeting. The young people who were asked were willing and enthusiastically engaged with colleagues.
In consultation with the executive chairman, it is decided that the process owners offer managers and young employees such an opportunity. Meeting in groups sometimes, young employees can develop their own initiative in work. In an opening meeting with the young people and their managers, the issue and idea are shared and a small initiative is prepared. Halfway through, the young employees meet with the process owners, share successes and get tips on how to proceed. After six months, they report the results and how the initiative

has worked for the customer, the team, the manager and the young employee himself. This in the presence of the chairman of the board and managers involved.
The board chairman is amazed and struck by what these young people have achieved. This now has become a regular feature of this Sparkasse where more than 90 per cent of the young people have been able to go through this experience. Essentially, they experience how they can move and realize something as a process owner. Leadership is awakened in the young person.

SIOO students present their own client cases. They describe the way they worked with their client as concretely as possible. The listeners characterize the story and try to find the guiding idea emerging from the client case story. Then, in small groups, they must design a different approach and create a concrete step for the process, which is then implemented and evaluated.

Perspectives for older employees
After this development opportunity was realized for the younger employees, the question arose of what could offer prospects for the older employee. Here too, an offer of courses did not appear to be the desired answer. The idea was born to invite some forty employees over 45 years old to think about what could make work attractive for this individual employee in the coming years.
The invited employees are surprised by this invitation and some of them sleep poorly for fear of a disgruntled chairman of the Board. Divided into groups and guided by process owners, they talk to each other, and it slowly becomes clear that this is a serious attempt to explore "what would you still like to achieve in the coming years". For six months, there is an opportunity to put your own ideas about your own future into action. The surprising thing here was that the older employee had wishes that no one had thought about before. Questions concerning health, workload, cooperation, young/old are addressed individually. For instance, an experienced employee who could advise business customers superbly worked out the idea of becoming familiar with the new IT systems that were being introduced regularly in a different way than usual. What the younger colleagues quickly grasped cost him trouble. He discussed this with some other older colleagues who appeared to have the same problem. They jointly organized a different way of teaching with an older IT instructor that helped them master working with the new system. A team leader in a sales office organized walks with her team during breaks. She noticed that she came home less tired in the evenings and was able to do more still with her family. Thus, every employee found his/her step and what stood out was that all valued that it would also be good for Sparkasse. The employees set great store by their Sparkasse achieving good results, which gives security and safety in addition to freedom. All senior staff got the chance to find and do their own step in such a research process.
At some point, at her request, a fellow consultant once attended such a meeting with senior staff. The director gave a brief introduction on what was intended. Then the employees

divided into groups to discuss their ideas with other colleagues. After some time, some employees told their intentions and the meeting was over. Afterwards, I spoke to the colleague who asked me somewhat indignantly why I did not contribute anything. I told her, "This process as it is running is my contribution, everything else is from the employees themselves". I don't think she understood my reaction. Moments later, a process owner said: "Who was that lady who constantly interfered unsolicited with what we were doing?"

With the SIOO students, we did the exercise 'Inner voices'. The student describes a recent event in a concrete situation and silently analyses inner voices speaking while remembering the experience. He/she gives each voice a name and draws a picture of a person containing the names. They share this picture with two other participants, who can then reflect and suggest another voice that can meaningfully change the way the person responds to the situation.

Strategy development by first and second hierarchy levels

Twice a year, the management retreats to reflect on Sparkasse development and consider what changes are needed. A meeting on the course of business, a meeting on further organizational development. For several years, I participate in these meetings and make contributions on request. Whereas initially it was a top-down affair, this strategy process changed more into an 'open space' approach. Before the management deliberates, groups of executive's pre-think and discuss what needs this time. Again, those executives previously discussed this with their teams. Opinions and judgements are formed in this way so that the management can finally take decisions and confirm unanimous strivings.
This gives great commitment to the agreements made to realize them.
Issues are taken up and assessed at what level the issue should be tackled: in daily functional practice by designated employees, via special projects with a designated project leader or as a change issue in a development process led by a process owner. This is then included in the appropriate consultations.

I had the SIOO students formulate their own issue on three levels. First as a care issue, then as a problem and then as a change issue. For each level, they design a concrete approach and present it to each other. Next, SIOO students develop a business strategy for their consultancy practice and look at which organizational changes are needed to realize this strategy. The idea of 'crafting strategy', as Mintzberg recommends, is used. Not abstract, not just practical but entrepreneurial from an inspiring vision.

Transforming central departments

A new board chairman, previously board colleague, wants attention to the work of the central departments. He believes that new impetus is urgently needed there, simplification, fewer hierarchical levels and much better cooperation with people in the market and with each other. He asks me to design a process to this end. He has noticed, for instance, that a lot of staff work is not taken up by market staff: 'we can't do anything with that'.

My proposal is the following:
We work with the following principles:

- Fewer hierarchical levels: department head - team leaders - employees as the basic structure.
- Less differentiated departments.
- Changes in work processes.
- A distinction in daily production - projects - processes
- A distinction in service and consultancy.

Department heads are asked to design and implement this change for their department in consultation with the director under whom they are positioned. Should a department head prove unable to do so, he/she will receive help from the consultant.
The process has three phases: design - assess/decide - realization.

The board chairman and concerned board members discuss my proposal and after agreeing to it, they discuss it with the department heads. This led to a lot of momentum. Two older department heads would like to retire early. They no longer see themselves pulling this off. A few department heads get off to a smooth start because this way they can finally realize long-held desires for change. A few shows resistance and stagnation.
It was interesting how the department heads did or did not seek each other out and work with each other. The consultant was regularly asked to help and, especially when there were deeper problems, to help deal with that appropriately and in confidence. Old corpses also came out of the closet. In addition to a surely energetic approach by most departments, a proprietary and delicate process of assistance was set up and taken care of. After all, there are emotions that are released, frustrations and anger but also perseverance and relief.
The main results were:

- Simplified organisational structure
- Improved work processes
- Staff people seek out market people before starting work
- Professionalization of systems and staff capabilities.
- More initiatives and less bureaucracy.

With the SIOO students, we evaluate how the steps we took worked. What resonated and what they themselves would like to put into practice with their clients. The students were touched and saw real opportunities to develop their own practice using elements of this methodology. "Turning a problem into a process and working from a leadership attitude".

As a consultant, I experienced busy and quiet times in this Sparkasse as a sort of GP for organizational and leadership questions. Regularly, one or two colleagues joined in.
Some executives/process owners became strong carriers of this methodology, and the directors were also able and willing to use it.

The Sparkasse is one of the best-performing Sparkassen in Germany and that over a long period of time. This contribution was rated as important and meaningful by managers and employees. Not least because it was always exciting and brought satisfaction and fulfilment to the people involved.

The people and their leadership

In the operations of the organization, people occupy positions and perform tasks.
In organizational development, people fulfil roles and tasks.
The former leads to acting and interacting functionally.
The second leads to personal acting and interacting.
We can characterize the former as managing the work.
We can characterize the second as leading the process.
As several experts wrote, managing is not equal to leading.
You can manage the routines; you must lead the change.
This requires people to have two qualities:
Performing a function to the best of one's ability and taking a role from leadership.

Leadership has to do with community. Traditionally, leadership has been linked to governing the community of people. In the distant past, leadership was attributed to 'clairvoyant' leaders. They possessed the ability to connect the perceivable world with the invisible world and thus the destiny of the community and individual community members. Processes in the community were later placed in the hands of specialists in that field. Worldly and spiritual powers were separated. From a local natural community, we moved towards an organized world community. All of us are part of it as workers, as clients, as citizens, as human beings. Whether we like it or not, we have such roles to occupy.
This requires leadership from everyone. Being part of natural, organized and personal communities demands leadership from us if we want to participate in world affairs.

In our examination of the question 'what does leadership entail', we have drawn the following conclusions after many conversations and meetings over many years with leaders:

- Leadership means leading other people and yourself.
- Leadership of the person is based on their own processed experiences.
- Core leadership qualities are directing process flow, coaching learning, inspiring with a vision, confronting and intervening.
- Leadership is a process in the organization to renew and sustain the organization.
- Leadership happens in a leadership dialogue between people.
- Leadership in one's own biography is called for.

In showing leadership, we bring our inner world and our outer world into a healthy relationship. In this, choices are required of us. Schooling the soul is the basis for our leadership. We can do this by training presence of mind, intuitive action and dynamic judgement.
These qualities of the soul are maximally demanded in the role of process owner and in the role of client and consultant.
We develop presence of mind by feeding the mind with relevant archetypal images that represent essential values such as freedom, love and respect.

We train intuition by learning to listen to what expresses itself internally and to trust and follow that.
Dynamic judgement is learned in dialogue with others by learning together from experiences and reflecting on alternative choices and their intended workings.

It is precisely in music that we find this fruitful connection between the personal and the functional. Both in composing and realizing, the personality is addressed but the application of basic principles such as counterpoint and harmony is also required. It has always struck me that as soon as the music plays, the chatter dies down and the people present turn their attention collectively to the music.
Both when playing and when listening to music, a person's “I” appears in the soul and focuses attention. This is the most essential element in a development process that we jointly shape and give meaning from our own leadership.

Standing still and taking the next step

In an age of more and more and moving faster, standing still is not so easy. Everything is calling out to us "we must do this, or we will miss the future". I would say "the future is upon us, and we must prepare for it". Standing still, reflecting and contemplating are precisely what are called for when it comes to the future. Should we not keep asking ourselves whether we are still in the right process or have lost track.

A colleague once investigated why major projects in a large municipality sometimes succeed exceptionally well and some fail radically. In extensive discussions with actors in such large projects, it emerged that where time is taken to reflect on the meaning of the project and what might be good next steps, the projects run well and where this does not happen things quickly spiral out of control. Actions and doing divide us and reflection and contemplation brings us back together.

It is therefore leadership that must pick up and realize community building through communal reflection and contemplation.

When we want more and more and want it faster, something else goes less and slower.

That is the paradoxical workings of the human soul. It lives in polarities and one extreme evokes the other extreme. Let me give an example.

In recent years, a strong influence of regulations, protocols, inspections, documentations is noticeable in many spheres of society, from agriculture to universities. The nurse is less at the patient's bedside and processes reporting and administration in the office. This should give us more assurance of a proper process. This development is strongly promoted by the idea that everything should take place scientifically 'evidence-based'. However, what diminishes as a result is the pleasure and motivation in practicing the profession. There is more focus on the rules than on the patient. In organizations, this regulation has increased enormously, often stimulated by top managers with their all-encompassing information systems in which professionals pay the toll and not infrequently have to deal 'illegally' with perceived customer queries.

The consultant can ensure that development processes have the right inertia that allows the right things to be done with the greatest effect. It is not for nothing that many change processes in organizations fail because they are approached in an operational and functional way. Speed does not help but hinder here, after all change is first and foremost an inner change in people that can lead to doing things differently. Before we master something, a lot of practice is required of us. This requires attention and time.

When we do something slowly, something else moves faster. For example, it turns out that when process owners calmly and mindfully shape their process slowly, more people are willing to step in and participate more quickly.

Part 4: The valuation

Consultants may be tempted to take on a lot at first and then have to let go again later. Initially the client question is investigated with a lot of advisory capacity and findings reported to the client after which soon the client is on his own and the consultant has left.
I personally stand for a minimalist, rhythmic, long-term approach where the client does the work, and the consultant brings in at regular intervals that what moves the client's process forward.
As a result, the credit for the nicely delivered result remains with the client and is not credited to the consultant.
The consultant is not fully in the light but works more from the shadow side. The appreciation for the consultant shows itself in the continuity of the relationship, with the client eager to take up an issue with the consultant at regular intervals.
Our research shows that clients value first and foremost the relationship as it develops, in addition to appreciating the service provided by the consultant in practice where time available plays a major role and less so the rate.

The quality of the consultant is strongly influenced by the professional cycle through which the consultant continually moves. This cycle proceeds as follows:

- The consultant does a process with the client
- The consultant regularly reflects with colleagues on client work
- The consultant develops new insights and tools
- The consultant writes and publishes
- The consultant teaches others, managers and professionals

Gradually, the consultant becomes a master of the trade.
What the consultant should pay special attention to first is the encounter with the other person. In the encounter, karma can do its work.
The consultant can also pay special attention to how synergy, added value, is created in the interaction with the client both at the individual, team and organizational level and perhaps even at the societal level.
Completion is also a special area of focus. After an intensive process, proper completion gives room for something new.

The meeting

In my more than 50 years of consulting work, I have met many clients and customers and colleagues. With them, I went through unforgettable processes. The meeting was more than a business matter but based on a mutual desire to set up and work through something new and exciting together. Let me give some examples.

I met Bernhard Kloke in Shell/NAM. He was 3 years an internal consultant on organizational development there as an NPI consultant. After a year, being a Shell employee, I took over his role. We agreed that in due I would come to NPI and we would develop the NPI consultancy work together in Germany. So, it happened. We organized a pilot seminar of 3 times 2 days for German Entrepreneurs. There I met Arnold Langen and Erich Colsman, two German entrepreneurs. I advised in both enterprises and a personal friendship developed in which I supported their private initiatives in BD agriculture together with Bernhard Kloke.
I worked with Bernhard Kloke for 28 years at NPI and then 15 years as IMO colleagues.
Many German companies that arose from the work of anthroposophy-inspired entrepreneurs such as Wala or dM drogerie became long-term NPI and later IMO clients.

On my arrival at NPI, I met Bernard Lievegoed, the initiator. Together with young NPI colleagues, we had inspiring evenings with Bernard who by then had already started his third initiative “the free university college”. Later, I became lead responsible for NPI development, chairman of the Supervisory Board of the Zonnehuizen, Lievegoeds first initiative and chairman of the Supervisory Board of the Free University College. A deep connection to this impulse has carried my biography as a person and consultant and still does.

Rudolf Wagner as a valued employee of Sparkasse Academy Germany participated in an NPI seminar: developing and realizing enterprise policy. Afterwards, he invited me to join him in doing a similar seminar for Sparkasse executives. A three-day seminar attracted directors from 12 Sparkasse. Several seminars followed and then Sparkasse directors in their Sparkasse invited me to help shape the bank's development as their consultant. For more than 40 years, I have been active as a Sparkasse consultant for large, medium-sized and small Sparkasse throughout Germany.
The case described earlier is a good example of how such advisory processes went.
Another fascinating case study is Sparkasse Mittelmosel. Starting with Gunther Wölfges as the new chairman of the board with whom I had previously had the pleasure of working in a smaller Sparkasse Haan and later in a large Sparkasse Wiesbaden, with his Mittelmosel colleague and successor Edmund Schermann, we developed 7 strategic processes with 2 process owners each, partly with a view to create more intensive cooperation of colleagues from different units and also between the three board members themselves. In a long-term cooperation, a valuable and lasting connection with them emerged. Team development, young employee development, leadership development, organizational development became permanent elements of their successful company development.

For many years, my consulting work developed in parallel in Italian and Finnish companies. In Finland, I led Innotiimi, a 40 people-strong consulting firm, for two years and helped them build organizational consulting and coaching alongside training. In Italy, together with Erica Rizziato, I developed a network Motiva, a leadership master class and advised Ecor-Naturasi for years in their strategic and organizational development. Later also the consultancy group Peoplerise. Again, a long-term collaboration with valuable personal connections with committed leaders and employees happened.

As CEO of SBI, Bert Vroon asked me to introduce a different organizational set-up. Instead of central management and central OR programs that employees carried out, the community was split into smaller units that served specific customers with specific programs and were also given financial turnover responsibility. Later, as CEO of Stenden University of Applied Sciences, Bert asked me to become a professor on organizational development and leadership, which I gave shape eight years long, together with a knowledge group that did research, creating a one-year master class for teachers and managers and a minor in leadership for students.

Willem den Hartog as CEO of two major disability organizations gave OD impulses inspired by SIOO and IMO concepts. A special process for community building was brought to life with the help of employees. How do natural community, organized community and personal community work out for residents/clients was his question?

Peter Blom, CEO of Triodos attended a management course I taught from the NPI. That's where our connection arose, which culminated in 14 years being Triodos supervisory Board member, several years of Triodos impulse and community development consultant and personal interlocutor for Peter as a CEO.

Jos Schoenmaker and Hermanus Meijerink asked me if I would advise the family agricultural enterprise Terra Viva in Brazil in its further development. Before me, first-generation NPI consultants had worked with the family members and company management. I met eldest son Kees Schoenmaker being the CEO and after an initial conversation (Kees was not too keen on consultants) in which we explored cooperation, an eight-year process started. Issues like a next step in the corporate strategic vision, supporting the company directors, working with the shareholders/family members, creating work process improvements, supporting board cooperation, restructuring the company, were dealt with as each time a new issue and problem arose. After Kees, brother Frans took over who very systematically introduced self-managing teams with horizontally functioning leaders.

At the invitation of Joachim Heinz, a German consultant working and living in Irkutsk near the Baikal Sea, we did some seminars, after the change, with Russian entrepreneurs. Joachim

advised widely in Russia and started a learning process with Yuri Nikitin in Bisk/Barnaul in the Altaj in Siberia. Yuri together with his father and uncle, had built up a local supermarket chain with a total of 300 shops, partly owned and partly franchised. Yuri was looking for new impetus and Joachim thought it would be a good idea to get me involved. For years, I travelled to Yuri and his company Anix. Later, IMO colleague Tatiana took over Joachim's role. Time and again, Yuri had new questions, and we talked about them and then tackled the issue in practice. Leadership was an issue, staff-market cooperation, financial transparency, logistical issues, lean organization, community building. Still, together with Tatiana we speak to each other from time to time, still there are issues, still these impulses work in business development.

In China, Cynthia Mahq leads the IMO team. Several master classes, consisting of seven 2-day workshops over a year, have already been completed. Two books of mine, 'The conscious soul' and 'Inside the change' IMO China colleagues are working through with groups of clients. This is done via the internet. 'The conscious soul' has 13 chapters and 13 exercises. Every week, a text is read and discussed with clients and an exercise is done. Again and again, a new group of participants forms and again and again this leads to profound reflections and personal discoveries. 'Inside the change' is worked through in several sessions, allowing participants to experience the IMO methodology and connect it to their own practice.
Almost weekly, Cynthia and I talk through the next steps, and we have been doing so for three years.

Over the course of the past 20 years, an IMO community of people, clients and colleagues, in 11 countries has developed and put this methodology into practice together. This gives fulfilment of the soul and enduring inspiring relationships and constantly fascinating encounters.

The synergy

Consulting is composing and realizing. That creates added value in the process with the client and in the process we do together as IMO colleagues. So, what added value do we mean?
I see added value emerging on three levels.
The first level is that of acting competence in working with clients.
The second level is that of a vibrant developing community.
The third level is that of an inspiring strategic vision with an eye to the future.

Creating capacity to act

We are constantly faced with challenges that we cannot master from our routines and habits. This is particularly true of our leadership in relation to the knowledge, skills and attitudes that realizing change requires. The consultant builds a repertoire of abilities and transfers them during work with the client. For example, an ability to ask those questions that move the other person or analyze a work process in such a way that we find the right improvements.
In leadership, we can focus on 7 abilities:

- Discovering the steering issue in what is seen as needed improvement for the client, the working community and the client.
- Questioning the issue such that we find a good next irreversible step.
- Presenting an inspiring vision that draws others into a shared development and change process.
- Identifying guiding beliefs that determine behavior.
- Improving work processes.
- Hearing the inner voices and following your intuition.
- Creating different future scenarios that get you to the right decision.

These 7 competences can underpin working as a process owner and decisionmaker. The consultant can guide and encourage this learning process.

Creating a vibrant developing community

Arie de Geus, in his book 'the living enterprise', makes it clear to us that the continuity of an organization depends mainly on the continuity of the community. For example, integrating new generations, transfer of ownership and leadership, are factors that count more than high profits. Leadership's big task is to create a vibrant and motivated community of people. How to do that?
I see three ingredients that can promote this:

- Engaging people in meaningful conversations: why we do things and why so?
- Involving people in development and change processes by invitation
- People experience personal attention from company leadership.

Engaging people in meaningful conversations

We pay a lot of attention in organizations to what needs to be done. We pay even less attention to the how question: how are we going to do it? We pay little attention to the why question. The special thing about the why question is that everyone must answer it themselves; someone else cannot do that for you. Involving employees in meaningful conversations means that they themselves must think and explain why they think something is important and also what it should look like according to you. Sense dialogue brings people together because it leads to a personal conversation and encounter. Especially if the conversation takes place between people who are not constantly interacting.

Involving people in development and change processes by invitation

In day-to-day operational activities, we are functional and somewhat impersonal with each other. Colleagues come and go. When I am involved in a change process and invited to contribute to it, I encounter people I otherwise don't experience so much. A new dynamic is experienced, personal dialogues happen, you are listened to. Where daily work can tire you out, there development work is inspiring and energizing. In this sense, it is desirable that every employee not only has a function and task but is also involved in change issues and can make a personal contribution. It is precisely this that evokes personal commitment and can make you visible as a person to others.

People experience personal attention from leadership.

When you have a manager who is busy himself and does not pay attention to you and then a manager who does pay attention and works with calmness comes along, you can experience the big difference in how it works. Giving attention is a soul force that works powerfully and creates connection. Mutual trust can develop and that is ultimately what every human being longs for. You can hear it often enough: 'the coach paid special attention to me, he gave me confidence', when a player performs particularly well. 'The chief took time for me, and we had a good conversation, I'm looking forward to it' says the employee who has a difficult project under her belt. 'It is the team that accomplished this, nice how they interact with each other,' says the team leader.

Do I give attention to the other person, then the other person's “I” appears in the soul. If I receive sincere attention, then I am ready to show myself.

The consultant can contribute fundamentally to the process of value creation and allowing added value to emerge. Better results, a better mood, a vibrant community, that is what the consultant can contribute to if the consultant deploys his/her leadership in partnership with the client and working on essential issues that will determine the fortunes of the organizational community.

Creating an inspiring vision for the future

The future is upon us, and with an inspiring vision in mind, we can welcome that future. We develop an inspiring vision in dialogue with all those who care about the fate of an

organization. Good leaders are always curious and ask others about their views and expectations.
There are two concepts that help visualize the future: working with scenarios and working with forecasts.

When it comes to the future, I often ask my client to develop scenarios. They design three versions.
Version 1: It continues as it is now for the next few years, and we adapt to circumstances
Version 2: We realize our dream in the coming years
Version 3: The impossible became possible after all
We make the images that live in us explicit and bring them out.
When we have those images, the question is not which scenario do we choose but the question is: what decision with an eye to the future should we make now?

When that course-finding decision becomes clear, we can work with forecasts.
What is going to happen after we make this decision. What will promote the smooth functioning of this decision and what resistances will we encounter? We record this prognosis(s) and over time, we evaluate the functioning of our decision from time to time.
When reality is different from our expectation, we ask the question: could we have seen this? This gives us a sharper focus on those factors that really affect the development of the business.
We can apply both exercises to our personal lives as well.

The conclusion

We have reached the end of this book. The third book on consulting that I am writing. More than 50 years of consulting are behind me, possibly a few more years ahead of me.

All these years, consulting has put me in a free position and room to play where I could adventure and passionately pursue a path together with the client and colleague. In doing so, I was constantly inspired by my musical training: consulting is an artistic profession with spiritual philosophical overtones from a social scientific basic attitude.

Without many certainties, one's own initiative and willingness to learn and change without giving up one's own personality form the basis for an exciting existence. Those who are willing to give a lot receive richly. For this, I thank all those with whom I was privileged to hang out.

Literature

Adriaan Bekman, Het geheim van de smid, van Gorcum, Assen
Adriaan Bekman, Adviseren in verandering, van Gorcum, Assen
Adriaan Bekman, Vensters op organisatie, Kluwer, Deventer
Adriaan Bekman, Kern kwaliteiten van leiderschap, van Gorcum, Assen
Adriaan Bekman, Bezield Veranderen, van Gorcum, Assen
Adriaan Bekman, Bezieling, filosofie van het georganiseerde leven, Christofoor, Zeist